

A Study on Employee Work Performance Towards Work from Home with Mediating Effect of Job Satisfaction

Muhammad Farrukh Khan

Email: mfarrukh.khan@outlook.com, Iqra University, Karachi

Dr. Tathir Ansari

Email: dr.tatheer1989@gmail.com, NICVD, Karachi

Abstract: Many organizations encouraged their workers to do work from home because it saved commuting time and also decreased the rent rates for organizations and made it easy for them to monitor employee's work. This study examines how work from home factors affects the work performance of employees. Prior research has been conducted on variables affecting the work performance, however, a very few of them have incorporated so many independent variables and mediators. The purpose of this research was to check the impact of work performance by doing WFH, while job satisfaction acts as a mediating variable between work performance and various independent variables of WFH which will help organizations to promote or implement WFH culture in their organization. A sample of 250 respondents were drawn from employees who have experienced work from home. Quantitative analysis was conducted on the acquired data via AMOS software which not only determined the fitness of the model but also gave detailed insights on the model fitness. One hypothesis was formulated in the beginning of the study, and had 5 components, out of which 3 sub-parts in total, came out to be insignificant, whereas only 2 of them proved to be significant. It was also proved that job satisfaction is a mediating factor between work life balance, work motivation and work performance. Based on the results achieved it is recommended to do this research by taking data of employees of all companies across Pakistan who allow work from home.

Keywords: Work from Home, Employee Performance, Job Satisfaction, Motivation, Work Environment

Article History

Received:
August 17, 2023

Revised:
November 18,
2023

Accepted:
December 05,
2023

Published:
January 01, 2024

Introduction

Many organizations are promoting the culture of work from home (remote work) (Tunk & Kumar, 2023). This provides employees' the benefit to connect with their family especially for working mothers, as they can look after their kids while working from their own place. Besides that there are some drawbacks of remote work as well such as to maintain Work balance life, facing difficulty to focus on work, increasing duty hours and trust issues with employers as well (Arwin et al., 2021).

The COVID19 pandemic transformed the world in a way that resulted in organizations giving employees work from home, teleworking, telecommuting. Covid increased the ratio of individuals working from home (Suryani et al., 2021). Even after the pandemic ended it is guessed that this job norm will continue globally. Because of this transition, organizational way of work changed and it also impacted the relationship between employers and workers. Earlier in 1990s for remote working settings, teleworking became an extensive organizations' demand (Boiarov et al., 2019). Teleworking's worth has become more popular due to the increasing number of single parents in today's society, who want a work life balance (Aravind, 2022).

According to (Australian & Of, 2014) it is a form of flexibility, given to employees to facilitate them when they're either not required to or are not able to commute to a single or central workplace. It is important to test the possible view that by pursuing the work-life balance they are gaining only positive benefits (Crosbie & Moore, 2004). Research has also discussed the aspects of working from home and how it's impacting on the productivity of organizations' employees. For some of the employees it's a blessing to work from home while others may consider it a misery, depending on the factors they're provided with (Liang et al., 2018). This eventually affects the efforts they put in to accomplish their tasks and duties, termed as employee work efforts. Research claimed that Remote work has some disadvantages as well such as lack of communication with the supervisors which creates lack of direction (Susilo, 2020b).

The disadvantages associated with WFH create an impact on employee's job satisfaction, and because of low satisfaction employees' work performance gets affected and they are less likely to produce quality work. Employees' performance has an important role in success of the company and good quality of work is performed when an employee is satisfied with their work environment or their job (Khan et al., 2016). Working from home sometimes creates difficulty in managing between family and work which eventually makes it difficult for employees to handle and it creates stress between the two (Wolor, Nurkhin, et al., 2021).

Flexible work environment is required by employees which allows them to work according to their wish and satisfaction without any problems (Raziq & Maulabakhsh, 2015). A suitable and happy work environment is influenced by psychological and physical factors, procedures, conditions, policies, and relationships which directly influence satisfaction, motivation, and performance of employees positively in their workplace (J. P. Singh et al., 2011).

Work hours is also an important factor that influences employee motivation. Flexible working hours provide a balance between work and personal life. This directs flexible work hours to increase the motivational level of an employee towards work (Spector, 1985) Scheduling the work hours also increases the level of employee's autonomy (Beckmann & Rupietta, 2018). The motivation that directs the employee to deliver more work effort is moderated by employee relations as it fills the motivational gap that an employee needs at workplace. The relationship with coworkers and supervisor has an influence on employee effort (Susskind, Michele Kacmar, et al., 2003)

The companies around the globe have increasingly shifted towards work from home policy in the past decades and recently due to the current pandemic which is affecting employee work efforts. As companies have smaller number of options to monitor the performance of employees, WFH might induce unwillingness in employee and can lower results in individual work effort (Beckmann & Rupietta, 2018)

Employees who work from home experience professional isolation. They possess social indicators lacking which they can use to associate themselves with other people, making it problematic to determine how they should react to work (Garg & van der Rijst, 2015). Some studies have analyzed effect of working from home on employee work efforts using subjective indicators or have used small data sets which include only on companies of a specific industry (Portoghese et al., 2012).

Many researches are in the benefit of providing freedom and work life balance to the employees, however they do point out the problems which occur in supervision, in maintenance of professionalism and handling deadlines as these are the most common issues which companies has to face. This research examines the impact of Work from Home on

employees' performance and factors which are related to employees' job satisfaction. This research is proposed to investigate the work from home challenges towards employee work performance taking Job satisfaction as mediator.

Literature Review and Hypotheses Development

The idea of working in a situation where the employees do not have to travel to some place of work and can operate from home is referred to as working from home (Shareena & Shahid, 2020). It is a form of flexibility (Australian & Of, 2014). Employees are provided with flexible working arrangements such as work from home so that they can allow workers to continue providing productive contributions to the organization while also attending to their family responsibilities side by side, increasing productivity (Liang et al., 2018). These different authors studied work from home, its impact on human societies and discussed the positive and negative aspects of the work from home. Research assessed the willingness and identified the opinion of respondents belonging to the teaching segment of India (Shareena & Shahid, 2020). Literature also discussed the aspects of WFH and its impact on productivity of employees (Liang et al., 2018).

Conceptual Background

Job Satisfaction (JS)

Job satisfaction can be defined as feelings of an individual and their attitude towards the job they are doing. However positive attitude of workers indicates job satisfaction towards their job, whereas dissatisfaction is shown by negative attitude (Abbas et al., 2021; Prasetyaningtyas et al., 2021). Job satisfaction is defined as a pleasant or positive state of employees' mind regarding their work experience when the expectations are evaluated. Some old scholars focus job satisfaction as an attitude and some focus on the work effectiveness (Prasetyaningtyas et al., 2021). When people do remote work the amount of Stress is at lower level, which increases job satisfaction of employees with their job and motivation to work increases which intend employees to not quit their jobs (Maheshkumar & Jayaraman, 2013).

Different researches found job satisfaction in work from home (Spector, 1985) described job satisfaction as someone who considers their job as center of their life and they do job to enjoy rather than to stress, whereas for other people it is considered as a daily life routine. From these factors job satisfaction is impacted in employees behaviors (Lee, 2011). (Maheshkumar & Jayaraman, 2013). Job satisfaction is defined as attitude of employees towards their work, incentives from organization, and organizational, social, and physical environment in which they are working in whether it is social, organizational, or physical.

Work Performance (WP)

When Work from Home strategies are implemented in organizations, organizational performance is highly affected by employees' productivity. Work Performance while working from home identifies employee's work quality and level of motivation at which they perform better (Chow et al., 2021; Kowalski et al., 2022). Employee productivity has impact on how much employee has technical knowledge and how much time they take to complete given task in the respected given time while working from home. Moreover, dynamic workers tend to complete the given targets fixed by the employer and, also take help or instructions from the employer to complete the task if required. As it is documented in the Literature Review, worker's productivity is increased when they are working from home (R. Singh et al., 2017).

Work environment which is healthy, safe, optimal and enjoyable can help employees to do better work and give better work performance. In order to achieve organizational goals it's significant for companies to improve their work environment in which the employees are spending their time (Susilo, 2020a). Similarly, flexible working hours also increases the work efforts as it symbolizes the concern of organization towards the employees. Employees who are provided with the option of flexible working hours result in cost saving of the organization by working longer hours than usual and enhanced productivity (Omondi & Obonyo, 2018)

Work Motivation (WM)

Research has claimed that for employees to achieve work satisfaction high motivation is required (Ahluwalia & Preet, 2017). The levels of motivation that exist in a workplace are extrinsic and intrinsic motivation. Intrinsic motivation comes from inside of the person it has no link with stimulation from other people or the company. Intrinsic motivation factors involved are different for each and the individual feels motivated for their own personal reasons (Ahmed et al., 2021).

In Extrinsic motivation the individual feels motivation from their outside factors such that in order to stimulate the motivation the company needs to stimulate the motivation of individual, in the form of any incentive like rewards, bonuses, free meal or other (Ryan & Deci, 2020). It was revealed in the study by (Raziq & Maulabakhsh, 2014) that job satisfaction was strongly correlated with work motivation. In order to increase the performance of employees it is essential for the company to increase their motivation together with both organizational and personal goals (Kitsios & Kamariotou, 2021). There are higher chances of achieving organizational goals when employees are highly motivated to do their job.

Work Environment (WE)

It is corroborated in previous studies that work environment has a positive effect on job performance (Jayaweera, 2015). A pleasant, vigorous, safe and ideal work environment helps employees to achieve better performance (The influence of motivation and work environment, 2016). In order to achieve organizational goals, the work environment should be highly exceptional. found that a good work environment helps increase employees' motivation and performance. Moreover, it is also proved that job satisfaction plays a mediating role between work performance and other work factors (Jayaweera, 2015).

It is revealed in different studies that if separate space should be available in house for working then it will have effect on the performance of individual while working from home (Herrera et al., 2022). employee's job satisfaction is affected by work environment and work surroundings, such as high or low noise, temperature, lights (Morgeson & Humphrey, 2006).

Work flexibility mainly is important for employees whether they are working from office or from home using improved technology and digital, and nowadays working remotely is very easy and convenient (de Lucas Ancillo et al., 2020), as employees can continue doing their work anywhere they want or wish if they have stable internet connection, it can be at home or in a café because the main factor is work flexibility (Davidescu et al., 2020).

Work Life Balance (WLB)

Work Life Balance is concerned the balance can be maintained by individuals between the work demands and household activities, It helps them promote their priorities at both home and work without sacrificing their job, it differs between every individual as it is a self-determined and self-defined state (Kowalski et al., 2022). Work life balance turn out to be more

critical as the influx of new peers of workers into the workforce demands a greater importance looking for balance of work for the rest of life (Prasetyaningtyas et al., 2021).

At the commercial or public sector in any material directed there is a financial reward to encourage flexible working hours but this remains secret where the incentives are being given to employees and workers. So It is important to test the possible view that by pursuing the work-life balance they are gaining only positive benefits (Crosbie & Moore, 2004).

Work Life Balance is referred to as doing good performance at work as well as effective functioning at home without having any conflict (Prasetyaningtyas et al., 2021). As the conflict between demands of work and central life rises concern grows in the community which results in condensed quality of life (Wolor, Nurkhin, et al., 2021). Work flexible hours provide a balanced professional and personal life which leads to higher job performance (Davidescu et al., 2020). Similarly, the availability of flexible working hours also increases the work efforts as it symbolizes the concern of organization towards the employees. Employees who are provided with the option of flexible working hours result in cost saving of the organization by working longer hours than usual and enhanced productivity (Omondi, 2016). Sometimes when working from home, workers may feel isolation or absence of social environment because of the lower interaction with their colleagues (Sellar & Peiris, 2021)

Whereas, job satisfaction will be increased when unnecessary interaction between co-workers happens and due to less interaction among co-workers, quality of work increases and employees doing WFH can focus more deeply in their work (Mesler, 2022). Workplace environment is dominated by coworkers. Coworkers provide work related assistance which acts as a principal for employees support in an organization (Susskind, Kacmar, et al., 2003).

Similarly (Maranatha, 2017) states that coworkers support has a positive influence on self-assurance of employees and also influences their level of motivation. However, researchers have shown more interest in studying the employee relationship with supervisor rather than coworker relationship (Ng & Sorensen, 2008). The finest way to fill the motivational gap of an employee is to establish an environment that provides good employee relations.

As the impact of large-scale remote work was being debated by companies, a study found that working from home caused over 61,000 Microsoft MS employees to become more soloed in the way they communicate, helped them participate in less real-time conversations and less hours spend in meetings (Mesler, 2022). When working-from-home in the form of virtual teams, the communication in virtual teams becomes a key aspect of team performance because it allows the employees to work together as they work from office. This happens only when coworkers are familiar with each other and they are well aware (Marlow et al., 2017)

Managing Job Stress (MJS)

For the organizations stress is becoming an accumulative problem since the last few decades. When people face extreme pressure in their work, stress triggers them and demands them to perform in a competitive environment. job stress can be both extrinsic as well as intrinsic (Dewe et al., 1993; Munisamy, 2013). The reason of stress at workplace can be because of factors of job factors, organizational role, how the relationship of employee is at work and their career growth (Faisal et al., 2019).

Relationships with colleagues usually represents a relationship that all are equal and working at the same level without any domination (Faisal et al., 2019; Qureshi et al., 2022). Stress at job is because when a person does not get the expected results he wants, and it does not change the result in reality, so it creates pressure in his life which results in stress. According to Robbins, Job stress is usually caused by external factors and they can be

environmental, like uncertainty in environment which affects change in structure of organization and technological improvements; high demands in work tasks; and employee's individual factors (Aslam et al., 2013; Wolor, Jakarta, et al., 2021).

Mediating effect of Job Satisfaction

Job satisfaction can be defined as feelings of individual and their attitude towards job they are doing. However, a positive attitude of workers indicates job satisfaction towards their job, whereas dissatisfaction is shown by negative attitude (Prasetyaningtyas et al., 2021). Job satisfaction can be defined as feelings of individual and their attitude towards job they are doing. However, a positive attitude of workers indicates job satisfaction towards their job, whereas dissatisfaction is shown by negative attitude (Ahmed et al., 2019). From these statements we can see that how job satisfaction is affected by extrinsic work factors like rewards, Work effectiveness, motivation, and stress.

Conceptual Framework

This study has five independent variables (work environment, work motivation, work life balance, communication effectiveness, and managing job stress), one mediating variable (job satisfaction) and one dependent variable (work performance). All of these variables were carefully chosen from different studies.

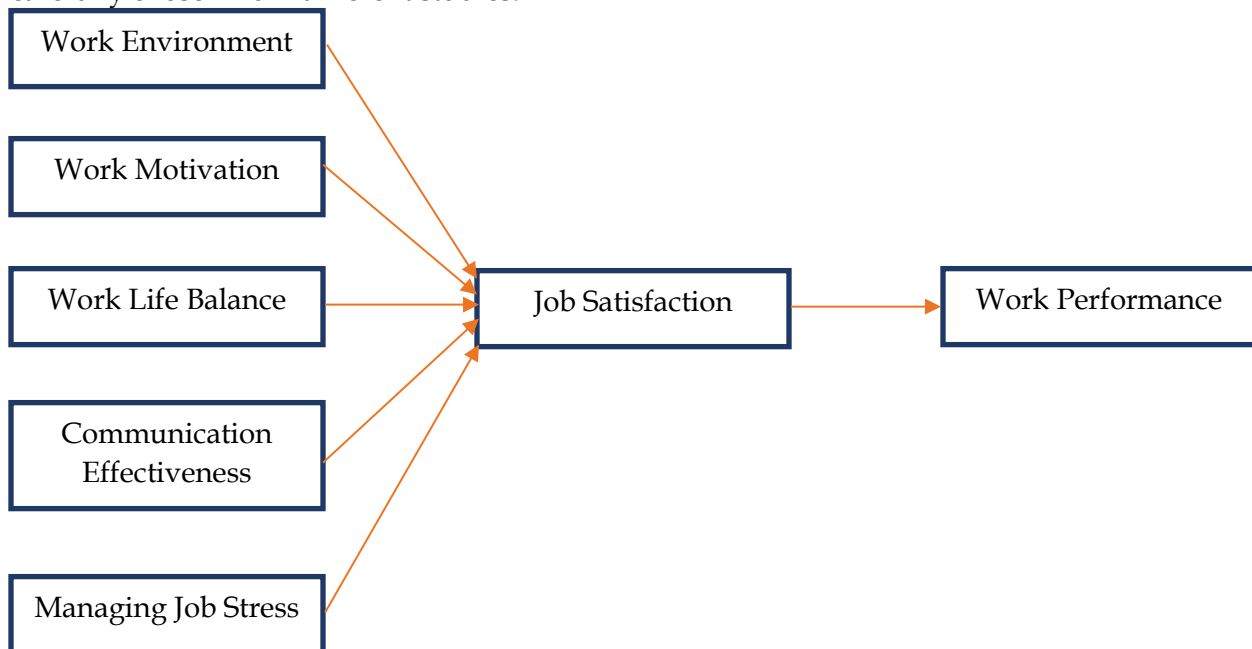


Figure 4: Conceptual Framework

H1a: Job Satisfaction is a mediator between Work Motivation and Work Performance.

H1b: Job Satisfaction is a mediator between Work Environment and Work Performance.

H1c: Job Satisfaction is a mediator between Work Life Balance and Work Performance.

H1d: Job Satisfaction is a mediator between Communication Effectiveness and Work Performance.

H1e: Job Satisfaction is a mediator between Managing Job Stress and Work Performance.

Methodology

This study is based on quantitative research and research design, technique, size of sample and other data collection techniques like descriptive test, correlation and bootstrapping, reliability and validity are used for hypothesis testing (Ansari, 2020; Ramish et al., 2019). We have used non-probability sampling technique in our research to draw the samples. The research is conducted through questionnaire and it is not biased, it is based on participants who have previously done work from home and how WFH has impacted job satisfaction in their lives (Bashir, 2016; Tongco, 2007; Yasir et al., 2021). The data was collected from participants based on their experience. In this research non-probability sample technique is used to draw the samples. In this technique samples are selected on arbitrary or purposive (Otoakhia & Aliu, 2021). In nonprobability sampling techniques respondents are chosen on easy availability basis, generally focusing on the judgment rather than randomization (Showkat & Parveen, 2017).

A sample size of 250 participants was used. Purposive technique was used in this study so that we can collect data from targeted respondents. SPSS and AMOS were being used for data testing. SPSS was used for descriptive, reliability, validity, and correlation testing, while AMOS for CFA and SEM Analysis.

Instrument Development

Instrument was developed based upon seven constructs; Work environment (3 items), Work Performance (4 items), Job satisfaction (3 items), Work motivation (4 items), Communication Effectiveness (3 items), Managing Job Stress (3 items), and Work life balance (3 items) were adapted from (Farah Ain, 2022). All these adapted constructs had Cronbach alpha's value greater than 0.6, therefore the reliability had already been ensured (Ursachi et al., 2015). The questionnaire was carefully formulated with 30 items; 2 items were control questions based upon the stimulus presented, 5 items were based on demographics, and 23 items were related to the chosen constructs. 5-point Likert scale was chosen, where "1" represented "Strongly agree" and "5" represented "Strongly disagree."

Results

This section includes the outcomes of the statistical analysis. The 5-point Likert scale was used for collection of data, the coded responses are then entered into SPSS and many statistical tests were run on this data.

Respondent's Profile

250 respondents were chosen from various organizations using a sampling technique, and each one was given a structured questionnaire based on the variables found. Age, gender, current employment status, work history, and ideal workplace were all examined in the demographic data in the questionnaire.

Descriptive Statistics

Confirmatory Factor Analysis and Structural equation modeling can only be performed on the data that is normally distributed. Univariate normality of the data was determined by analyzing the skewness and kurtosis of the data. The skewness acceptable range is in between -1 to +1 while kurtosis is in between -3 to +3 (Hair Jr. et al., 2017; Hair et al., 2006). If data lies within the stipulated range, then the data is said to be normally distributed. Table 1 illustrated below shows that both skewness & kurtosis of all constructs are in the stated range. Therefore, the data is said to be normally distributed.

Table 1: Descriptive Statistics

	Mean	Std. Dev.	Skewness	Kurtosis
Job Satisfaction (JS)	2.479	1.117	0.556	-0.568
Work Performance (WP)	2.712	1.094	0.256	-0.851
Work Environment (WE)	2.541	1.051	0.208	-0.440
Work Motivation (WM)	2.621	0.991	0.180	-0.614
Communication Effectiveness (CE)	2.761	0.991	-0.184	-0.530
Managing Job Stress (MJS)	2.568	1.020	0.038	-0.493
Work Life Balance (WLB)	2.721	1.008	0.221	-0.313

Reliability of the Constructs

The reliability of the constructs is measured through the Cronbach’s Alpha value. The acceptable value of α is between 0.6 - 0.7 and a value of 0.7 and above is considered good. (Ursachi et al., 2015) The instruments taken in the study have been adapted from prior research, however, since the sample is from a different population, the need for conducting a reliability test is apparent. The reliability test conducted on the data is depicted in Table 2. All the values of the α are indeed above the minimum threshold of 0.6.

Table 2: Reliability Analysis

	Cronbach’s Alpha (α)
Job Satisfaction (JS)	0.877
Work Performance (WP)	0.894
Work Environment (WE)	0.865
Work Motivation (WM)	0.817
Communication Effectiveness (CE)	0.825
Managing Job Stress (MJS)	0.877
Work Life Balance (WLB)	0.815

Correlation Analysis

Correlation measures the degree of association between the variables and/or ascertains the relationship between them. This test is conducted prior to performing CFA and SEM analysis. A value of correlation coefficient in the range of 0.2 and 0.9 is considered acceptable. If the value does not fall within the stipulated range, then that construct is to be discarded from the study. However, constructs having correlation coefficients greater than 0.9 are highly correlated to the point of convergence, therefore, their items can also be combined (Bryman et al., 2007). The results derived from the correlation analysis are shown below in Table 3.

Table 3: Correlation Analysis

	JS	WP	WE	WM	CE	MJS	WLB
Job Satisfaction (JS)	1						
Work Performance (WP)	.325**	1					
Work Environment (WE)	.229**	.501**	1				
Work Motivation (WM)	.440**	.414**	.495**	1			
Communication Effectiveness (CE)	.248**	.438**	.461**	.463**	1		
Managing Job Stress (MJS)	0.100	0.102	.220**	.164**	.241**	1	
Work Life Balance (WLB)	.282**	.279**	.306**	.308**	.460**	0.037	1

Note: ** At p-level < 0.01, the values are significant

The table presented above shows that all the variables have a weak and very weak positive correlation with one another ($0 < r < 0.5$). The correlation coefficient values are not exceeding the threshold of 0.9, therefore, it can be said that multi-collinearity does not exist between the constructs (Mukaka, 2012; Tabachnick & Fidell, 2001). The strongest positive correlation is between work environment and work performance ($r = 0.501$).

Construct Validity

Validity determines the instrument’s relevance in accurately measuring what it was supposed to measure. The constructs used in this study were adapted from a group of different studies; therefore, their validity ought to be ascertained. Another reason for ensuring validity is due to the differences in demographics and culture of the population. There are two tests that can measure construct validity; “convergent validity” and “discriminant validity” (Fornell & Larcker, 1981). Table 4 depicts that all the constructs’ Average variance extracted values are above the minimum threshold of 0.5, therefore it meets the condition of convergent validity and is adequately converged (Krishnan & Ramasamy, 2011).

Table 4: Validity

	KMO	BTOS (sig)	AVE	No of items	Result
Job Satisfaction (JS)	0.720	.000	80.316%	3	Valid
Work Performance (WP)	0.822	.000	76.236%	4	Valid
Work Environment (WE)	0.724	.000	78.759%	3	Valid
Work Motivation (WM)	0.785	.000	64.9 %	4	Valid
Communication Effectiveness (CE)	0.713	.000	74.176%	3	Valid
Managing Job Stress (MJS)	0.734	.000	80.399%	3	Valid
Work Life Balance (WLB)	0.709	.000	73.063%	3	Valid

Discriminant Validity Test

Discriminant validity indicates the extent to which one construct is distinct from the other constructs in the study. Therefore, uniqueness is ascertained when the square root of the average variance explained is greater than the pair wise correlation of the construct. If this holds true, then the construct meets the conditions of discriminant validity. Table 5 depicted below shows the results of the study:

Table 5: Discriminant Validity

	JS	WP	WE	WM	CE	MJS	WLB
Job Satisfaction (JS)	0.90						
Work Performance (WP)	.325**	0.87					
Work Environment (WE)	.229**	.501**	0.89				
Work Motivation (WM)	.440**	.414**	.495**	0.81			
Communication Effectiveness (CE)	.248**	.438**	.461**	.463**	0.86		
Managing Job Stress (MJS)	0.100	0.102	.220**	.164**	.241**	0.90	
Work Life Balance (WLB)	.282**	.279**	.306**	.308**	.460**	0.037	0.85

The table above depicts that all the constructs in this study are distinctive and unique as since the square root of average variance explained is greater than the pairwise correlation ($\sqrt{AVE} > r$). Therefore, the data collected in this study meets the standards of discriminant validity.

Confirmatory Factor Analysis (CFA)

The data in this study went through different tests to determine its appropriateness with the proposed model. CFA was conducted in this study via AMOS v24, and it was ascertained that the value of all the factor loadings were beyond the minimum threshold of 0.5. Moreover, reliability and validity tests also resulted in positive outcomes ($\alpha > 0.7$, $AVE > 0.5$).

CFA for structural model was performed to ascertain how well the proposed model fits that data. A model’s fitness can be determined by Relative Chi-Square, RMSEA, NFI, TLI, CFI, PNFI and PCFI values. The goodness of model fit is attained when $\chi^2 / df < 5$. The results of this

study fall within threshold range i.e. ($\chi^2 / df = 2.155$) and therefore satisfy the requirements of goodness of model fit (Bashir, 2016; Qureshi et al., 2022).

The values of RMSEA (90% CI) should be closer to 0.00 in the ideal case. However, the value of $RMSEA < 0.08$ is acceptable. In our study results of $RMSEA = 0.068$. The value of $TLI = 0.908$ and $CFI = 0.922$, while $PNFI = 0.732$ and $PCFI = 0.78$ is found in this study. For CFI and TLI, the value ≥ 0.90 suggests the adequate model fit, while for PNFI and PCFI, values > 0.7 indicate good model fit.

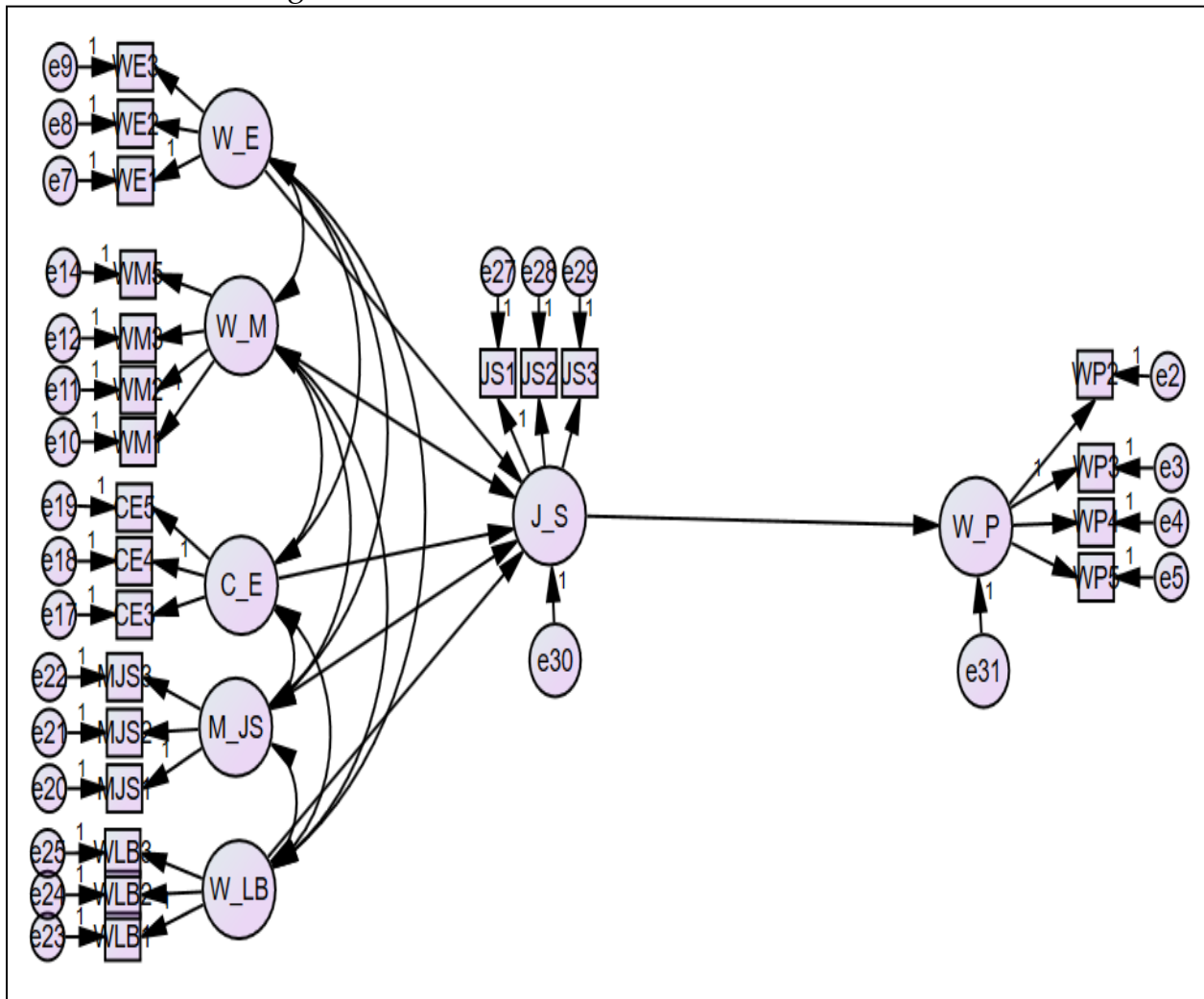


Figure 2. SEM structural model using AMOS

Covariance based SEM approach is used for testing the conceptual model developed in this research. Mediation analysis is performed via a bootstrapping test (Ansari & Hyder, 2023; Qureshi et al., 2021). Mediation can only be applied when both independent and dependent variables have a significant relationship (Hair et al., 2019). Table 6 shows that specific indirect effect of all constructs except for Managing job stress, Communication effectiveness and work environment is significant. Moreover, job satisfaction partially mediates between Work life balance and Work motivation.

Table 6: Mediation Analysis

Indirect Effect	β value	P Values	Hypothesis
WLB-> JS -> WP	0.073	0.015	Supported
MJS-> JS -> WP	0.016	0.681	Not Supported
CE-> JS -> WP	-.028	0.455	Not Supported
WM-> JS -> WP	0.174	0.005	Supported
WE-> JS -> WP	-.026	0.447	Not Supported

Discussion and Conclusion

This study was conducted to check the impact of work performance by doing WFH, while job satisfaction acts as a mediating variable between work performance and various independent variables of WFH which will help organizations to promote or implement WFH culture in their organization. To further substantiate and explain the findings of the study is given below:

The most common tool to check the inner consistency of the construct is the value of Cronbach's alpha test. In this research the Cronbach alpha value is exceeding 0.70 of all variables which shows that the above model is reliable.

The research finding also proved that employees doing WFH are more satisfied with their job and achieving high productivity as compared to those who are working physically. The findings showed that the respondents' level of job satisfaction was extremely high, and this had a substantial impact on how well they were able to perfect and balance their personal lives resulting in a better quality of life for themselves, their families, and the country as a whole.

One more significant discovery of the study is that the representative's level of fulfillment increases when they are permitted to telecommute, instead of venturing out to office. Also, it is observed that women are more satisfied by doing work from home because for them it is very easy to manage their family along with doing job Reshma et al., (2015), highlights that working from home enables workers to save money on travel expenses and gives them the freedom to eat homemade food and various other benefits.

WFH employees experience few difficulties in carrying out their office work and fieldwork at the same time, despite results having shown many good effects of WFH during the crisis. By drawing conclusions from inferential data, the researcher concluded that the first and foremost challenge faced by selected respondents in this research are engaging and maintaining to do work on site. Virtual task execution is very difficult for the technical staff.

The purpose of this study is to note how WFH factors can increase work performance keeping job satisfaction as a mediating variable. For this purpose, a questionnaire was prepared, and feedback was received from 250 respondents. These were all valid responses. After removing ng and aligning the data AMOS was used to check results. Initially SPSS was also used to analyze the data. It also showed that kurtosis and skewness were within range and the data was normally distributed. Cronbach's alpha was within the desired range of all constructs. Correlation analysis showed that there were significant weak relationships between variables. The strongest positive correlation is between work environment and work performance ($r = 0.501$). Construct Validity values were within ranges. Further AMOS v24 was used to conduct CFA and SEM analysis which showed that it is good model fit.

In all five hypotheses were put forward. Three hypotheses out of five were rejected. The remaining two were accepted and showed significant effect of job satisfaction as a mediating factor on work life balance and work motivation. Mediation analysis was carried out in AMOS.

Hypothesis was formulated to test the mediating effect of job satisfaction on five independent variables and one dependent variable. Table 6 depicts the specific indirect effect which shows that two out of five hypotheses were supported, whereas three of them were

proved to be insignificant. Therefore, it can be said that job satisfaction mediates the relationship between WLB and WP & between WM and WP. However, job satisfaction does not have a mediating effect between MJS and WP, between CE and WP & between WE and WP.

Managerial Implications

Based on the results of this study, if organizations allow their employees to shape their job routine on their own so that they can provide best quality output as workplace is based on motivation, trust, and dependability. Similarly, if managers allow their team with flexible working this will also increase employee motivation and ultimately lead to improved work performance. Those managers who maintain the work-life balance of their team will get positive and more effective outputs. These factors should be taken into consideration while making the strategy for improving employee work performance.

Limitations

The scope of this study was limited because the target population was those who only cover workdays. Employee's habits and schedule have changed over the time. It is a high possibility that with WFH, they work in night shifts and these shifts are scheduled on weekends. If this is the case, then more aspects can be covered which have been overlooked during this research.

Future Recommendations

This study mainly focuses on employees who work from Monday to Friday belonging to different fields. This is an under researched subject, and in future, industry wise data should be examined who work from home 24/7. It is necessary to do this research by taking data of employees of all companies across Pakistan who allow work from home. Huge number of samples can also be used to boost the generalizability of the findings.

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