



## Research Article

# A Study on Impact of Covid-19 on Job Performance & Job Satisfaction of Employees Engaged in WFH Culture

Sheetal Mahendher<sup>\*1</sup>, Siddharth Pattanayak<sup>2</sup>

<sup>1</sup>Department of Business Analytics, ISBR Business School, Bangalore, 560100, India

<sup>2</sup>PGDM in Data Science and Business Analytics, ISBR Business School, Bangalore, 560100, India

\*Corresponding Author: ra.analytics@isbr.in

### ARTICLE INFO

#### Article history:

Received 7 December 2023

Revised 28 April 2024

Accepted 1 May 2024

Available online 1 May 2024

E-ISSN: 2622-1357

P-ISSN: 2622-9234

#### How to cite:

Sheetal Mahendra, Siddharth Pattanayak, "A Study on Impact of Covid-19 on Job Performance & Job Satisfaction of Employees Engaged in WFH Culture", SUMEJ, Vol. 07, No. 02, May 2024.

### ABSTRACT

**Background:** Coronavirus (COVID-19), which hit in early 2020, altered people's lives and livelihoods. **Objective:** The goal of this study was to fill in the gaps by looking into numerous possible determinants of job satisfaction and employee performance while working from home, such as work-life balance and work stress, as well as the influence of COVID-19. **Methods:** This study is descriptive design, a cross sectional study, the data is collected using primary methods that is widely accepted to measure the job satisfaction and employee performance during working from home. **Results:** Age of respondent was 100% of the respondents belong to the category of the age group 18-30. Gender of the respondents -68.2% of the respondents were male while 31.8 % of the respondents belong to the female category. Occupation of the respondents - 86.4% of the respondents were students while 13.6% belong to the employed category. As the significance value that is .072 so it depicts that Covid-19 has a statistically 0.72 impact on Employee performance. **Conclusion:** Working from home might be a positive indicator in reaction to the collectivist environment.

**Keyword:** COVID-19, employee performance, job satisfaction, work from home



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International.  
<https://doi.org/10.32734/sumej.v7i2.14646>

## 1. Introduction

The COVID-19 pandemic has disrupted many aspects of daily life, including the way people work. With lockdowns and social distancing measures in place, organizations have had to adopt work from home (WFH) arrangements to ensure business continuity and employee safety. WFH culture has become the new norm in many industries and sectors. The shift to remote work has brought about several benefits, such as flexibility and cost savings, but also poses several challenges, such as lack of social interaction, difficulty in maintaining work-life balance, and job stress [1].

According to a study conducted by the World Economic Forum, the pandemic has accelerated the adoption of remote work, with around 84% of companies globally offering WFH arrangements during the pandemic (World Economic Forum, 2021). While WFH has been adopted out of necessity during the pandemic, it is expected to continue post-pandemic, with many companies planning to adopt hybrid work models that combine remote and in-person work [1, 2].

Additionally, social trends, society, and lifestyle have an impact on employee performance and disrupt the job satisfaction. Several negative impacts of work-related stress have been documented in the past, including cholesterol, diabetic, sleeplessness, asthma, inflammatory disorders, and others [3]. The impact of WFH arrangements on job performance and job satisfaction of employees is an area of research that has gained significant attention during the pandemic. This study aims to contribute to the existing literature by exploring the impact of WFH arrangements on job performance and job satisfaction of employees in the context of the COVID-19 pandemic. Objective of the study was to understand the relationship between Covid -19 on

employee performance and job satisfaction while working from home. Furthermore, other objective was to understand the association between no. of years of job experience on employee performance and job satisfactions while working from home.

## 2. Methods

This study is descriptive design, a cross sectional study, the data is collected using primary methods that is widely accepted to measure the job satisfaction and employee performance during working from home. Questionnaire was used to collect the data. The first part of the questionnaire aims to collect the demographic details of the respondents while the second half aims to measure the dependent and independent variables.

The data was collected using non-probability sampling method. Convenient sampling approach was used to collect the data. The data was collected from 22 respondents and all the respondents are validated for analyzing the data using reliability test Cronbach's alpha. The questionnaire was prepared using Five-point Likert scale for agreement, likeliness and satisfaction level and the same was shared using google form.

The data was analyzed using SPSS software & linear regression was used identify the relationship between Covid -19 on employee performance and job satisfaction while working from home. Chi- square test was done find out about the significant Association between no. of years of job experience on employee performance and job satisfactions while working from home.

## 3. Results

Age of the respondents - 100% of the respondents belong to the category of the age group 18-30. Gender of the respondents -68.2% of the respondents were male while 31.8 % of the respondents belong to the female category. Occupation of the respondents - 86.4% of the respondents were students while 13.6% belong to the employed category. Annual income of the respondents - 84.6% of respondents earn Below Rs. 6 lakhs ,4.5% respondents earn between Rs. 6 lakhs to 12 lakhs, while 9.1% of them earn between Rs. 12 lakhs to 24 lakhs. Education of the respondents - 22.7% of respondents are Undergraduates while 77.3% of responded are Postgraduate. Job experience in years of the respondents - 45.5% respondents have no Job experience while 54.5% of respondent have Job experience Between 0-2 years. Table 1 showing the demographics of the respondents.

**Table 1.** Demographics of the respondents

No	Classification	Categories	Frequency	Percentage
1.	Age	Below 18	22	100
		18-30	0	0
		30-50	0	0
		Above 50	0	0
		Total	22	100.0
2.	Gender	Male	15	68.2
		Female	07	31.8
		Total	22	100.0
3.	Occupation	Student	19	86.4
		Employed	3	13.6
		Unemployed	0	0
		Business	0	0
		Politicians	0	0
4.	Income per annum	Total	22	100.0
		Below 6 lakhs	19	86.4
		6 lakhs to 12 lakhs	14	4.5
		12 lakhs to 24 lakh	2	9.1
		Above 24 lakhs	0	0
5.	Education	Total	22	100
		10th Pass	0	0
		12 <sup>th</sup> pass	0	0
		Undergraduate	5	22.7
		Postgraduate	17	77.3

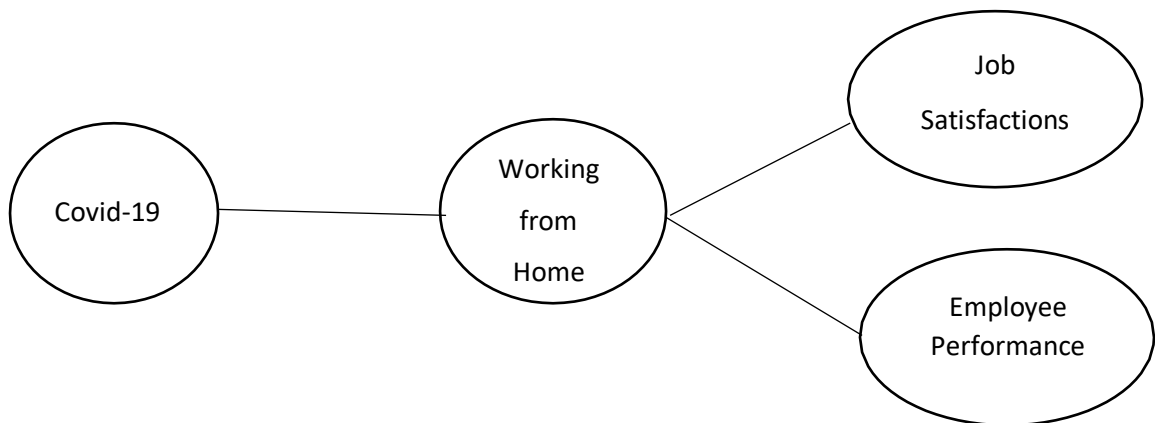
	PHD	0	0
	Total	22	100.0
	None	10	45.5
6.	Job experience inyears	0-2 years	12
		2-5 years	0
		5-7 years	0
		above 7 years	0
		Total	22

Table 2 showing the reliability analysis, for finding the reliability of the questionnaire, we conducted reliability test on the different variables under study. From the above Table 2, we got the Cronbach's Alpha of all the significant factors is 0.822. It can be noted that that all the variables have Cronbach's Alpha values greater than 0.7. Hence, the questionnaire is reliable.

**Table 2.** Reliability analysis

Cronbach's Alpha	Number of items
0.822	12

Conceptual framework:



**Figure 1.** Showing independent & dependent variables

Model summary of the objective was to find whether or not there is a relationship between Job satisfactions & Employees Performance. Table 3 showing model summary of linear regression analysis.

**Table 3.** Regression model objective 1

Model	R	R Square	Adjusted R Square	Std Error of the estimate
1	.410a	.168	.126	.60037

Linear Regression has done by keeping Job Satisfaction as the dependent variable & Covid-19 being the independent variable to find out whether or not there is any relationship between Covid- 19 & Employee performance. Based on the regression analysis as R Square value is less than 0.5, we accept null hypothesis and reject alternative hypothesis and confirm that there no relationship between Covid- 19 & Employee performance. As the Unstandardized Coefficients is 0.205 that depicts that with one unit change of Covid-19 there would be 0.205 unit change in Employee performance. As the significance value that is .072 so it depicts that Covid-19 has a statistically 0.72 impact on Employee performance.

**Table 4.** ANOVA analysis

Model	Sum of squares	Df	Mean square	F	Sig
Regression	1.453	1	1.453	4.032	.058b
Residual	7.209	20	.360		
Total	8.662	21			

**Table 5.** Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	Sig
(Constant)	1.799	.666		2.699	.014
Discrimination Pricing	.388	.205	.390	1.896	.072

Chi square test using on this analysis, this test is used to find out the significant relationship between two categorical data. Relationship between no. of years of job experience on job satisfactions while working from home.

**Table 6.** Chi square test for association between no. of years of job experience on job satisfactions while working from home.

	Value	Df	Asymptotic significance (2sided)
Pearson Chi Square	7.835a	7	.347
Likelihood Ratio	9.804	7	.200
Linear by Linear Association	.367	1	.544

Since the value of significance is .347 which is more than 0.05 so reject the alternative hypothesis & we accept the null hypothesis that says there is no significant association between no. of years of job experience on job satisfactions while working from home. This Chi-Square test is used to find out the significant relationship between two categorical data. Relationship between no. of years of job experience on Employee performance while working from home.

**Table 7.** Chi square test for association between no. of years of job experience on Employee performance while working from home.

	Value	Df	Asymptotic significance (2 sided)
Pearson Chi Square	7.211a	9	.615
Likelihood Ratio	9.182	9	.421
Linear by Linear Association	.268	1	.605

Since the value of significance is .615 which is more than 0.05 so reject the alternative hypothesis & we accept the null hypothesis that says there is no significant association between no. of years of job experience on Employee performance while working from home.

#### 4. Discussion

A previous study found that the COVID-19 pandemic created a gender gap in perceived work productivity and job satisfaction, particularly for dual-career parents working from home. The study found that women reported lower levels of work productivity and job satisfaction compared to men, which was attributed to the unequal distribution of household and caregiving responsibilities [4, 5]. Similarly, a previous study found that WFH arrangements during the pandemic led to increased work-family conflict and reduced job satisfaction among

employees [6]. The study found that the lack of boundaries between work and personal life, combined with increased household responsibilities, led to higher levels of stress and burnout. In contrast, a study found that WFH arrangements during the pandemic led to increased job satisfaction for employees, particularly for those who had greater control over their work schedules and work environment. The study found that the absence of commute time and the ability to work from home led to greater flexibility and autonomy, which in turn led to increased job satisfaction [7].

A previous study investigated the impact of the COVID-19 pandemic on work-life balance, work stress, and job satisfaction among employees in Indonesia who were working from home. The study found that the pandemic had a significant impact on the work-life balance of employees, with many experiencing a blurring of boundaries between work and personal life. This led to increased work stress and reduced job satisfaction among employees [8]. The study conducted in 2021 investigated the satisfaction, challenges, and productivity of employees working from home during the COVID-19 pandemic [9]. The study found that the majority of the participants were content with the WFH culture during the pandemic, and workplace flexibility was identified as the most crucial factor in achieving job satisfaction. The study also revealed that employees were able to achieve higher levels of productivity while working from home than they did while working from physical workplaces. The absence of distractions, such as commuting and office politics, coupled with the ability to work in a more comfortable and personalized environment, contributed to higher levels of productivity [9]. The study aimed to explore the impacts of working from home on employee productivity during the COVID-19 pandemic [9].

The study used a qualitative approach and found that working from home had both advantages and disadvantages for employees and organizations. A previous study showed the impact of the COVID-19 pandemic on organizational commitment and job satisfaction among male and female school teachers in private schools [10]. The study found that female teachers were more continuance committed than male teachers during the pandemic, but overall organizational commitment was low for both groups [10]. Job satisfaction levels did not differ significantly between male and female teachers, and there was a positive relationship between organizational commitment and job satisfaction during the pandemic. Another study focused on measuring satisfaction between work-life balance and work stress among employees in Indonesia during the pandemic. They found that working from home had a positive impact on work-life balance, but increased work stress for some employees. Another study examined employee satisfaction levels and perceived productivity among professionals in Bangladesh who were working remotely during the pandemic. They found that workplace flexibility was the most important factor contributing to employee satisfaction with remote work. Furthermore, the majority of participants reported being able to get more work done at home than at physical work sites.

## 5. Conclusion

Coronavirus (COVID-19), which hit in early 2020, altered people's lives and livelihoods, as well as industries and Organizations throughout the world. Many businesses have begun to implement a new method of working in order to accommodate different changes in working hours and the possibility of working from home. The results of our 22 respondents indicate that there is no relationship of WFH culture induced Covid-19 on employee performance & his/her job satisfaction. This may be due the fact that employee performance and job satisfaction comes from intrinsic motivation & not outer factors like Covid-19.

## 6. Data Availability Statement

The datasets generated and analyzed during the current study are not publicly available due to privacy and ethical considerations but are available from the corresponding author upon reasonable request.

## 7. Ethical Statement

Sumatera Medical Journal (SUMEJ) is a peer-reviewed electronic international journal. This statement clarifies ethical behavior of all parties involved in the act of publishing an article in Sumatera Medical Journal (SUMEJ), including the authors, the chief editor, the Editorial Board, the peer-reviewer and the publisher (TALENTA Publisher Universitas Sumatera Utara). This statement is based on COPE's Best Practice Guidelines for Journal Editors.

## 8. Author Contributions

All authors contributed to the design and implementation of this case report, data analysis, and finalizing the manuscript.

## 9. Funding

No funding.

## 10. Acknowledgements

The authors thank to the staff and member for their valuable assistance during data collection and analysis.

## 11. Conflict of Interest

Authors declares no conflict of interest.

## References

- [1] Feng Z, Savani K. Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. *Sci-Hub*. 2020. Available from: <https://doi.org/10.1108/GM-07-2020-0202>.
- [2] Rajkumar R. Work from home: A boon or bane in crisis situation due to COVID-19 pandemic. *J Public Aff*. 2020; e2419. Available from: <https://doi.org/10.1002/pa.2419>.
- [3] Irawanto D, Novianti K, Roz K. Work from home: Measuring satisfaction between work–life balance and work stress during the COVID-19 pandemic in Indonesia. *Economies*. 2021;9(3):96. Available from: <https://doi.org/10.3390/economies9030096>.
- [4] Purwanto A, Asbari M, Fahlevi M, Mufid A, Agistiawati E, Cahyono Y, Suryani P. Impact of Work From Home (WFH) on Indonesian Teachers' Performance During the Covid-19 Pandemic: An Exploratory Study. 2020.
- [5] Stangrecka H, Bagienska A. The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19. *Int J Environ Res Public Health*. 2021;18(4):1903. Available from: <https://doi.org/10.3390/ijerph18041903>.
- [6] Mustajab D, Bauw A, Rasyid A, Irawan A, Akbar M, Hamid M. Working from home phenomenon as an effort to prevent COVID-19 attacks and its impacts on work productivity. 2020.
- [7] Chanana N. The impact of COVID-19 pandemic on employees' organizational commitment and job satisfaction in reference to gender differences. *J Public Aff*. 2021. Available from: <https://doi.org/10.1002/pa.2695>.
- [8] Muttaqin G, Fajar T, Taqi M, Arifin M, Butanol. Job performance during COVID-19 pandemic: A study on Indonesian startup companies. 2020.
- [9] Zhiyu F, Savani K. Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. 2020.
- [10] Mustahab D, Bauw A, Rasyid A, Irawan A, Akbar MA, Hamid MA. Working from home phenomenon as an effort to prevent COVID-19 attacks and its impacts on work productivity. 2020.