

**WORKING FROM HOME POLICY AND PRODUCTIVITY OF
THE EMPLOYEES**



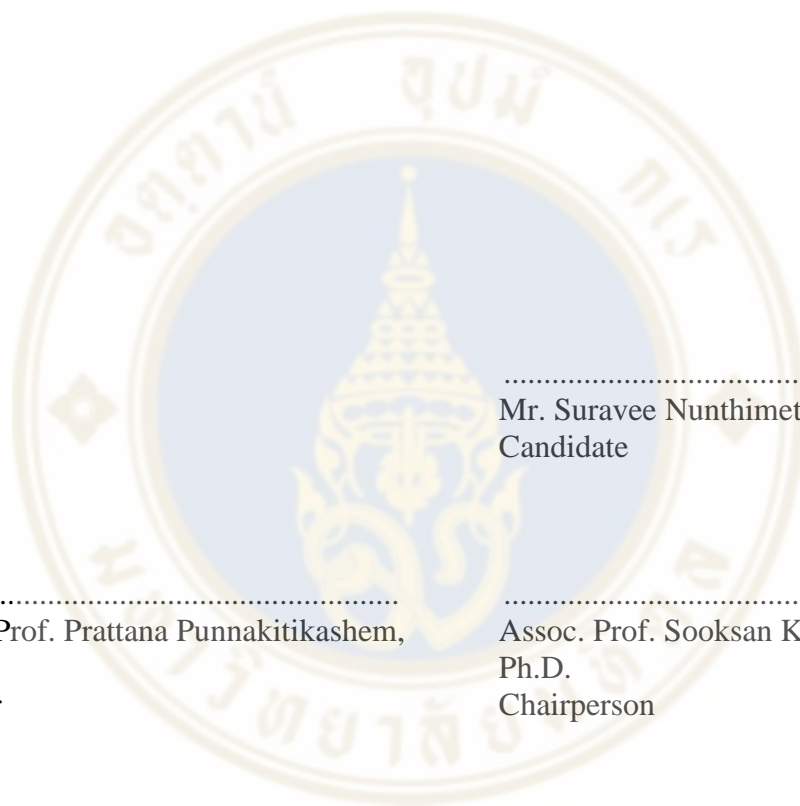
SURAVEE NUNTHIMETHAVEE

**A THEMATIC PAPER SUBMITTED IN PARTIAL
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THE EMPLOYEES**

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December 18, 2021



.....
Mr. Suravee Nunthimethavee
Candidate

.....
Assoc. Prof. Prattana Punnakitikashem,
Ph.D.
Advisor

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

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Suravee Nunthimethavee



WORKING FROM HOME POLICY AND PRODUCTIVITY OF THE EMPLOYEES

SURAVEE NUNTHIMETHAVEE 6349051

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. PRATTANA PUNNAKITIKASHEM, Ph.D., ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

This research aims to study how working from home affect the productivity of employees. The research will be conducted throughout the Bangkok area targeting the employees from diverse company that have more than three months of experience in work from home. There is no limitation on respondent's company size, age and gender because this research aims to gather the information from all aspects of every group of people. The method used in this research will be qualitative. There will be 20 respondents in total, there are two group of respondents which are group of employees and group of managers or owners, 10 respondents per group. As COVID-19 virus pandemic defensive protocol, many companies implemented the work from home policy to all employees. The finding resulting that work-life balance and job satisfaction affect the productivity both positively and negatively depended on the firm management. So, this research will recommend about how to manage these crucial factors that affect the productivity of employees from working from home. The result from this research could be use and adapt to every business for now and in the future.

KEY WORDS: Work-life balance / Morale / Job satisfaction / Social relationship / Productivity

29 pages

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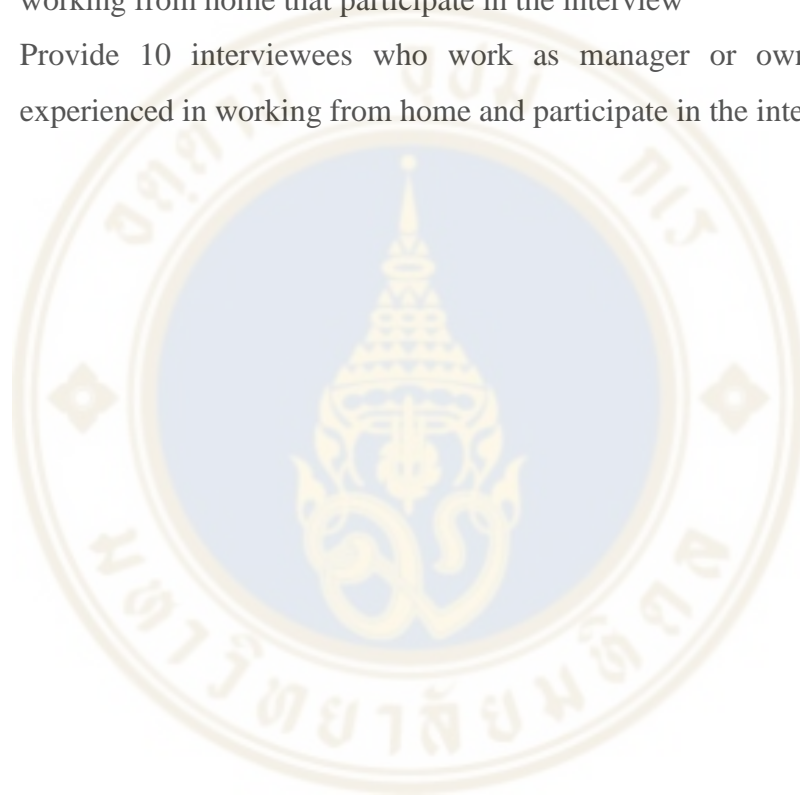
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CHAPTER I

INTRODUCTION

1.1 Background

Work From Home (WFH) is now a dream of many people, especially for the current millennial generation does not need to wake up in the morning then take a shower and get ready to go to the office by crashing the road jams that take up a lot of time. Enough to use makeshift clothes then open the laptop from home and work (Khamid, A., & Rahmawati, 2020)

In the present time, the virus pandemic, Covid-19 are still spreading throughout the world and Thailand is no exception. In Thailand, according to the statistics updated on official Covid-19 announcement Facebook page, they claimed that the number of infected people is increasing every day. It is undeniable that the government has to take responsibility, but a portion of responsibility belong to Thai citizen to protect themselves from the virus. So, most company flexibly response to the virus protection protocol by allowing their employees to work from their home in order to apply the social distancing and avoid the physical contact. Working from home is something new in Thailand which many company are not ready for it and some are able to manage it very well. Each company has their own policy and practice for working from home aiming that the working operation and process can continue in this devastated situation.

Mostly, the firms use application named Zoom as a source of meeting since it allows the participants to turn on their video camera and microphone according to their will, it's like the participants talking to each other in a real life. Zoom reduce the distance between people in organization during working from home. There are more choices of video conference application that widely use in Thailand such as Microsoft Team and Cisco WebEx depended on the company decision and policy.

Working from home has pros and cons depended on how the firm manage with it. For pros, it helps to create the social distancing and helps to create the reduction

of virus spreading. Also, it could help the firm to reduce the cost for both company and employee in some aspects. However, its cons are needed to be seriously considerable, especially for employees.

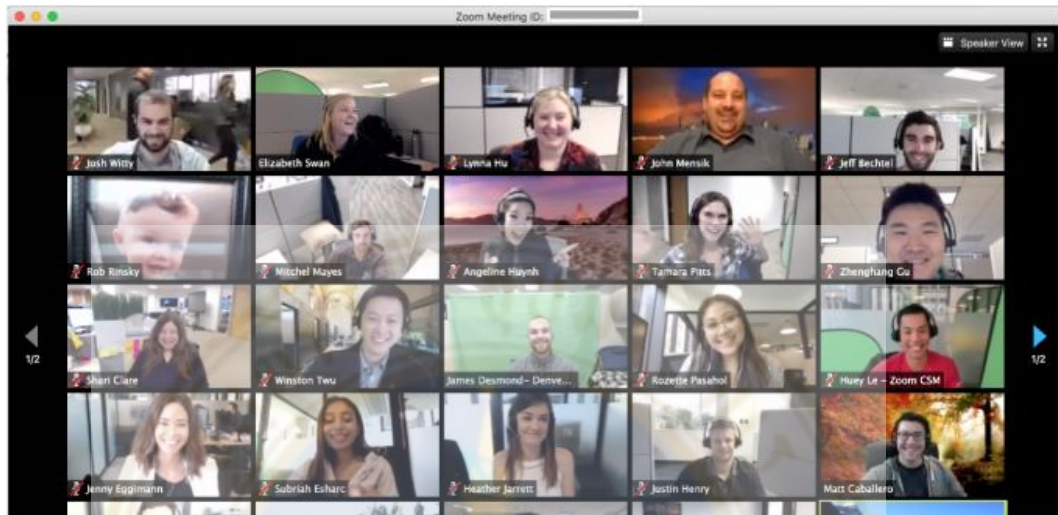


Figure 1.1 Sample picture of Zoom

Source: <https://www.technology.pitt.edu/blog/zoom-tips>

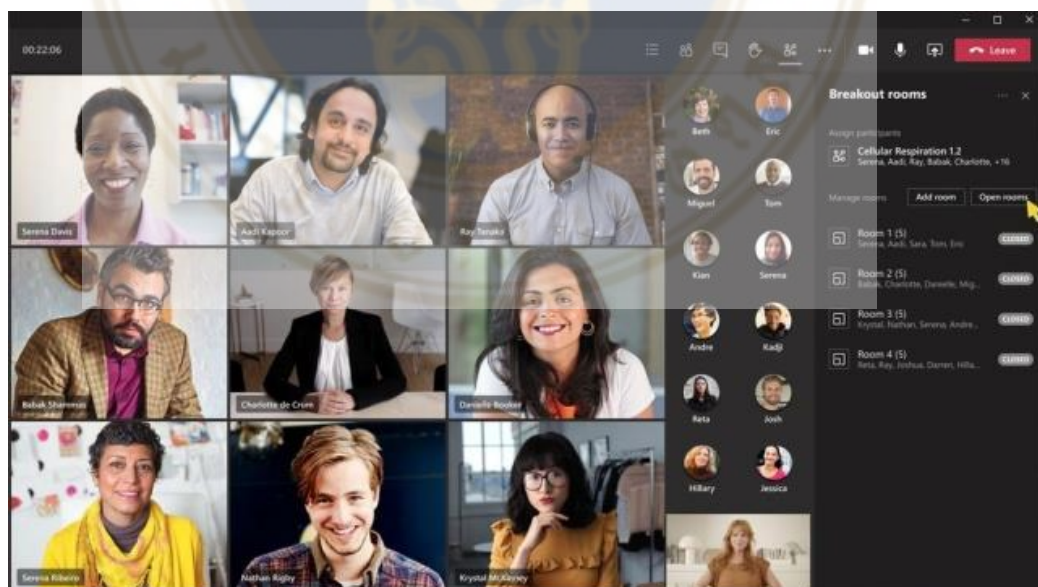


Figure 1.2 Sample picture of Microsoft Team

Source: <https://www.engadget.com/microsoft-teams-personal-use-features-154524176.html>

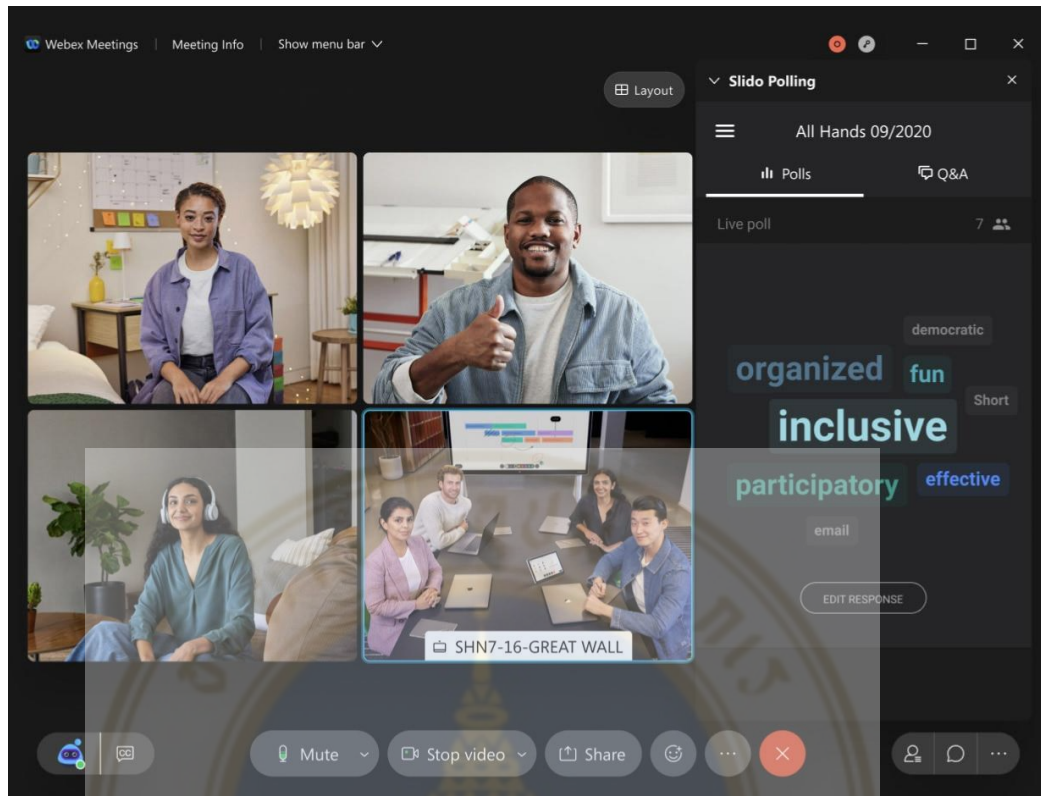


Figure 1.3 Sample picture of Sisco WebEx

Source: <https://www.webex.com/>

1.2 Problem Statement

By looking at the surface, work from home is really convenient and comfortable in which the employees should be happy and have zero problem about it. However, the outcome is quite opposite from what company expected, employees are unhappy about their job, act like all of their energy has been drained and complaining on their job leading to the decreasing in productivity. On the other hand, some other company's employees show no negative sign, they have no problem of working from home at all. Their productivity is higher or at least remain the same as working at their workplace, nothing goes in the negative way. This research aims to clarify a curiosity of the reasons behind this situation and to understand the underlying issue will help the company that are now practicing the work from home procedure to reconsider their working process and reap the greatest benefit during the Covid-19 situation. Furthermore, in the future, the working style will be shifted. Work at home will be more

common and people will be familiar with it. So, if the firm can practice it well during the virus pandemic situation, there will be no worry when normal situation comes.

1.3 Research Questions

How work from home affect the employee's productivity?

1.4 Research Objectives

To study the effect of work from home on employee's productivity

To recommend company the effective way to manage work from home procedure properly

1.5 Research Scope

The research will be conducted by focusing on the employees that are or used to work from home, regardless of the company's size, it could be small, medium or large company. The respondent selection will be conducted in Bangkok area only. The questionnaire and interviewing will be applied by using Google Form and Video call respectively due to the Covid-19 situation.

CHAPTER II

LITERATURE REVIEW

2.1 Work-Life Balance

The meaning of work-life balance is subjective. It could refer to different meanings to different groups. Mostly, it's depending on the context of the conversation and the speaker's perspective. Work-life balance from the employee viewpoint usually related to manage the work schedule and personal-family matters. On the other hand, Work-life balance from the employer viewpoint: the challenge of creating a supportive company culture where employees can focus on their jobs while at work (Nancy R. Lockwood, 2003) Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Work-life balance,2002). During work from home situation where the work can be done at any time together with all day monitoring via meeting application, it is really important to applied and control the concept of work-life balance properly.

As (Fiona, 2006) state that technological advancements (e.g., cell phones, e-mail, fax) have made it easier for work demands to intrude into family and personal life. Furthermore, the move towards global competition has increased pressure on organizations and individual employees alike to be more flexible and responsive to change. Also, (Kodz et al,2002) state found that over the past couple of decades there has been an increase in the proportion of employees working long hours. employees frequently attribute this to increased workload (due to a range of factors including organizational changes, e-mail load and staff changes), job insecurity and long hours culture. Reports of high levels of work stress and stress-related illness are commonplace and there is a perception that the workplace is becoming ever more stressful (Jones and Bright, 2001).

During work from home, there are many factors that could affect the work-life balance such as family matter, children school's activities, childcare observation during the COVID-19 situation and taking care of household chores. For instance,

employees have to daily prepare foods three times a day (breakfast, lunch, and dinner) for the whole family, supporting their children on their online class and their homework. Also, the time together with them when their homework is completed. As a result, employees have to work with greater family-work conflict, which we believe negatively affects their job productivity and work engagement while impacting on stress related to the remote work pending completion (Teresa, 2021) In present time, there are a way of mass communication within organization called video conference which is widely used during Covid-19 situation. Many firms use it all day long, and some use it even the working hours already passed. It leads to the controversial under the topic of work-life balance.

2.2 Morale

Morale is widely described as a feeling, a state of mind, a mental and emotional attitude (Mendel, 1997). Morale shows the common attitude of the workers on each other, to their boss, company, or any workplace related (Denyer in Moekijat, 2008). (Sastrohadiwiryono, 2009) define morale as a mental state, or behavior of the particular worker and groups that create some emotion and feeling in the workforce to work according to the generated emotion toward the goals set by the company. Morale and satisfaction are interrelated (Washington and Watson, 2000). Morale is defined as the feeling a worker has about his job based on how the worker perceives himself in the organization; and the extent to which the organization viewed expectation, the end result of which led to productivity on the part of the worker (Shidare, 2011). The work morale means the personal attitude of single person and groups of work done contributed to the goals. The working result of workers could be reflected by their attitude, mood and efforts. (Emi, 2018)

(Emi, 2018) also state that the work morale is a mental state creating a deep provocation in the worker's activities and keep doing a job for the achievement toward the corporate goals. There are still something that could decrease the employee morale such as job differences, uneven distribution of work and accumulation of workflow. Covid-19 situation negatively affect many people leading to many changes in company structure. Some are unemployed, the survived one has to live and stay with the

uncertainty situation could affect each individual morale. In addition, the support from higher authority also affects the morale of the workers in many ways since the shift of working structure is somehow the new thing to many employees.

(Gortner, 1997) state that the most important factor influencing the workers was not the physical environment, but the attitudes that resulted from the workers seeing themselves as important to the ongoing experiment. Also, (Greg,1999) state that there was a strong direct causative correlation between high productivity and high morale and vice versa.

2.3 Job Satisfaction

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). (Michael, 2008) separate job satisfaction into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors. Building on this conceptualization, Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. This tripartite conceptualization of job satisfaction fits well with typical conceptualizations of social attitudes (Eagley & Chaiken, 1993). Job satisfaction also defined as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels (Aziri, 2008). That is job satisfaction presents a set of factors that cause a feeling of satisfaction. (Vroom, 1964) claim that job satisfaction focuses on the role of the employee in the workplace. In addition, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying

(Michael, 2008) also state that job attitudes are more important for workers than the social attitudes usually derived in social attitude research. For the example, cognitive and affective result of job dissatisfaction are capable to impact an individual's

thoughts from the moment he or she wakes to the moment the individual returns home from work. As stated by Hulin and Judge (2003), social attitudes are normally weak indicator of particular behaviors (Eagley & Chaiken, 1993; Fishbein, 1980; Wicker, 1969), yet job attitudes are usually remarkably related to relevant job behaviors. Working from home might have the effect on job satisfaction in some aspects. As mentioned by Miller and Monge (1986) high performance motivation and developing working performance and skill are able to increase the job satisfaction.

2.4 Social Relationship

One of factor that improve the quality of life is social relationship. the powerful effect social relationships have on our health, happiness, and overall sense of well-being. The interpersonal relationships and supportive social networks that we may take for granted, however, are often elusive for members of our society who have intellectual disabilities or mental illness (Argyle, 2001). (Argyle, 2001) also state that even those who live in the community may experience social isolation and limited access to socially valued roles. Therefore, supporting individuals to build relationships and attain socially valued roles are central to creating truly inclusive communities. Social relations in the workplace increase positive feelings about the workplace and positive emotions decreases negative feelings and vice versa (Oya, 2011)

Social relationship has been affected by working from home since it creates the physical distance between the employees and create the loneliness to some of them. Work from home could trigger the employee's hidden desire to be part of the community of colleagues who are willing to give assist, help and support in particular work-related matter. It reflects employees' aspect of availability of co-workers, peers, and supervisors for work-based social support. Loneliness could be occurred by facing the unwelcome aloneness, abandon, isolation, and lack of community's backing. (Wright, 2006)

Workers' perception of work itself and interpersonal relations at workplace tend to influence their morale (Clement, 2000). It clearly has the effect especially during work from home because the workers have no one but his/her computer to working with. It might have a little effect on workers who live with their family, but there are still the workers that live alone. They could contact each other via internet, but it's not satisfied

as talking in a reality. Workplace isolation is another important key feature of work from home during the pandemic. This incidence has inevitably increased during this period. The pandemic has exposed people to social confinement and thus higher levels of loneliness which may correlate with declining work satisfaction and performance as well as stress enhancement. (Teresa, 2021)

(Shada,1999) state that there are the beneficial impacts of the quality of employees' workplace relationships with their supervisors and peers on organizations. The processing of information enhances the performance of an individual and the organization since well-informed employees are less uncertain about the target goals and make better decisions. These relationships provide significant attributes to a peaceful and productive work environment for several reasons. The coworker relationship (CWR) is referred to as a primary source of emotional support, career development [45], and instrumental support [11] as coworkers may have a clear understanding of the working experiences and conditions, as well as gossip about organizational information that cannot be obtained by external employees

2.5 Productivity

Productivity is a key determinant for the success of any organization. This holds true also in the case of knowledge-intensive organizations, to thrive in competition, firms must be able to make best use of scarce resources available. This holds true also in the case of knowledge-intensive organizations, which can be defined as any organization in which “knowledge has more importance than other inputs” (Starbuck, 1992)

Productivity is contingent on various factors which embrace personal (motivation, job satisfaction, good health and safety and productivity-oriented skills) and organizational climate (leadership styles, job security, compensation design and management, condition of service, nature of work and work load) (Carrel and Gregory, 2010) The productivity is often being sum up as the ratio of in-put and out-put and that organizational environment and job satisfaction tend to be related (Kareem, 2003)

Productivity is impacted by work-life balance, Morale, Social Relationship, Job satisfaction.

CHAPTER III

METHODOLOGY

3.1 Research Setting and method

The research will be conducted throughout the Bangkok area targeting the employees from diverse company that have more than three months of experience in work from home. There is no limitation on respondent's company size, age and gender because this research aims to gather the information from all aspects of every group of people. The obtained information will be accurate and diverse because it is the result from the employees' real experience which is considered as a good sign. The method used in this research will be qualitative due to the reason that this research seeks to gather the insight information of how work from home affect productivity according to each literature review. In order to avoid bias, the respondent will be divided in to two group which are group of employees and group of managers or owners

3.2 Qualitative Research

For qualitative research, this research will conduct the interview to selected respondents in order to obtain the insight information and use it to analyze for the answer that this research is looking for. This research will interview by mainly using video call and meet as the real person, if possible, for the better responses and answers.

3.3 Population and Samples

This research will conduct on the employees, managers and owners in Bangkok area from various companies that have three month or higher experience of working from home regardless of age, gender, income and company's size. There will be 20 respondents in total, there are two group of respondents which are group of employees and group of managers or owners, 10 respondents per group. This research

applies non-probability convenience sampling where the respondents will be chosen randomly and accordingly to their willing and convenience.

3.4 Instruments

This research will conduct the unstructured interview where the respondents will be asked to answer the set of questions and there will be the modification on sequence and wording of the question depending on the situation. The partial questionnaires are developed from the previous research that related to the literature review such as productivity question from (Hak, 2005), work-life balance from (Bauld, 2009) and morale from (Cummins, 1990)

3.5 Data Analysis

This research uses the data gathered from qualitative research which is interviewing as mentioned in research methodology. The purpose of using qualitative research is to obtain the insight information and able to deeply understand the respondents' way of thinking and their thought and bring these set of information to make the analysis under the topic of "working from home policy and productivity of the employees". The data will be analyzed by using content analysis under the interpretative approaches according to the research objective which is to study the effect of work from home on employee's productivity and to recommend company the effective way to manage work from home procedure properly. The reason is to obtain the different aspects from different group of people by using the same set of questions in order to understand the relationship between each factor.

Table 3.1 Interview questions

Topic	Question	Reference
Productivity	<ol style="list-style-type: none"> 1. Are you working from home? What is your WFH policy? 2. How working from home affects your productivity? 3. What are the pros and cons of WFH in your opinion? 4. What would you do when you realize that your productivity is lower? 5. What would you recommend to the company about WFH policy? 	(Hak, 2005)
Work-Life Balance	<ol style="list-style-type: none"> 1. How do you think about the importance of work-life balance? 2. How do you think working from home has any effect on your work-life balance? 3. How does work-life balance from working from home affect your productivity? 	(Bauld, 2009)
Morale	<ol style="list-style-type: none"> 1. During work from home, how should the company raise the morale of their employees? 2. What would you do to when you feel demoralized? 3. How does your morale have the effect on your productivity? 	(Cummins,1990)

Table 3.1 Interview questions (cont.)

Topic	Question	Reference
Job Satisfaction	<ol style="list-style-type: none"> 1. What makes you feel satisfied at your job? 2. How do you feel about job satisfaction of working from home compared to working at office? 3. What did you expect before working in this organization? Have you already got what you have expected? 4. How does your current job satisfaction of working from home affects your productivity? 	(Rojana, 2014)
Social Relationship	<ol style="list-style-type: none"> 1. How do you think about the distance between you and your colleagues created by working from home? 2. How do you think about the importance of social relationship while working from home? 3. How does the social relationship change when it comes to work from home? 4. How do you manage the relationship among your friends or colleague during work from home? 5. How do you think about the social relationship effects toward work productivity compared to work at office? 	

CHAPTER IV

FINDINGS AND RESULTS

4.1 Research Respondents

Table 4.1 General information of 10 employees who have experience of working from home that participate in the interview

Employee	Age	Gender	Occupation	Income / month
Employee No.1 (E1)	22	Female	Accountant	20,000
Employee No.2 (E2)	29	Male	Administrator	22,000
Employee No.3 (E3)	27	Male	Salesman	20,000
Employee No.4 (E4)	33	Female	Purchase	25,000
Employee No.5 (E5)	27	Female	Auditor	25,000
Employee No.6 (E6)	41	Female	Crisis Management	35,000
Employee No.7 (E7)	35	Male	Marketing	30,000
Employee No.8 (E8)	24	Male	Marketing	24,000
Employee No.9 (E9)	28	Male	Marketing	30,000
Employee No.10 (E10)	27	Male	Salesman	35,000

Table 4.2 Provide 10 interviewees who work as manager or owner that experienced in working from home and participate in the interview

Manager / Owner	Age	Gender	Occupation	Income / month
Participant No.1 (O1)	27	Female	Owner	100,000+
Participant No.2 (O2)	29	Male	Owner	100,000+
Participant No.3 (O3)	33	Female	Owner	300,000+
Participant No.4 (O4)	28	Male	Owner	200,000+
Participant No.5 (O5)	28	Male	Owner	500,000+
Participant No.6 (O6)	27	Male	Manager	40,000
Participant No.7 (O7)	38	Male	Owner	200,000+
Participant No.8 (O8)	34	Female	Manager	35,000
Participant No.9 (O9)	30	Female	Owner	300,000+
Participant No.10 (O10)	33	Male	Owner	300,000+

4.2 Finding about the effect of work from home on employee's productivity

This study conducts the research based on work-life balance, morale, job satisfaction and social relationship aspect to discover the underlying effects on the productivity. The majority interviewees claim that they really enjoy work-life balance obtained from working from home.

Working from home have the positive effect on productivity. According to the major interviewees' answer, the transportation time matter, Bangkok's transported infrastructure are widely used by every group of people especially at the morning and evening which causes the high traffic uses of transportation. The transportation including driving, bus and BTS. This makes many people spent a lot of time on travelling between their home and workplace. Working from home policy allows interviewees avoid facing the bottle neck of transportation and saves their time. As the consequence, interviewees gain more personal time meaning that they have more work-

life balance resulting the increase of productivity as they feel less tired and capable to put more concentration on their task properly.

“Work from home make my life easier, I have much more time to live my own life. I don’t have to wake up early to get to office and I also don’t have to waste my time on traveling in each day which is 40 – 60 minutes at the morning and 1-2 hours at the evening. I feel less tired and able to focus more on my work” (E1)

According to their thought on work-life balance from work from home, it clearly able to has an both positive and negative effect on productivity. If they have the work-life balance, the productivity will increase while if their work-life balance is ruined, the outcome will be the opposite. There are many companies that perform well on work from home policy leading to the increasing of productivity of the employees. In contrary, some company take the advantage of working from home policy on the employees which causes the negative effect on productivity. The company didn’t manage the schedule well and make the employees work or attend the meeting despite the working hours is over already. This kind of action interrupts the employees’ personal time which ruin work-life balance a lot whether it is intentionally or not. As result, it negatively affects the productivity.

“I feel exhausted from working from home because there is non-stop meeting all day long and I don’t have the time to work on my job. In addition, someday the meeting time exceed the working hour, sometime the meeting ends around 11:00 pm. So, I have to spend my personal time to complete my work without getting any extra payment which make could make me go crazy in the future. To be honest, it makes me feel that I want to ignore my job and take a rest” (E2)

For the morale, it has the negative and positive effect toward productivity, majority of interviewees thought goes in the same direction, working from home policy make they feel uncertain about their future because the economy keeps getting worse and worse and someday in the near future, they might be laid off to save the company cost. Moreover, some of them think that they are still working from home because of the pandemic isn’t getting any better which make they feel worry about people around them. By combining these thoughts together causing the employees to feel frustrated and not able to concentrate on their task because they got interrupted by their own thought leading to the decrease of productivity. For the positive effect, working from

home forced the employees in to the situation that they might unemployed at any time. The employees feel that they don't want to be fired which positively enhance their morale, so the employees pushed themselves to work harder meaning that their productivity is increased.

“I have a mixed feeling on my morale or should I say I feel uncertain on my job. I have to do my best in order to survive in my company because the people around me are all skilled. I'm afraid that if I perform a poor job, the higher authority might try to lay me off. As I mentioned before about the mixed feeling, sometime it gave me a might to work harder and sometime it makes me frustrated, but I still doing my job anyway” (E3)

The owner's side give the answer that morale has the negative effect on productivity. In the normal situation, the company's working process flow smoothly, everything works as planned. After applying work from home policy, they have to change the way of working which causes lots of trouble on their process since the usual way got interrupted. The slower process led to the lower of profit. Also, the owners observe their employees' behavior during working from home and found out that some of the employee started to act strangely and some of them has increase in absentee rate. The work process are even slower and incomplete. As the result, the owners feel frustrated and they feel that they are too tired to work.

“Working from home really lower my morale as the owner. Working from home make the working process in my company become slower because some part of the process required to meet face to face and video conference isn't that much helpful in this part. Also, some of my employees are lost in their thought deciding that they should leave the company or not and become unpredictable factor for my company since sometime they do their work and some time, they just being absent without advance notice. All of these things combine together makes me frustrated and cause the decrease in my productivity” (O2)

So, morale has the effect on the productivity, but in the indirect way. The reason is that the majority of respondent's answer is not related to the work but, their morale is reflected by their environment and the current situation which is considered as the external factor of the company.

In Job satisfaction aspect, working from home affects this aspect in both positive and negative way depends on each person characteristics and concern. However, job satisfaction still has the effect on productivity whether it's positively or negatively affected by work from home. Employee number one claimed that she is satisfied with her job right now during the Covid-19 pandemic. The reason is that she is introvert, she feels comfortable to be alone at her home rather than working at the office, the place that crowded with many other employees. In short, the environment has the effect on her job satisfaction and lead to the increase in productivity as she said in the interview while some interviewees concern about the money matter

“I'm in love with work from home a lot since working at my office has many constraints that affect my working process like distraction, noise and smell. Work from home policy eliminate those barriers for me and I am able to do my work properly. During work from home, I feel satisfy with my job right now, I have plenty of energy to work and obviously it makes my productivity increase” (E1)

“Work from home could save a lot of money for me. It's true that my electricity bill is higher, but it's still lower than the traveling cost anyway. In addition, my salary remains the same. Same salary plus the lower cost of living allows me to have more saving in each month. It makes me feel happy with my job and when I'm in a good mood I tend to work harder. (E4)

In contrast, working from home can also negatively affects the job satisfaction of employee. Some jobs are required the physical contact to complete the task like automobile salesperson and stock checking person. So, when these jobs got obstructed by forcing to be done online because of working from home policy, the result of work are damaged. There are many firms that understand the situation and many are not understand at all and keep blaming all the fault of decreasing in performance measurement to employees. This made many employees unsatisfied in their jobs, not only the company show them no empathy, but also pressure them claimed by the interviewees. As result, decrease in job satisfaction leads to decrease in productivity.

“My work is required to meet the customer face to face to get the preferable result, but work from home made my job become much harder. I have to shift from physical meeting which is my specialty in to digital platform where I'm totally new for it. I worked from home in the past six months, but I shows no sign of improvement and

my KPI is lower every month. Honestly, I don't like my job during work from home at all" (E3)

According to the interviews, the interviewees provide both positive and negative effect of social relationship toward productivity, but the effect is very small compared to the other aspects. Starting with negative effect, working from home mean that there is less interaction between employees in the organization combined with characteristics of Thai people which is having high barrier when contacting with someone unfamiliar or someone new causes the obstacle in collaboration between employees. Moreover, some interviewees insisted that it's uncomfortable to talk with the other employees that they barely know or talking to, working alone is more preferable to them in spite of the worked result become worse. Therefore, less social relationship during work from home is able to negatively affect the productivity.

"I think it's hard for me to talk to other employees across the department which I barely or never talk to them before. Actually, I can force myself to talk to them, but I prefer do it myself and sometime it made my work incomplete" (E9)

For the positive side, regarding to interviewees' answer, most of them show no sign of positive effect except one group of people, introvert. Introvert group of interviewees claimed that working from home helps them to work in peace without the distraction. In addition, they mentioned about less socialize is good thing for them, the communication will happen when it's in needed. So, they can prioritize their focus on the work which lead to the increase in productivity.

"I'm really happy to work at home, I hate when people keep talking to me while I'm working, it made me losing the focus from work" (E5)

"I'm introvert, of course WFH is good for me since I prefer to stay alone and quiet anyway" (E1)

4.3 Finding about recommend company the effective way to manage work from home procedure properly

According to the answer from interviewees, most of them give the recommendation to the company about the effective way to manage work from home toward two major aspects which are work-life balance and job satisfaction. The key idea

of work-life balance aspects is about manage the work and time properly, when the working time is over, it's done. So, this research recommend that the company should readjust the schedule properly including meeting time and work execution time. Prohibiting work-related conversation to the employees. Also, try to balance the work for each employee equally as much as possible in order to prevent the workload on some individuals and making them lose the work-life balance.

In addition, assign the specific potential employees that consented to be responsible to the emergency case and give them the extra payment. By doing this, employee will not feel that they are lack of work life since they agree to do this job with their own will. Reconsider the mindset that will use the employee to their full extent since the company already hire them. The company should keep in mind that they are not robot, it's true that this action will generate more productivity, but it's just good for a short run.

“Staying at home doesn't mean that we are playing around, we doing our work like we are at the office, Only the location is changed. So, I would like to recommend the that don't cross the line of privacy, give us, employees work-life balance. They should adjust the mindset and stop thinking that we can work all the time because of we are at home”. (E1)

“I seriously consider the work-life balance matter of all employees and even myself. The recommendation would be very simple, just let them work only during working hours. As the owner aspect, it's undeniable that there would be some moment that the job is really important and we have no time. It's required to violate the employee's working hour. However, you should compensate them properly accounting to the time they lost, that's all”. (O9) (O10)

Next, the job satisfaction aspects, this research would like to recommend that the company should remain the salary and welfare of employees as the same they used to be. The work should be provided suitably to their salary. Don't take the advantages of working from home as the reason to reduce the cost, working at home or at workplace isn't that much difference. Moreover, as participant number 6 claimed that the working environment is also important, so the firm should create the private chat room in video conference application and let them join by their own consent while manager keep monitoring each room to keep the work on track. This will at least create

the working atmosphere for those who need it. For the employee's point of view, most of interviewed employees mostly mentioned about the salary matter during working from home because the firm reduced their salary just because they are working from home which is a controversial topic for many people. The problem of repetitive task and salary reduction could be solved by rearrange the position and task of employee. It's certain that some position is not effective and require less people during work from home, so shift the position around to find the most efficient and effective for both employee and company. Not only this would solve the repetitive task problem, but also secure the employees' salary together with increase in work flow of the company.

“From my personal experience, I found out that many employees under my responsible told me that the WFH job is too repetitive, they think that their job is always replaceable at any time which feel no value. In addition, some of them miss the office atmosphere. So, I suggest that the firm should mentally consider their employee by setting up the consultant team to cope with the employees individually in order to figure out the solution together. Also, create the private room in video conference application for those who miss the office atmosphere or any other group to have a chance to work and chat with their colleagues. It seems to be unbelievable, but it really works because I already did that on my firm” (O6)

“The company deducted our salary just because we are working at home, that is unreasonable” (E7) (E8) (E9)

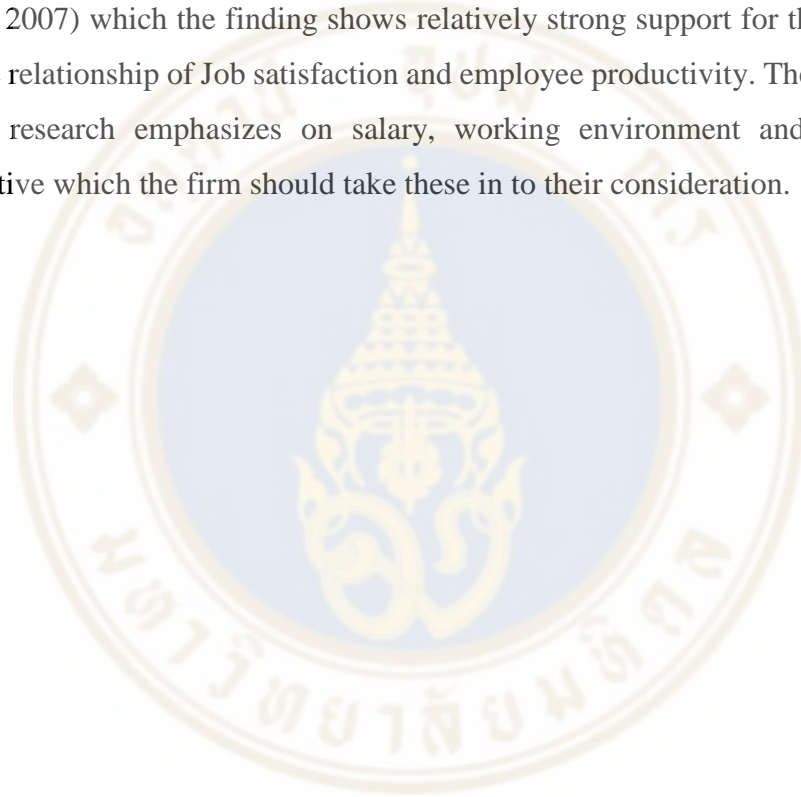
“My boss gives me much more work to do and I couldn't complete it in time which makes my KPI dropped. As the result, my salary was cut off It would be better if my boss has more understanding of WFH situation” (E3)

4.4 Discussion

According to this research finding, work-life balance and job satisfaction has the most impact on productivity of employees, it could be either positive or negative way. As stated by (Galati, 2021) working from home has been presented as a planned choice that requires a period of design, preparation, and adaptation to allow organizations to effectively support employees' productivity and ensure them better work-life balance. This match with the research finding where the result indicates that

the company should good taking care of work-life balance matter in order to gain the better productivity. Another concern is job satisfaction, it plays an important role on productivity as well. If the firm are able to manage these factors effectively, the result which is productivity will be even greater. The other factor mentioned in finding such as morale and social relationship also have the effect on productivity, but not significant as previous two factors. In order to reap the greatest benefit for the firm, it's recommended to cope with these productivity-related factors.

Also, the finding of this research in job satisfaction aspects is similar to (Bhatti, 2007) which the finding shows relatively strong support for the existence of a positive relationship of Job satisfaction and employee productivity. The job satisfaction of this research emphasizes on salary, working environment and repetitive task perspective which the firm should take these in to their consideration.



CHAPTER V

CONCLUSION

5.1 Conclusion

There is an emerging of WFH policy throughout Thailand, many companies have applied this procedure to their working process. This research aims to study the effect of working from home on employee's productivity and recommend company the effective way to manage work from home procedure.

This research was conducted using qualitative approach. The data was collected through interviewing by using unstructured interview. The population will be employees, managers, and owners in Bangkok area from any companies that experienced more than three months of working from home. The total number of respondents is 20. The majority of both group is male, age between 24-38 years old, income is in the range of 20,000 – 500,000+ depending on their occupation.

As this research question is how work from home affects employee's productivity, the analysis shows that it clearly has the great effect in accordance to work-life balance, morale, job satisfaction, social relationship aspects. Due to the interview's analysis, all of the factors affect productivity. However, the factor that contributed to productivity the most are work-life balance and job satisfaction. The effect could be both positive and negative depended on which direction that the firm lead it to. If the firm manage it well, then it is positive and vice versa. For work-life balance point of view, during work from home, if the company rearrange the working process and able to not violate employees' personal time, the employee will gain more work-life balance and the productivity increases. However, if the firm force the employees to work all day long exceeding the working hours, the productivity will significantly decrease. As well as job satisfaction aspect, the important matters in this aspect are salary, working environment and repetitive task. If the company able to utilize these matter that reach employees' satisfaction, the productivity will be greatly boosted. In contrary, if the

company makes the employee unhappy about these matters, the productivity is tended to decrease.

Next, morale, this research found that this aspect has something interesting. As interviewees said, they are afraid of being laid off since the economic is in the downfall state. This cause of effect can derive into both positive and negative effect depends on each individual's personality and mindset. One side of employees said that it made them feel unsecured, unmotivated and unfocused which greatly reduce their concentration of the work leading to the lower productivity. The other side of interviewees claimed that their productivity is higher due to the afraid of being laid off. The reason is that they don't want to be fired, so they work harder to the extent that they feel guaranteed and secured in their job.

Lastly, the aspect of social relationship, this perspective has the positive and negative effect on productivity, but not that much. Starting with negative side, working from home caused the employee feel less familiar to each other across the department within organization. As Thai people characteristic, they have some barrier toward unfamiliar people, so these things joining together make the working process become sluggish and the result could be worse. It's true that everyone should not let these feeling affect their work and be professional. However, it is also undeniable that not everyone has the professionalism. For the positive effect, it belongs to a niche group of employees which is introvert group. Introvert people are less likely to interact with other people and prefer to stay alone, so working from home is like heaven to them which allow them to focus more on their job resulting in the increase of productivity.

5.2 Recommendation

Based on the research result, the recommendation provided for the company are as following:

1. The company should prioritize work-life balance of the employees by readjust and reallocate the schedule of working to fit in the working hours of all employees. All work must possibly finish during working hour and if there is a case that working overtime is required, the company should compensate them reasonably. The

meeting time are required to proceed during the working hour and the content should be to the point, no beating around the bushes or else it will be wasted of time.

2. The company should not reduce the salary of the employee that working from home. Not only it will improve the employee's job satisfaction, but it also in directly decrease the cost faced by company such as electricity fees.

3. Reallocation of employee position, shift the employees' position from the low task or less thing to do while working from home in to the position that are in needed of workforce. This will eliminate the repetitive task problem and inessential cost of the company, so that the company wouldn't have to reduce the employees' salary. In addition, it will improve the work flows resulting in the increase of productivity of employee and generate more income to the firm eventually. For example, shifting receptionist into online administrator for digital platform. Receptionist job is to welcome and assist on their physical arrival, but there is almost zero customer that visit the company during Covid-19, so the receptionist will have less importance during work from home policy. Therefore, shifting receptionist into online administrator which the task is similar to each other is very good idea during the pandemic.

4. The company should outsource a team of consultant such as psychologist and therapist to deal with employee's mental during work from home individually because each one of them have their own problems.

As the result of these recommendation, the company would be able to fulfill the criteria that lead to the increase of employee's productivity which create the large benefits to company at the end.

5.3 Limitation

1. This research conducted the research by only using qualitative research due to the time constraint. So, the quantitative research could not able to be conducted which create the possibility that this research will miss the important information that could enhance the quality of this research further

2. According to COVID-19 situation, the interview is harder to be conducted because of the respondents are narrowed down from any random people in to acquaintance.

3. The owners and managers group of respondents are hard to find which causes this research to spend extra time on the interview's part and make the progress delayed.

5.4 Future Research

This research paper is studying on how working from home affect employees' productivity which conducted during COVID-19 situation. In order to continue the research to find the further understanding, the recommendations are as following:

1. Quantitative research should also be applied in order to obtain more information which could be used to analyze together with qualitative research from this research paper.
2. After the COVID-19 situation is relieved the qualitative should be conducted again using face to face to obtain more understand of feeling and the number of respondents should be increased for the precision matter.
3. Make an appointment to many owners and managers group of respondents as much as possible since they are hard to find and contact with. Also, there is no time restriction anymore, so the research could be done more properly.

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