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IDENTIFYING THE FACTORS AFFECTING THE EFFECTIVENESS OF 'WORK FROM HOME' AMONG MIDDLE-LEVEL MANAGEMENT

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ABSTRACT

Work from Home (WFH) concept gained much popularity and importance than earlier with the quarantine period during the COVID 19 pandemic. This resulted of a shift from traditional office-based work to the WFH concept. The researchers initiated the current study to identify the level of effectiveness of WFH and to identify the factors affecting the effectiveness of WFH among the middle-level management in the manufacturing industry and finally to identify the impact of those factors on the effectiveness of WFH. Researchers conducted this study as a cross-sectional, quantitative field study. Data were gathered from 127 middle-level management employees in selected manufacturing companies using a self-administered survey questionnaire. To analyze the data, descriptive statistics and regression analyses were conducted using IBM SPSS. The study results revealed that the level of effectiveness of WFH is considerably high among the middle-level employees of selected manufacturing companies. Further, the study found that organizational characteristics and job characteristics significantly impact on the effectiveness of WFH. Hence, to enhance the effectiveness it is recommended for practicing managers to pay much attention in arranging these factors when designing work from home work assignments.

Keywords: *COVID 19; Work From Home; Organizational Characteristics; Job Characteristics, Middle-Level Management*

1. Introduction

COVID – 19 global pandemic called organizations to promote organizational flexibility, which provides unique opportunities to continue business operations even during the worst scenarios. One of the most prevalent forms of promoting flexibility is providing, Work From Home (WFH) option which has become a rising trend for many organizations by which they enable their employees to perform work-related tasks while staying at home, especially with the risks and social distancing strategy to avoid COVID -19 global pandemic. More Public and private organizations offer WFH as an alternative way of working for their employees. WFH means that employees do not leave home to go to a company-designated office to perform their work; instead, they stay at home where the home becomes their workplace (Timsal & Awais 2016). However, according to Baruch and Nicholson (1997) even prior to the industrial revolution, many people have carried out their work by staying at home. The industrial revolution has brought these employees out of their homes to the workplace

In recent times, the development of Information and Communication Technology has led directly to the growing importance of working from home as a new form of flexible working for many organizations (Saludin & Hassan, 2012). Today the trend is towards a diminishing need for the physical presence of employees at the workplace, and work is moving towards the workers rather than workers moving towards the work. Remote working, working remotely, E-working, working from home, teleworking, and telecommuting are comparatively synonymous; therefore, it is best not to use one term alone (Parris, 2017 as cited in Schall, 2019). WFH is a broad and complex phenomenon that lacks a commonly accepted definition. The work done from places other than a traditional office space has been defined as telework, telecommuting, virtual work, home-based teleworking, mobile telework, remote work (Bailey and Kurland, 2002). This study used the term WFH that integrates the work arrangements of teleworking, telecommuting, E working, and WFH as literature explained.

The workplace is a complex social community where the employees have a relationship with coworkers and supervisors. Home is the primary location to work for those who WFH. However, the home itself is not a mere place to work as same as the workplace. Absence from the workplace and subsequently reduced interaction with coworkers can result in social isolation. Grant, Wallace, and Spurgeon (2013) found that having a quiet private space to work with no interruptions as an advantage.

Simultaneously, social isolation is a negative aspect related to a lack of human and social contact (Grant, Wallace, and Spurgeon, 2013). According to an online poll conducted by Reaney (2012) using 11,383 workers across 24 countries presented that 62% of the respondents indicated that telecommuting is socially isolating, and 50% of respondents feared losing chances of promotion while telecommuting.

Information and Communication play an important role in WFH. Sri Lanka ranks 83 out of 134 countries according to the network readiness index 2020 (Dutta, Lanvin & Wunsch-Vincent, 2020). Figure 1 indicates that Sri Lanka's overall computer and digital literacy rates are not satisfactory. Computer literacy is the ability to use a computer on one's own, and digital literacy is the ability to use a computer, laptop, tablet, or smartphone on one's own. Further, only 22% of households in the country owned at least one computer or laptop in 2019 (Department of Census and Statistics, 2019). Internet access and internet users are indicated as the weakest indicators in the network readiness index 2020. Even though the companies adopt the WFH option with the risk of the COVID 19 pandemic, yet there are many more to think in order to adopt a successful WFH arrangement.

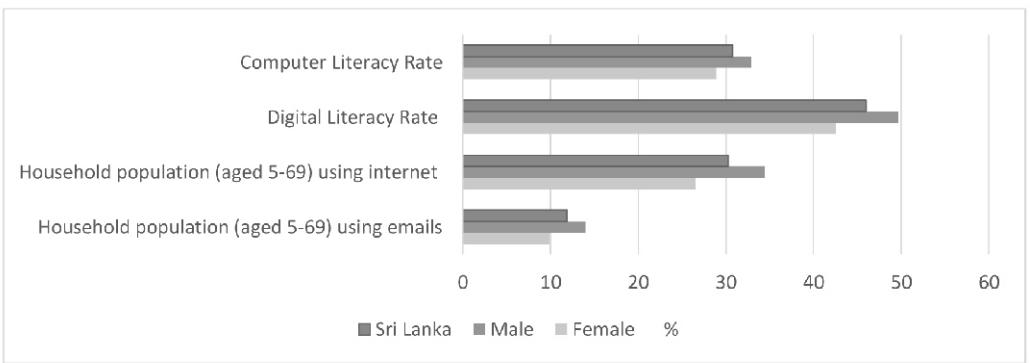

Figure 1: ICT Literacy and Usage Sri Lanka 2019
Source: Department of Census and Statistics (2019)

Since the opportunity to work at home is increasingly widespread among firms, many researchers have investigated the impact of WFH on the organization, including increased employee productivity and effort, employee motivation, satisfaction, and benefits of WFH on employees (Allen, Golden, & Shockley, 2015; Dutcher, 2012; Meyer, Mukerjee, & Sestero, et al., 2001). However, the predicting variables mostly include socio-demographic characteristics like age, gender, number of children, and marital status and measure the attitudes of the employee.

Despite the growing popularity of WFH, it could be identified that relatively few studies have tried to explain and analyze the factors in the adoption of WFH practices. However, empirically, the issue definitely needs further exploration. Further, most of the previous empirically-based studies have been drawn from specific pilot studies and compared larger groups of traditional office-based employees with smaller groups of WFH employees. The samples for these studies are small and not very representative. There is no solid foundation in theory in most cases, and many of the findings are inconclusive (Gajendran & Harrison, 2007). Hence having considered these theoretical, empirical, and contextual gaps to date, it is essential and timely to examine the foremost factors, affecting to successful WFH outcomes and to help management to understand and deal effectively with the WFH arrangement is in its early stages.

This study attempts to extend the knowledge in the area of effectiveness of WFH by evaluating how the organizational variables and job characteristics affect the effectiveness of WFH among middle-level management in the manufacturing industry. Specific sub-variables, included under these two characteristics were identified through previous literature. Organizational variables include the extent to which the management of the organization helps the WFH employees, Technical support, and Training provided by the organization for the WFH employees. Job characteristics included three behavioral elements of the job, including Task identity, Autonomy, and Feedback.

Aside from the fact that lots of people are beginning to adopt WFH, yet with no sufficient awareness of such work arrangements and the context of WFH. Nevertheless, there are still many organizations that are reluctant to adopt WFH practices. Even though there was a dramatic increase in the use of WFH options during the COVID – 19 Pandemic situation, yet with the return to the normal conditions, the use of WFH is declining, and again employees are made shifted to their regular working options. The general problem behind this is that many business leaders appear to lack understanding about the effectiveness of WFH options compared to standard office work and the real way of implementing it to fully benefit from it.

Baker, Avery, and Crawford (2007) researched how organizational, Job, individual, and household factors lead to the satisfaction and productivity of WFH employees. Grant, Wallace, Spurgeon, Tramontano, and Charalampous (2019) researched relevant aspects of the WFH experience. Fonner and Roloff (2010) examined the extent to which telework affects job satisfaction. However, Gajendran

and Harrison (2007) indicated that studies conducted in the last two decades in WFH, unknown whether WFH is good or bad for employees. Moreover, over the past 20 years of studies in the area of WFH shows no consistent conclusions about the most basic consequences of WFH on employees, and some empirical studies are unsuccessful in determining what happens when employees engage WFH (Gajendran & Harrison, 2007). Therefore, this study is aiming at identifying the effectiveness of WFH by evaluating the impact of several key factors on it. In asserting that the researchers used three main research questions; What is the level of effectiveness of WFH among middle-level management in the manufacturing industry? and What is the impact of WFH factors on the effectiveness of WFH among middle-level management in the manufacturing industry?. In answering these research questions researchers intend to achieve the following research objectives.

To identify the level of effectiveness of WFH among middle-level management in the manufacturing industry.

To identify the factors affecting WFH among middle-level management in the manufacturing industry.
To identify the impact of WFH factors on the effectiveness of WFH among middle-level management in the manufacturing industry.

1. Literature review

2.1 Work From Home (WFH)

WFH is an increasingly popular Flexi work arrangement. Even though the terms are recognizably different, WFH, telecommuting, E work, telework, and remote work are considered as flexible work arrangements (Rau & Hyland, 2002). WFH includes at least three main elements: fully or partially independent workplace from employer or contractor's workplace; use of information technology mainly personal computer, fax, emails and telephone; and a communication link to the organization (EC, 1994; Korte, & Wynne 1996 as cited in Baruch, 2000).

WFH first emerged with the oil crisis in the 1970s. With the oil crisis, the cost of fuel rose rapidly, and employees were struggling with the daily commute to and from work. WFH was introduced as a means to this where individuals perform their work-related tasks by the home in order to reduce the high fuel cost for traveling to the workplace as well as for heating or cooling office premises (Allen, Golden, & Shockley, 2015).

As the world increasingly becomes more digitalized, technology enables employees to become accessible from wherever they are located (Lindén & Oljemark, 2018). This digitalization of the world allowed employees to substitute their working hours to work at home by communicating with others via technological means (Allen, Golden, & Shockley, 2015). Lindén and Oljemark (2018) defined telework as a flexible work schedule where employees perform or carry out their work from a place far away from their central workplace. According to Hynes (2014), telework takes place in the home. Timsal and Awais (2016) define WFH as an ability to perform core job activities from home, using technology to communicate for various tasks and activities with others.

2.2 Effectiveness of WFH

According to Davis (2011), Effectiveness is the ability to deliver a "successful outcome and meet objectives as fully as possible." Effectiveness of WFH relates to the skills, competencies as e-workers need to have or to develop specific skills and competencies that fit with the E-working practices and self-management of the work which has to be performed needed to ensure the e-worker is setting work goals, objectives and ensuring meeting performance targets (Grant, Wallace, & Spurgeon (2013).

2.3 Factors Affecting WFH

Based on the literature review, researchers identified two sets of factors to WFH. The first one is organizational characteristics that include, management support (Staples, 2001; Caillier, 2020; and Clear & Dickson 2005), technical support (Scott, and Timmerman, 1999; Rau, and Hyland, 2002; and Campbell, 2015), and training (Montreuil & Lippel, 2003; Clear, and Dickson, 2005; Venkatesh & Speier, 2000; and Lindén & Oljemark, 2018). Second is the job characteristics which include; task identity ((Hackman & Lawler, 1971), feedback provided by the management (Hackman, and Oldham, 1976), and autonomy of the job (Hackman & Lawler, 1971; and Hackman, and Oldham, 1976).

2.4 Relationship Between Factors to WFH and Effectiveness of WFH

As with organizational phenomena, WFH policies and procedures vary from one organization to another in terms of allowable practices. These case studies, government policies, and researches recommendations shed some light on common practices (Allen, Golden, & Shockley 2015). The first consideration is whether the management of the organization supports the WFH employees. Numerous researchers highlighted the critical role of supervisor support in the success of a WFH policy.

Lautsch, Kossek, and Eaton (2009) found that when supervisors maintained close contact with telecommuters, emphasizing sharing vital information rather than closely monitoring work, telecommuters were more likely to report lower work-family conflict and help coworkers. Kowalski and Swanson (2005) considered that the success of WFH depends on management support and a formal policy underpinned by relevant managerial training, including the use of informal and formal communication skills. Grant et al, (2019) indicated that developing a trusting relationship with the supervisor may increase the ability to manage working hours more flexibly, which in turn improves work-life balance. At the same time, it will increase the level of knowledge and collaboration, and the environment where employees are measured by results may affect the individual's job performance (Baruch 2000). Performance leads to an increase in the environment where managers provide better guidance (Lowe, Kroeck, & Sivasubramaniam, 1996, as cited in Baker, Avery, & Crawford, 2007). WFH employees are better satisfied and more productive in a supportive management culture than in traditional organizations (Baker, Avery & Crawford 2007).

The second consideration is the technical support provided by the organization. The effectiveness of the virtual team is affected by the quality of technical support, and teleworkers need to be more technically savvy (Kurland & Bailey, 1999). Allen, Golden, and Shockley (2015) found that many individuals are not WFH for the reason that the organization does not provide adequate technical support. Adam, and Crossan (2001) argued that telework had been implemented in an ad hoc manner and, therefore, technical and other support was not forthcoming (as cited in Hynes, 2014). However, Baker, Avery, and Crawford (2007) found that technical support provided by the organization is positively related to job satisfaction with the employees WFH, which leads to better performance. Performance tends to increase in WFH employees when they have proper access to smooth technology, equipment, technical support as working from home greatly depends on technology and technical equipment, moreover, if there a disruption occurs in terms of electrical power restrictions or disruption of the internet network the productivity of employees decreases (Thorstensson, 2020).

Many researchers have focused their attention on how job characteristics influence the satisfaction and performance of workers. However, the jobs that are simple, routine & non-challenging lead to high employee dissatisfaction, increased absenteeism & turnover (Hackman & Lawler, 1971). Researchers and Managers are increasingly focused on the way they design their jobs. Since the way of the job design

matters in determining the motivation, satisfaction, and performance of employees at work (Hackman & Lawler, 1971). Baker, Avery, and Crawford (2007) found that job characteristics lead to high satisfaction & a high level of perceived productivity of employees who WFH.

Task identity, which is a job consisting of an entire piece of work, has positively affected WFH employees' productivity (Baker, Avery & Crawford, 2007). Hackman, and Oldham (1976) defined task identity as the degree to which the job requires completion of a whole and identifiable piece of work with a visible outcome. Task identity is identified as a more important aspect of the job design of WFH employees (Baker, Avery & Crawford, 2007). Task identity turned out to be the most significant positive predictor of intrinsic motivator, and it leads to employee satisfaction about his or her job (Hadi & Adil, 2010). Higher task identity is associated with more positive WFH outcomes for employees who WFH (Baker, Avery & Crawford, 2007).

Feedback is a more important aspect of job design for WFH employees (Baker, Avery & Crawford, 2007). Baker, Avery, and Crawford (2007) found that providing Feedback for employees about their work leads to a higher level of WFH employee satisfaction, and it leads to higher productivity levels when individuals WFH. (Hadi, and Adil 2010) found feedback as the most important predictor of the extrinsic motivation of an employee. When managers provide feedback about the work that has been performed by the employee, it leads to low absenteeism level & turnover, and high quality of work performance (Hackman & Oldham 1976).

Grant, Wallace, and Spurgeon (2013) conducted research to explore the psychological factors affecting the remote worker's job effectiveness. The study found that autonomy of the job leads to increased job effectiveness of the e workers. When the degree of autonomy is high, employees that WFH shares similar competencies, a high level of motivation; they were well organized and able to work independently. Clear, and Dickson (2005) conducted an empirical study to investigate the telework practice of Small and Medium-sized Enterprises (SMEs) and concluded that worker autonomy is an important critical factor in the successful implementation of WFH practice. Enabling the employees to proactively schedule their time and minimize interference between work and personal domains, factors such as job autonomy may affect work and personal boundaries (Fonner & Roloff, 2010). Similarly, when WFH employees have boundaries between work and family and have the freedom to decide where and when they work, it leads to positive well-being.

3. Conceptual Framework

The conceptual framework of the study that shows the hypothesized relationships among the said variables are depicted in figure 2.

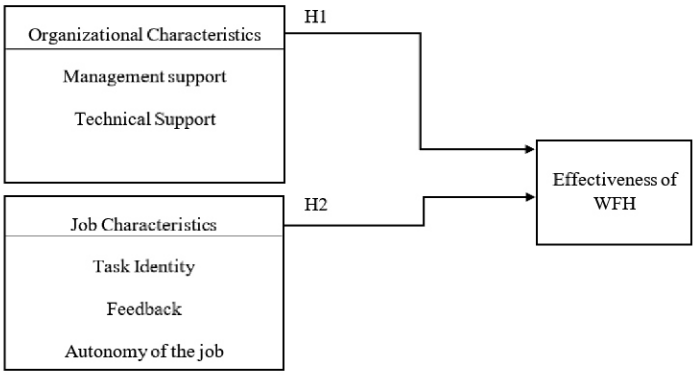

Figure 2: Conceptual Framework of the Study

Source: Authors, 2021

3.1 Hypotheses Development

Based on the reported empirical evidence and theoretical explanations the below hypotheses are advanced in the current study to be tested with primary data:

H1: There is a significant impact of organizational characteristics on effectiveness ofWFH

H2: There is a significant impact of job characteristics on the effectiveness of WFH

4. Methodology

The current study is an explanatory study to identify the factors affecting the effectiveness of WFH among middle-level employees of the manufacturing industry using quantitative analysis. This study was carried out as a cross-sectional field study, predominantly applying hypothetico deductive approach in which the researcher's interference on the study sample was minimal.

4.1 Population, Sample, and Sampling Techniques

The population of this research is middle-level management (including assistants/officers, executives, and managers) who are formally or informally involved in WFH practice in manufacturing companies, situated in Gampaha District. Based on the population, the sample size was selected using the Morgan table out of 210 items in the population which is 136 items in the sample. Out of 136, the researchers received responses from 127 respondents (Krejcie & Morgan 1970). Simple random sampling was used as the sampling technique in the study.

4.2 Measurement Scales

Researchers used selected measurements to measure Independent variables and Dependent Variables. Management support was measured using an instrument developed by Ashkenas, et al., (1995) as cited in Baker, Avery, and Crawford (2007). Technical Support was assessed by the original scale developed by Baker, Avery, and Crawford (2007). Measurement for training was adopted from the work of Lindén & Oljemark (2018). The sub-variables of Job Characteristics were mainly measured using the Job Diagnostic Survey, developed by Hackman & Oldham (1975) as cited in Baker, Avery, and Crawford (2007).

4.3 Effectiveness of WFH

The construct effectiveness of WFH was assessed using the adopted scale taken from Grant et al, (2019). This had been developed initially to measure the remort e-working. Work from home is mainly facilitated by remort e-working and that this scale was used for this research as well. Twenty-seven (28) items were used to measure the construct, which was anchored on a five-point Likert scale. The effectiveness of WFH was operationalized through four dimensions, job effectiveness, relationship with the organization, work-life balance, and flexibility.

4.4 Data collection

Primary data were collected using a self-administered questionnaire through an online survey, designed as a google form. The questionnaire is comprised of three sections. Section I includes four closed-ended questions to capture the demographics of the respondents, including gender, age, job seniority, and the number of days working from home. Section II and III of the questionnaires comprise the items taken from the standard measurement scale to assess the independent variable and the dependent variable of the study, respectively. The name of the respondent does not mention to ensure the anonymity and ethical consideration of this academic work.

5. Data Analysis

For the data analysis, different inferential statistics were used in this study to analyze the primary data. To ensure construct reliability and dimension reliability, Cronbach's Alpha Coefficient was used respectively. Sampling adequacy was ensured through the Kaiser-Meyer-Olkin (KMO) measure, and the sphericity was ensured using Bartlett's test. The objectives of the study were assessed using correlation and regression analysis respectively where hypotheses were tested using correlation

statistics to ensure the strength of association and regression statistics to ensure the impact. To ensure the regression model fitness, a residual analysis was done. Normality and linearity statistics were used to check the normal distribution of the variables. Independent sample T-Test was used to identify the impact of training on the dependent variable as training is a categorical variable. Multiple regression analysis was used to assess the impact of organizational characteristics and job characteristics on the effectiveness of WFH.

6. Analysis and Results

This section presents the analytical background and analytical results for the research objectives.

6.1 Sample Composition

The following section describes the profile of the sample used in the study based on demographics as gender, age, job seniority, and the number of days WFH per week. The total sample composition was 136 and after removing outliers final sample was 127 where 68 comprised of females and 59 Males. Out of 127 samples, many respondents (36%) were with 1- 3 years of work experience and the least number of respondents (9%) were with 6-10 years and more than 10 years of work experience. 27% of respondents were with less than 1 year of experience whereas 19% were with 3-6 years of work experience. On age comparison, 25% of respondents were less than 24 years and 47% were between 24-30 years of age. 14% of respondents were between 30-36 years and 9% were between the age of 36-42 years and 5% were more than 42 years old. Out of 127 respondents, most of the respondents responded that they are working from home for 3 days and 36 responded that they are working from home for 5 days or more. Only 15 responded that they are working one day for a week from home and 26 responded that they are working from home for 2 days per week. The other 13 are working from home for4 days.

6.2 Reliability Statistics and Validity Statistics

The table shows the reliability and validity statistics of the measurement scale. According to table 1, management support, technical support, feedback, and effectiveness of WFH yield Cronbach's Alpha coefficients that are adequate, above the generally accepted level of 0.7, and Cronbach's Alpha value for the task identity and job autonomy above 0.5 indicating the internal consistency is acceptable. Sampling adequacy was ensured through the Kaiser-Meyer-Olkin (KMO). As the KMO Coefficient is greater than the threshold limit of 0.5 for all variables,

statistically, it is claimed that the study sample of 127 observations is adequate enough to proceed with EFA as recommended by Hair, Black, Babin, and Anderso (2010).

Table 1 Reliability Statistics

Construct/s	Dimension/s	No. of Questions	Cronbach's Alpha	KMO measure of sample adequacy
Independent Variables				
Management Support	-	06	0.798	0.791
Technical Support	-	09	0.873	0.902
Task Identity	-	02	0.504	0.500
Feedback	-	03	0.801	0.696
Autonomy of the Job	-	03	0.655	0.656
Dependent Variable				
Effectiveness of WFH (Cronbach's Alpha = 0.931) (KMO measure of sample adequacy = 0.894)	Job Effectiveness	08	0.865	0.899
	Relationship with Organization	04	0.712	0.708
	Work-Life Balance	12	0.911	0.943
	E-welbeing	03	0.802	0.702

Source: Analyzed data, 2021

6.3 Descriptive Statistics

There are two basic measures of descriptive statistics widely used in social science research; mean and standard deviation. If the value of standard deviation falls between -2 and +2, the validity of the construct is said to be accepted for further statistical analyses (Lu et al, 2007). Mean, standard deviation, skewness, and kurtosis values of the constructs in the current research study are given in table 2.

Table 2 Descriptive statistics

Construct/s	N	Mean	Standard Deviation	Skewness	Kurtosis
Management Support	127	5.5617	0.73697	-0.776	-0.075
Technical Support	127	3.7244	0.73394	-0.800	-0.159
Task Identity	127	4.9173	1.09791	-0.353	-0.121
Feedback	127	5.0420	1.17363	-1.085	0.717
Autonomy of the job	127	4.9055	1.22215	-1.015	0.460
Effectiveness of WFH	127	3.7976	0.56471	-0.568	-0.483

Source: Analyzed Data, 2021

The mean value represents the average value of the data set. According to the result in Table 2 the mean value of management support is 5.5617; technical support is 3.7244, task identity is 4.9173, feedback is 5.0420, job autonomy is 4.9055, and the mean value of the dependent variable WFH is 3.7976. The standard deviation measures the amount of variation or dispersion from the average. The standard deviation for all the variables falls between -2 and +2, indicating that the validity of the construct is accepted.

Using the descriptive statistics, the level of effectiveness of WFH was measured. According to the results, the level of effectiveness of WFH was 3.7976, which was measured using five points Likert scale, indicating that there is a moderate level of effectiveness of WFH among middle-level employees in the manufacturing industry. Based on this result, the first and the second objectives of the study, to identify the level of effectiveness of WFH and to identify the factors affecting the effectiveness of WFH, were achieved.

6.4 Multiple Regression Analysis

In order to achieve the third objective of the study, to identify the impact of WFH factors on the effectiveness of WFH multiple regression analysis was conducted. Multiple regression analysis is to test the hypothesis (H1) advanced for the organizational characteristics and the effectiveness of WFH and (H2) advanced for the job characteristics and the effectiveness of WFH (Table 3 and Table 4).

Table 3: Multiple Regression for Organizational Characteristics and Effectiveness of WFH.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790[a]	.625	.619	.34874

a. Predictors: (Constant), Technical Support, Management Support

b. Dependent Variable: Effectiveness of work from home

Table 4: Multiple Regression for Job Characteristics and Effectiveness of WFH

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502[a]	.252	.234	.49426

a. Predictors: (Constant), Job Autonomy, Feedback, Task Identity

b. Dependent Variable: Effectiveness of work from home

As per the results of the regression analysis, it was found that organizational characteristics (Hypothesis H1) have a 62.5% (R Square = 0.625) of impact on the effectiveness of WFH whereas job characteristics (Hypothesis H2) have a 25.2% (R Square = 0.252) of impact on the effectiveness of WFH. Hence the two hypotheses of the study are accepted establishing that there is a significant impact of organizational characteristics on the effectiveness of WFH and there is a significant impact of job characteristics on the effectiveness of WFH.

7. Findings and Discussion

In the current study, organizational characteristics were found to be significantly linked with the effectiveness of WFH, and job characteristics were also found to be significantly linked with the effectiveness of WFH. The first research objective of the study was to identify the level of effectiveness of WFH. Hence, the level of effectiveness of work from home was measured using the mean value in the descriptive analyses. According to the results, the mean value of effectiveness of WFH was 3.7976, which indicates that there is a considerably moderate level of effectiveness of WFH among the middle-level employees of the manufacturing industry.

The second objective of the study was to identify the factors that affect the effectiveness of WFH. The results revealed that management support, which was measured on a seven-point Likert scale, has a mean value of 5.5617, claiming that most of the respondents have agreed that management support is needed to be effective while WFH. Technical support has a mean value of 3.7244, which was measured on a five-point Likert scale. The results indicated that a moderate number of the respondents have agreed that technical support is an important factor to work effectively from home. Task identity, feedback, and autonomy, which were measured on a seven-point Likert scale, had mean values of 4.9173, 5.0420, 4.9055, respectively. It indicated that most of the respondents have more or less agreed that task identity, feedback, and autonomy are factors that affect the effectiveness of WFH.

The third objective of the study, which was to identify the impact of WFH factors on the effectiveness of WFH, was achieved by employing regression analyses. According to the analysis, the results proved that there is a 62.5% of the impact of organizational characteristics on the effectiveness of WFH. Thus, the current study confirmed that there is a significant impact of organizational characteristics on the effectiveness of WFH. Irrespective of the contextual differences, this result is in line with and supported by many of the previous research studies. As stated by Kowalski and Swanson (2005), the success of WFH depends on organizational characteristics such as management support, and Lautsch, Kossek, and Eaton (2009) stated that supportive environment, where the supervisors maintained close contact with telecommuters, emphasizing vital sharing information rather than closely monitoring work schedules, was beneficial to employees who WFH in the sense telecommuters were more likely to report lower work-family conflict and more likely to help coworkers. Kurland & Bailey (1999) stated the effectiveness of the WFH is affected by the quality of technical support, and teleworkers need to be more technically savvy. Thorstensson (2020) indicated that if there is a lack of technical support from the organization, it can lead to a decrease in productivity of the employees who WFH. According to (Allen, Golden, & Shockley 2015), many individuals are not working from home as the organization is not providing adequate technical support. Martinez, and Gómez (2013) stated that a decrease in organizational characteristics such as training and development opportunities lead to a higher level of intention to quit and a lower level of citizenship behavior, and employees who WFH receive a decreased amount of training and development opportunities. Hence, based on the results of the study and the research studies that support this finding, it can be affirmed that sound organizational characteristics are important when working from home.

Subsequently, based on the results of the study 25.2% of the effectiveness of WFH is explained by job characteristics confirming that there is a significant impact of job characteristics on the effectiveness of WFH. The results of the study are congruent with the previous research findings as most of the researchers focused their attention on how job characteristics influence the satisfaction and performance of workers. As stated by Hackman & Lawler (1971), worker productivity & satisfaction would increase or decrease if jobs were designed to be more generally meaningful and challenging. Baker, Avery, and Crawford (2007) found that task identity has a positive effect on WFH employees' productivity. Therefore, task identity is identified as a more important aspect of the job design of WFH employees. Baker, Avery, and Crawford (2007) also found that providing feedback for employees about their work leads to a higher level of WFH employee satisfaction, and it leads to higher productivity levels when individuals WFH. According to Hackman & Oldham (1976), when managers are providing feedback about the work that has been performed by the employee, it leads to low absenteeism level & turnover, and high quality of work performance. Grant, Wallace, and Spurgeon (2013) found that increased autonomy of the job leads to increased job effectiveness of the e workers. When the degree of autonomy is high, employees that WFH shares similar competencies, a high level of motivation; they were well organized and able to work independently. Thus, above discussed studies support the findings of the current study affirming the fact that properly designed job characteristics are important when working from home.

8. Conclusion

The current research study was novel in that it attempted to identify the factors that could lead to a successful WFH concept. The results indicate that managers can play key roles in assisting WFH employees by intervening at various levels. Business leaders require an increased understanding of the strategies that other business leaders use for designing, implementing, and managing WFH options.

9. Implication and Recommendation

Based on the results and the findings of this study, suggestions are given for organizations seeking to let employees WFH. Business leaders who are currently employing or who wish to consider or implement WFH concepts require current information on how WFH program policies affect their corporations. Companies need to focus on these influencing variables. Advice and policies aimed at supporting WFH within companies need to be reexamined to take account of these differences, and the research suggests how best to support WFH employees with different organizational

characteristics and the way of designing the job of the WFH employees. The results of the study indicated that there is a relationship between management support and the effectiveness of WFH which means that management support is important for the WFH employees within the organization. When managers support their WFH employees, it leads to high effectiveness among the WFH employees. At the organizational level, managers may be able to create a more welcoming context for WFH. Embedding WFH arrangements within an organization's culture can overcome the potential pitfalls of WFH. Indeed, managers may be able to contribute to the development of a specific internal culture that is highly supportive of WFH employees.

Relationships between Manager and employee is important within an organization, but when employees WFH, it is difficult to maintain a good interpersonal interaction. In order to make the WFH employees effective, organizations can move from the traditional, hierarchical structure to a modern, spherical organization structure. The modern organization places information sharing, employee empowering, goal development, shared responsibility for outcomes, and allowing employees to make decisions. The organizations should break the hierarchical thinking, which uses a "manager tell and employee act" approach. When designing the job of the WFH employees, building autonomy in the job of WFH employees in a sense allows greater control over their jobs and provides the option to customize where and when they work, helping the employees to have a balance, both inside and outside of the workplace. At the same time, the organization should support the WFH employees by providing the necessary equipment and training to work effectively at home. E-Mail, voice mail, video conferencing, the Internet, and online conferencing are highly used when employees WFH. If the employees are not provided with the necessary equipment, it will lead to poor effectiveness among WFH employees. Providing the necessary equipment by the organization is therefore essential. Moreover, when employees are provided autonomy, they will be more effective while working from home. Scholars who are interested in researching the WFH concept might investigate new work practices as mechanisms that help employees to escape from the pressures that occur within the organizations and identify more factors that help the employees to reduce the stress that they face working from home.

10. Directions for Future Research

This study used only the organizational and job variables, but organizational and job variables are not the only external influences on WFH employees. Different variables such as exploration of employee characteristics and particular jobs could be studied in the future to determine whether the organizational and job-related variables still produce more consistent and positive results for employees who WFH employees than the other factors. Another recommendation for further research is to include more than one firm for potentially increasing the study's domain of external validity and include a larger sample size. Researchers had used the original measurement scale to assess the effectiveness of WFH where future researchers can use the scrutinized scale with 17 items. Future researchers can do a longitudinal study by collecting data repeatedly from the same sample over an extended period.

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