



Factors Affecting Employee Performance While Remote Working in Nepalese Organization

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Abstract

This study examines the factors affecting employee performance while remote working in Nepalese organization. Employee performance is the dependent variable. The selected independent variables are working environment, technology and equipment, flexible time, work life balance, and salary. The primary source of data is used to assess the opinions of respondents regarding working environment, technology and equipment, flexible time, work life balance, salary, and employee performance. The study is based on primary data. The primary data were gathered from 132 respondents through questionnaires. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of factors affecting employee performance while remote working in Nepalese organization.

The study showed a positive impact of working environment on employee performance. It indicates that supportive and positive working environment leads to increase in employee performance. Similarly, the study showed a positive impact of technology and equipment on employee performance. It indicates that use of high level technology and equipment leads to increase in employee performance. Likewise, the study also revealed a positive impact of work life balance on employee performance. It indicates that higher the work life balance, higher would be the employee performance. Further, the study observed a positive impact of flexible time on employee performance. It indicates that higher the flexible time, higher would be the employee performance. In addition, the study observed a positive impact of salary on employee performance. It indicates that higher the salary, higher would be the employee performance.

Keywords: working environment, technology and equipment, flexible time, work life balance, salary, employee performance

1. Introduction

Remote working refers to a work arrangement where employees do not commute to a central place of work (like an office building), but instead, they work from a location of their choice, often their homes or co-working spaces. Remote working is made possible by advances in technology that allow employees to stay connected and collaborate with their colleagues and clients without being physically present in the same location. Remote working, also known as telecommuting or working from home, is a work arrangement where employees can perform their job duties outside of a traditional office environment. According to Anakpo *et al.* (2023), work from home is an employment arrangement in which employees are not required to physically report to a central place of work, such as an office building, warehouse, or retail shop, etc., but instead work from their home or any offsite location (remote work) while keeping communication with colleagues and performing duties using telephone, email, and virtual conferences (telework). Work from Home (WFH) is now a dream of many people, especially for the current millennial generation does not need to wake

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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 (Purwanto *et al.*, 2020). It expands access to job opportunities by removing geographical constraints, enabling companies to tap into a wider talent pool. Furthermore, remote working often reduces overhead costs for employers, such as office space and utilities, leading to potential savings.

Jawabri *et al.* (2022) examined the impact of remote working environment on employee motivation, engagement, and job satisfaction: A study of service sector from UAE. The study found that remote working in the UAE service sector has both positive and negative impact on employee motivation, engagement, and job satisfaction. Similarly, Moe and Pomsuwan (2024) investigated the impact of digital workplace transformation, remote working and working environment towards employee performance throughout the covid-19 pandemic in interior industry in Bangkok. The study found a strong positive relationship between digital workplace transformation, remote working, and working environment with employee performance. Likewise, Nanzushi (2015) assessed the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The study found that work environment factors significantly affect employee performance in Nairobi's mobile telecommunication firms. Abelsen *et al.* (2023) investigated the digital working during the covid-19 pandemic: How task–technology fit improves work performance and lessens feelings of loneliness. The study highlighted the effect that high task–technology fit has in both directly and indirectly influencing work performance of individuals. Further, Belanger *et al.* (2001) analyzed the technology requirements and work group communication for telecommuters. The study indicated that technology has a positive impact on performance.

Sharma *et al.* (2022) examined the technology-enabled work from home during COVID-19 pandemic: A qualitative study of employee experiences and effectiveness. The study concluded that personal factors, employee performance, and technology adoption are the key components that influencing the effectiveness of work-from home. Further, Metselaar *et al.* (2023) investigated the teleworking at different locations outside the office: consequences for perceived performance and the mediating role of autonomy and work-life balance satisfaction. The study revealed a significant pathways between teleworking from home and perceived performance, mediated by autonomy and work-life balance satisfaction. Specifically, employees who spent more time working from home reported higher levels of autonomy and satisfaction with work-life balance, leading to enhanced perceived performance. Limanta *et al.* (2023) examined the influence of work-life balance, work stress, and job satisfaction when working from home on the implementation of permanent telework culture in legal business. The results revealed a significant positive effects of WFH on Work-Life Balance and Job Satisfaction, alongside a notable decrease in Work Stress. Similarly, Irfan *et al.* (2023) investigated the impact of work–life balance with the role of organizational support and job burnout on project performance. The study showed that work–life balance harmed project performance, and organizational support was putting the main impact on project performance.

Martinez (2007) analyzed the teleworking and workplace flexibility: a study of impact on firm performance. The study found that firm performance is positively related to the use of teleworking, flexible time, contingent work and spatial decentralization. Further,

Franken *et al.* (2021) examined the forced flexibility and remote working: opportunities and challenges in the new normal. The study found that a swift adaptation to mandatory remote work, the utilization of conservation of resources theory to explore factors affecting employee wellbeing and productivity, identification of challenges associated with remote work, and the importance of specific resources for supporting employee wellbeing and productivity in virtual workspaces. Yuliati *et al.* (2023) examined the influence of flexible working hours, work from home, work stress, and salary on employee performance at pt armada auto Tara during covid-19 pandemic. The study found that flexible working hours have no significantly impact on employee performance. Similarly, AhmedAlqasa and Alsulami (2022) investigated the impact of flexible work arrangements (FWA) on employee performance in the Saudi education sector. The study found that flextime work arrangements have a positive impact on employee performance.

Rao (2022) assessed the impact of compensation, job satisfaction and remote working on talent retention in Indian animation industry. The study found that compensation practices in the Indian animation industry contribute to high turnover rates. Further, Johannes *et al.* (2023) examined the effect of job demand, compensation, and personality traits on organizational commitment moderated by work by remote employees in the fast moving consumer goods (FMCG) sector. The study found that job demand negatively impacts organizational commitment, while compensation and personality traits positive influence on organizational commitment. In addition, Azmy *et al.* (2022) analyzed the implications of work motivation, employee discipline, and compensation on employee performance while working from home at a digital marketing company. The study found that work motivation and discipline have positive impact on employee performance.

In the context of Nepal, Khanal *et al.* (2020) investigated the impact of mental health among health workers during covid-19 in a row resource setting: a cross sectional survey from Nepal. The study found a significant rates of anxiety, depression, and insomnia among healthcare workers, with stigma, prior mental health medication, inadequate workplace precautions, and nursing profession correlating with heightened symptom prevalence, underscoring the necessity for robust mental health support and improved working conditions in healthcare settings. Similarly, Bastola (2023) examined the impact of work life balance on employee job satisfaction in Nepalese insurance companies. The study found that reward and recognition, working environment, working hour flexibility, organizational culture, supervisory support, and job design have positive impact on job satisfaction in Nepalese insurance companies. Likewise, Manandhar (2016) investigated work life balance and its impact on employee job satisfaction and performance on Nepalese commercial banks. The study found that the implementation of work-life balance policies, including flexibility, welfare, leave provisions, and job design have positive impact on employee job satisfaction and performance. Further, Shrestha *et al.* (2023) examined the flexible employment arrangement and perceived employee productivity at a media organization: An empirical case study from Nepal. The study found that types of flexible employment arrangement namely job sharing, telecommunicating, compressed workweek, and flexible time influence a great deal on employee productivity.

The above discussion shows that empirical evidences vary greatly across the studies on the factors affecting employee performance while remote working in organization. Though there are above mentioned empirical evidences in the context of other countries and in Nepal,

no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine factors affecting employee performance while remote working in Nepalese organization. Specifically, it examines the relationship of working environment, technology and equipment, flexible time, work life balance, and salary with employee performance while remote working in Nepalese organization.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The primary data were gathered from 132 respondents through questionnaires. The study employed convenience sampling method. The respondents' views were collected on working environment, technology and equipment, flexible time, work life balance, salary, and employee performance. This study is based on descriptive as well as causal comparative research designs.

The model

The model estimated in this study assumes that the employee performance depends upon working environment, technology and equipment, work life balance, flexible time, and salary. Therefore, the model takes the following form:

Employee performance = f (working environment, technology and equipment, work life balance, flexible time, and salary).

More specifically,

$$EP = \beta_0 + \beta_1 WE + \beta_2 TAE + \beta_3 WLB + \beta_4 FT + \beta_5 S + e$$

Where,

EP = Employee Performance

WE = Working Environment

TAE = Technology and Equipment

WLB = Work life balance

FT = Flexible time

S = Salary

Employee performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include "I believe my overall performance has improved since transitioning to remote work.", "I feel confident that I am meeting or exceeding my performance goals while working remotely" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.858$).

Working environment were measure using a 5-point Likert scale where the

respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “having a quiet and dedicated workspace at home helps me focus better during remote work”, “comfortable furniture and equipment in my remote workspace contribute to my productivity” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.839$).

Technology and equipment were measure using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “adequate access to necessary technology (e.g., computer, software) enhances my productivity while remote working”, “reliable internet connectivity positively impacts my ability to perform tasks effectively from a remote location” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.838$).

Work life balance was measure using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “having control over my work schedule positively impacts my overall well-being and performance while remote working”, “the ability to disconnect from work after hours enhances my mental health and productivity during remote work” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.856$).

Flexible time was measure using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “flexible work hours contribute to a better balance between my professional and personal life while remote working”, “flexible work hours positively impact my ability to manage personal and professional commitments while remote working” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.805$).

Salary was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “satisfaction with my remote work salary positively influences my motivation and performance”, “fair compensation for remote work contributes to my dedication and productivity” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.870$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Working Environment

Working environment refers to the conditions, atmosphere, and surroundings in which an individual works. Yarberry and Sims (2021) argued that virtual mentoring and self-efficacy in remote work create a supportive and empowering working environment, fostering emotional well-being, dialogue, work-life balance, and career success. Al-Rfou (2021) indicated challenges in remote work during COVID-19, especially for females and non-supervisory roles in Jordanian IT firms, stressing the importance of collaborative efforts to improve organizational performance in the remote working environment. Similarly, Shahin *et al.* (2020) found that inclusive systems, well-defined policies, social support, physical

accessibility, and assistive technology positively impact workplace participation for young adults with brain-based disabilities, emphasizing the need for reinforcing supportive measures to enhance inclusion in the workforce. Moreover, Osion and Primps (1984) investigated Telecommuting enhances autonomy and work-life balance, particularly for those with in-demand skills or network constraints, impacting the relationship between employees and employers and offering a flexible option within certain organizational contexts. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between working environment and employee performance.

Top of Form Technology and equipment

Technology and equipment refer to the tools, devices, machinery, and systems used in various fields and industries to accomplish tasks, perform functions, or facilitate processes. According to Golden (2009) Telework, enabled by technology, offers increased flexibility for employees to work away from the office, improving work-life balance and job satisfaction while enhancing organizational identification, indicating the pivotal role of technology and equipment in facilitating virtual work environments. Urbaniec *et al.* (2022) argued that the pivotal role of technology and equipment in enabling remote work during the COVID-19 pandemic, with factors like the implementation of new IT tools contributing to the success of remote work arrangements in Polish organizations, highlighting their importance in facilitating effective adaptation and improved work outcomes in crisis situations. Likewise, Griep *et al.* (2021) found that a positive impact of telework, automation, and algorithmic management on efficiency, work-life balance, and productivity in remote work environments, offering organizations suggestions for human-friendly technology implementation. Battisti *et al.* (2022) investigated the recognition of psychological and behavioral factors such as job satisfaction and techno stress as crucial in determining the continuation of remote work post-pandemic, with implications for both managerial strategies in digital transformation and corporate finance considerations related to remote working. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between technology and equipment and employee performance.

Work life balance

Work-life balance refers to the equilibrium or harmony between the demands of one's professional or work life and their personal or non-work life. According to Mwangi *et al.* (2016), importance of work-life balance in enhancing employee performance, suggesting that organizations should implement strategies to support remote workers in managing their work and personal responsibilities to optimize productivity in remote work settings. Shirmohammadi *et al.* (2022) stated that human resource development practitioners can help employees better adjust to remote work by understanding and addressing the gap between their expectations and actual experiences, offering support to overcome challenges and improve work-life balance during the COVID-19 pandemic. Likewise, Sullivan (2012) found that remote working can improve work-life balance and productivity without compromising organizational goals, highlighting the importance of acknowledging its diverse nature for fostering gender equity in ethical organizational practices. Moreover, Felstead and Henseke (2017) argued that remote working is associated with higher organizational commitment, job

satisfaction, and job-related well-being, underscoring its potential benefits for employees despite challenges such as work intensification and difficulty in switching off. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship work life balance and employee performance.

Flexible time

Flexible time refers to a work arrangement where employees have some degree of control over their work schedules. According to Arifin *et al.* (2023), both Work from Home (WFH) and Flexible Working Arrangement (FWA) positively impact Employee Performance and Work Motivation, emphasizing the importance of developing these policies to enhance productivity while considering the role of work motivation. Similarly, Ghali-Zinoubi *et al.* (2021) investigated the flexible working-time arrangements have a significant positive effect on academics' satisfaction, highlighting the potential benefits of implementing such arrangements during the COVID-19 pandemic, particularly for academics in the Middle East and North Africa region. Likewise, Chatterjee *et al.* (2022) found that remote work flexibility significantly enhances organizational performance, with crucial roles played by organization policy and top management support in implementing remote work policies effectively. Moreover, Hyland *et al.* (2005) investigated the marginally significant effects for compressed workweeks on employee performance, affective commitment, and turnover intentions, indicating potential positive impacts of flexible work arrangements on certain outcomes for employees in organizations. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between flexible time and employee performance.

Salary

Salary refers to a fixed regular payment, typically given on a monthly or yearly basis, in exchange for the work or services provided by an individual to an employer. According to Jeha *et al.* (2022), gratuity significantly and positively impacts employees' engagement and motivation, recommended by interviewees as a tool for enhancing performance and sustained competitiveness, particularly amidst the challenges posed by the COVID-19 pandemic. Similarly, Saifullah *et al.* (2024) found that implementing work-from-home policies and providing compensation positively affect employee performance through job satisfaction, offering valuable insights for enhancing human resource management policies to improve company performance. Likewise, Khoirunnisah *et al.* (2023) investigated both work-from-home implementation and compensation significantly impact employee productivity. Moreover Nelson *et al.* (2023) found that Despite being less inclined to initiate negotiations compared to males, female employees perceived COVID-19 as inhibiting salary negotiations, highlighting an increased significance of work-home balance negotiations during the pandemic for both genders. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between salary and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this

purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Table 1: Kendall's Tau correlation coefficient matrix

This table presents Kendall's Tau correlation coefficients between dependent variable and independent variables. The correlation coefficients are based on 132 observations. The dependent variable is EP (Employee performance). The independent variables are WE (Working environment), TE (Technology and equipment), WB (Work life balance), FT (Flexible time), and S (Salary).

Variables	EP	WE	TE	WLB	FT	S
EP	1					
WE	0.636**	1				
TE	0.553**	0.687**	1			
WLB	0.526**	0.565**	0.463**	1		
FT	0.605**	0.627**	0.596**	0.539**	1	
S	0.469**	0.505**	0.499**	0.602**	0.510**	1

Notes: The asterisk signs (**) and (*) indicate that the result are significant at one percent and five percent levels respectively.

Table 1 shows that working environment is positively correlated to employee performance. It indicates that supportive and positive working environment leads to increase in employee performance. Similarly, technology and equipment is positively correlated to employee performance. It indicates that use of high level technology and equipment leads to increase in employee performance. Likewise, work life balance is positively correlated to employee performance. It indicates that higher the work life balance, higher would be the employee performance. Further, flexible time is also positively correlated to employee performance. It indicates that higher the flexible time, higher would be the employee performance. In addition, salary is positively correlated to employee performance. It indicates that higher the salary, higher would be the employee performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of working environment, technology and equipment, work life balance, flexible time, and salary on employee performance of Nepalese organization is shown in Table 2.

Table 2

Estimated regression results of working environment, technology and equipment, work life balance, flexible time, and salary on employee performance

The results are based on 132 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 WE + \beta_2 TAE + \beta_3 WLB + \beta_4 FT + \beta_5 S + e$ where the dependent variable is EP (Employee performance). The independent variables are WE (Working environment), TE (Technology and equipment), WB (Work life balance), FT (Flexible time), and S (Salary).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		WE	TE	WLB	FT	S			
1	0.715 (4.877)**	0.773 (17.102)**					0.689	0.586	292.473
2	0.581 (2.948)**		0.757 (13.25)**				0.571	0.688	175.656
3	0.581 (2.948)**			0.110 (1.651)			0.410	0.807	92.206
4	0.581 (2.948)**				0.110 (1.651)		0.602	0.663	199.774
5	0.581 (2.948)**					0.625 (8.545)**	0.354	0.845	73.021
6	0.581 (2.948)**	0.585 (7.936)**	0.757 (13.25)**				0.709	0.566	161.203
7	0.328 (1.811)	0.522 (6.324)**	0.757 (13.25)**	0.110 (1.651)			0.713	0.562	109.816
8	0.328 (1.811)	0.445 (5.246)**	0.137 (1.612)	0.137 (1.612)	0.110 (1.651)		0.728	0.547	88.995
9	0.253 (1.356)	0.445 (5.212)**	0.137 (1.612)	0.137 (1.612)	0.243 (2.827)**	0.243 (2.827)**	0.727	0.550	70.636

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- Employee performance is dependent variable

Table 2 shows that the beta coefficients for working environment are positive with employee performance. It indicates that working environment has a positive impact on employee performance. This finding is consistent with the findings of Yarberry and Sims (2021). Similarly, the beta coefficients for technology and equipment are positive with employee performance. It indicates that technology and equipment has a positive impact on employee performance. This finding is consistent with the findings of Urbaniec *et al.* (2022). Likewise, the beta coefficients for work life balance are positive with employee performance. It indicates that work life balance has a positive impact on employee performance. This finding is consistent with the findings of Felstead and Henseke (2017). Further, the beta coefficients for flexible time are positively with employee performance. It indicates that flexible time has a positive impact on employee performance. This finding is consistent with the findings of Ghali-Zinoubi *et al.* (2021). In addition, the beta coefficients for salary are positive with employee performance. It indicates that salary has a positive impact on employee performance. This finding is consistent with the findings of Ghali- Saifullah *et al.* (2024).

4. Summary and conclusion

Remote working, also known as telecommuting or working from home, is a work arrangement where employees can perform their job duties outside of a traditional office environment. Work from home is an employment arrangement in which employees are not required to physically report to a central place of work, such as an office building, warehouse, or retail shop, etc., but instead work from their home or any offsite location (remote work) while keeping communication with colleagues and performing duties using telephone, email, and virtual conferences (telework). 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. It expands

access to job opportunities by removing geographical constraints, enabling companies to tap into a wider talent pool. Furthermore, remote working often reduces overhead costs for employers, such as office space and utilities, leading to potential savings.

This study attempts to examine the factors affecting employee performance while remote working in Nepalese organization. The study is based on primary data of 132 respondents.

The major conclusion of this study is that working environment, technology and equipment, work life balance, flexible time, and salary have positive impact on employee performance. It indicates that positive working environment, high level technology and equipment, higher work life balance, flexible time, and salary leads to increase in employee performance. The study also concludes that flexible time is the most significant factor followed by working environment that determines the change in the level of employee performance.

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