



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



The Influence of Telework Motivation and Self Efficacy on Employee's Job Performance during Working from Home

Intan Nurul'ain Mohd Firdaus Kozako, Mohd Faiez Suhaimin, Atiela Amran, Nooradzlina Mohd Pauzi, Azwan Shah Aminuddin

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v12-i9/14228>

DOI:10.6007/IJARBSS/v12-i9/14228

Received: 20 July 2022, **Revised:** 21 August 2022, **Accepted:** 10 September 2022

Published Online: 25 September 2022

In-Text Citation: (Kozako et al., 2022)

To Cite this Article: Kozako, I. N. M. F., Suhaimin, M. F., Amran, A., Pauzi, N. M., & Aminuddin, A. S. (2022). The Influence of Telework Motivation and Self Efficacy on Employee's Job Performance during Working from Home. *International Journal of Academic Research in Business and Social Sciences*, 12(9), 1332 – 1340.

Copyright: © 2022 The Author(s)

Published by Human Resource Management Academic Research Society (www.hrmars.com)

This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: <http://creativecommons.org/licenses/by/4.0/legalcode>

Vol. 12, No. 9, 2022, Pg. 1332 – 1340

<http://hrmars.com/index.php/pages/detail/IJARBSS>

JOURNAL HOMEPAGE

Full Terms & Conditions of access and use can be found at
<http://hrmars.com/index.php/pages/detail/publication-ethics>



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



The Influence of Telework Motivation and Self Efficacy on Employee's Job Performance during Working from Home

Intan Nurul'ain Mohd Firdaus Kozako¹, Mohd Faiez Suhaimin²,
Atiela Amran³, Nooradzlina Mohd Pauzi⁴, Azwan Shah
Aminuddin⁵

^{1,3,4,5}Faculty of Business and Management, Universiti Teknologi MARA, Bukit Ilmu, 16800 Machang, Kelantan, Malaysia, ²Faculty of Computer & Mathematical Science, Universiti Teknologi MARA Bukit Ilmu, 16800 Machang, Kelantan, Malaysia
Email: intan866@uitm.edu.my¹, mdfaiez821@uitm.edu.my², atiela@uitm.edu.my³, adzlina@uitm.edu.my⁴, azwanamin@uitm.edu.my⁵

Abstract

Since the pandemic Covid-19, the telework arrangement has played a significant role in Malaysia and has become one of the mechanisms to ensure business continuity. The changes in working arrangement somehow affected most of the employees as they need to adapt quickly to telework environment. This study aims to identify the relationship between teleworker's motivation and self-efficacy on their job performance. Survey data was collected from 369 academicians who are working from home during the Covid-19 pandemic. The results of this study reveal that there is a significant positive relationship between teleworker's motivation and self-efficacy on their job performance. In addition, both teleworker's motivation and self-efficacy variable is perceived as the most important factor that affects the teleworker's job performance. These factors need to be focused on to ensure the effectiveness of telework environment. On the other hand, the findings from this study have contributed to the significant development of WFH policies and guidelines for the company's practices in ensuring employees performed their job expectations regardless of the conventional office setting. Future studies suggested to study other characteristics that affect employees' job performance during working from home. Meanwhile, the organization may consider making working from home an option for academicians after moving into the endemic phase.

Keywords: Work From Home, Telework, Self-Efficacy, Job Performance

Background of The Research

The Covid-19 pandemic between 2019 to 2021 has created significant changes in our lifestyles. In Malaysia, all schools and universities were closed, and online learning became the new normal (Hashim et. al., 2020). Academicians need to get used to online teaching and learn new methods of teaching online. Working from home also becomes a new normal for

them. Creating a flexible and family-friendly workplace (e.g., having flexible work hours or offering remote work) can help to improve the well-being of the employees (Feeney & Stritch, 2019). It can offer many benefits to both the organization and its employees, including reduced real estate costs, enhanced efficiency, reduced absenteeism, flexible labor relations, and improved customer service (Saludin et al., 2020). Considering employee performance is one of the most significant business aspects for firms, it is critical to determine whether working from home has an impact on employee motivation, self-efficacy, and performance. There were few studies focusing on telework motivation and self-efficacy to determine employee job performance. This research was conducted, firstly, to determine the relationship between Telework Motivation, and Telework Self-Efficacy towards Employee's Job Performance and secondly, to determine the most influential factors (Telework Motivation, Telework Self-Efficacy) that will affect Employee's Job Performance. This study focuses on the specific working arrangement, which is those working from home during the Covid-19 pandemic.

Literature Review

Telework Motivation

Working from home, especially during pandemic Covid-19 has become a crucial aspect that has been encouraged by the public. Somehow, changes in working have slightly lowered the motivation of employees. One of the studies conducted by the Japanese has proof that employee productivity is declining after the changes to teleworking compared to the normal office space (Morikawa, 2020). Disruptions such as social engagement with co-workers without addressing work, or enjoying forms of entertainment such as watching movies, singing, or playing with children can all lead to decreased job motivation (Osman et. al., 2020). However, study by Bloom et. al (2015) has shown that teleworking may enhance employee productivity, which can rise even more if the decision to telework is taken by the employees themselves, and this is not even tied to the setting of a pandemic. This is because employees must manage both working and personal activities since all family members are at home. Research on the motivation of academicians is important, as the shortage of academicians is a serious problem in many countries, posing a serious threat to sustainable development (Wang & Zhang, 2021).

Meanwhile, telework can be a beneficial, ingenious incentive to improve the motivation of the employees with the existence of employee needs such as childcare essential, remote work options as well as flexibility in choosing the working hours. Teleworking normally allows employees to work away from the office, besides childcare and commuting costs can also be reduced (Fujii, 2020). These opportunities and chances can boost employee motivation and freedom (O'Neill et al., 2009). In other options, the employee can choose the most typical working times and durations when teleworking, in which they feel most effective, and they are able to have direct control over their own working hours (Eversole et. al., 2012). Meanwhile, the performance of the individuals can affect the performance of the business; thus, HR professionals need to find a way to increase employee motivation in their workforce (Fujii, 2020).

Telework Self-Efficacy

The theory of self-efficacy is determined as the social cognitive theory that describes an individual's behavior, environment as well as cognitive factors because of expectations

(Bandura, 1986). Teleworking is not lightly brought negative implications for employees' self-efficacy if the employees are being included in social circle, besides the social media program led them to perform their job well (Prihadi et al., 2021). Added to this, individuals that attain high self-efficacy can achieve valued outcomes and gain satisfaction from their workloads, thus they will have greater self-efficacy, leading to higher motivations and adjustment toward telecommuting (Judge & Bono, 2001). Meanwhile, behavioral strategies are more actively initiated by employees who have strong self-efficacy in which they work from home and are capable to manage another set of demands (Wrzesniewski & Dutton, 2001). Obviously, if employees work from home, they must also focus on their house chores including managing their family. That is why employees must have a high level of self-efficacy since it may lead employees to cope with the demands of everyday tasks (Cattelino et al., 2019). Ultimately, self-efficacy can be a significant resource that can promote employees functioning and well-being (Yap & Baharudin, 2016).

Employee's Job Performance

Essentially, job performance is a measure of how well a person performs their job. How an employee performs their job has a direct impact on the productivity of an organization. According to Kahya (2009), the most significant dependent variable in industrial and organizational psychology is work performance. That is why managers are constantly searching for new methods to boost productivity using new goods, procedures, or technology, but until there is a virtual employee, there must be some attention to actual work performance. Research in human resources and other fields has consistently focused on how to improve job performance within organizations. Traditionally, job performance was associated with a defined list of tasks, all of which were often included in an employee's job description. Currently, job performance is assessed dually, with respect to job tasks and with respect to context. Contextual performance is an individual effort, outside of basic job functions, that is instrumental in shaping the organizational, social, and psychological context that serves as the critical catalyst for task activities and processes (Werner, 2000). This day, employee performance is highly related with teleworking during the pandemic covid-19. According to Bloom et al (2015), employees at the largest Chinese travel agency are having a very higher overall performance rather than employees who work from the office because of the more silent environment of work, besides they are to enjoy their rest time when working. Added to this, study made by Susilo (2020) prove that employee's job performance has a positive and significant effect with working from home. This directly shows that employees can increase their job performance if they are able to work away from the office. In contrast, there is a study found that employee is more easily getting disrupted by the rapid usage of several ICT devices and smartphone when working at home which able to reduce the employee job performance (Li & Lin, 2019). In fact, the effect of job performance on the employees working from home still receives little attention in nowadays literature (Rupietta et. al., 2018). Measuring employee performance is crucial since it seeks to identify the outcomes of employees' task (Azmy, 2022). All the reason stated has made the authors consideration in looking further into this issue especially in the context of academicians working from home.

Research Methodology

This research is categorized as a correlational research design. Correlational research design examines the relationship between variables which indicate how two or more variable are

related to another variable (Salkind, 2012). Quantitative research methods were used to gather information for this study. The researcher initiated the data collection process after getting approval from the Universiti Teknologi MARA Research Ethics Committee.

Population and Method of Data Collection

In this study, 369 samples from 8788 academic staff working at Universiti Teknologi MARA are selected at random from 13 different campuses in Malaysia. This study was using simple random sampling in selecting the respondents. Simple random sampling ensures each member of the population has an equal and independent chance of being selected to be part of the sample. The source of data for this study is primary data acquired through questionnaires that have been distributed through email at interval times. Meanwhile, the questionnaire was designed using 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Research Findings

Normality Test

In statistics, a normality test is used to determine whether a data set is normally distributed. This study uses skewness to measure asymmetry of the probability distribution of a random variable about its mean. The skewness value ranging from -1 to 1 is an acceptable range for the data to be normally distributed (Pallant, 2011).

Table 1

Skewness Result

Skewness value	
Skewness	-0.549

Since the measure of skewness is -0.549 in Table 1 and falls within the range of -1.0 and 1.0, the researcher can conclude that the data distribution is normally distributed.

Reliability Test

The reliability analysis was conducted by computing the Cronbach's Alpha for each section. The acceptable alpha value in reliability analysis is 0.7 in the ability test case (Kline, 1999). Table 2 below shows that the Cronbach's Alpha values for all variables are greater than 0.815. This indicates that the questions for variables in the questionnaires are reliable and valid. The reliability value for each section were in acceptable range which is more than 0.8 as stated by Said (2018).

Table 2

Cronbach's Alpha Values

Variables	Cronbach's Alpha	No of question
Telework motivation	0.815	9
Telework self-efficacy	0.910	14
Employee's job performance	0.931	11

Inferential Statistics

In determining the objectives, a series of test is needed to be done. Correlation test is performed to determine the relationship between Telework Motivation and Telework Self-

Efficacy towards Employee's Job Performance. Based on Table 3, this research found that there is a significant positive relationship between Telework Motivation and Telework Self-Efficacy towards Employee's Job Performance ($p < 0.05$). The r -value for Telework Motivation and Telework Self-Efficacy are 0.477 and 0.501, respectively. This shows that each variable has a moderate positive relationship with Employee's Job Performance.

Table 3

Pearson Correlation result

Variable	Employee's Job Performance		Level
	Pearson Correlation	Significant	
Telework Motivation	0.477	0.000	Moderate
Telework Self-Efficacy	0.501	0.000	Moderate

Table 4 shows the model summary for the regression model. The value of R Square is 0.339 shows that 33.9 percent of total variation in Employee's Job Performance is explained by the variation in independent variable Telework Motivation and Telework Self-Efficacy.

Table 4

Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.582 ^b	0.339	0.335	0.62308

b. Predictors: (Constant), telework motivation, telework self-efficacy

F-statistics were carried out to find the overall strength of the model. Table 5 shows that, the value of F-Statistic is 93.807 and p -value is 0.000 (< 0.05) which indicates that the data used in the research fit to the model.

Table 5

Anova result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	72.837	2	36.419	93.807	0.000 ^c
	Residual	142.092	366	0.388		
	Total	214.930	368			

a. Dependent Variable: Employee's Job Performance

c. Predictors: (Constant), Telework Motivation, Telework Self-Efficacy

Table 6 below demonstrates the regression model result that shows two independent variable that significantly influence the Employee's Job Performance which are Telework Motivation and Telework Self-Efficacy ($p < 0.05$).

Table 6

Regression model result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	0.3288	0.232		14.148	0.000
	Telework Motivation	0.288	0.041	0.325	6.967	0.000
	Telework Self-Efficacy	0.220	0.028	0.366	7.843	0.000

a. Dependent Variable: Employee's Job Performance

The final regression model is shown below

$$Y = \beta_0 + 0.288 X_1 + 0.220 X_2$$

Employee's job performance = 0.3288 + 0.288 (Telework Motivation) + 0.220 (Telework Self-Efficacy)

Conclusion

The results of this research found that there is a significant positive relationship between Telework Motivation and Telework Self-Efficacy towards Employee's Job Performance since all the p value is less than 0.05. In addition, both Telework Motivation and Telework Self-Efficacy variable is perceived as the most important factor that affects the Employee's Job Performance. This study has proven that both variables need to take into many considerations in evaluating job performance of academicians working from home. Future research may consider other factors that affect Employee's Job Performance such as telework qualities, telework efficiency and others. Future research also may identify whether working from home can be efficient for academicians during post-pandemic situation. Although hybrid and remote working would be more popular in the post-pandemic for nonmanual work, it will not be a "one size fits all" solution (Vyas, 2022). Finally, the findings from this study have contributed to the significant development of WFH policies and guidelines for the company's practices. The policymakers may create a new policy that offers options to academicians to either work from home or work from the office since the results show that they still can perform well even when they are working from home. By looking at this, the findings provide new perspectives on having better well-being for academicians.

Acknowledgement

The authors would like to thank the management of Universiti Teknologi MARA Kelantan Branch for their financial support for this study. This paper is funded by Geran Dalaman Dana Universiti Teknologi MARA (600-TNCPI5/3/DDN (03) (007/2021).

References

- Azmy, A. (2022). *Effect of Compensation and Organizational Commitment on Employee Performance During WFH at Digital Company*. *Jurnal Economia*, 18(1), 70-88. <https://doi.org/10.21831/economia.v18i1.44949>.
- Bandura, A. (1986). *The Explanatory and Predictive Scope of Self-Efficacy Theory*. *Journal of Social and Clinical Psychology*, 4(3). <https://doi.org/10.1521/jscp.1986.4.3.359>

- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). *Does Working from Home Work? Evidence from a Chinese Experiment*. *The Quarterly Journal of Economics*, 130(1), 165–218. <https://doi.org/10.1093/qje/qju032>
- Cattellino, F., Morelli, M., Baiocco, R., Chirumbolo, A. (2019). *From external regulation to school achievement: The mediation of self-efficacy at school*. *Journal of Applied Developmental Psychology*, 60, 127-133. <https://doi.org/10.1016/j.appdev.2018.09.007>
- Eversole, B. A. W., Venneberg, D. L., & Crowder, C. L. (2012). *Creating a Flexible Organizational Culture to Attract and Retain Talented Workers Across Generations*. *Advances in Developing Human Resources*, 14(4), 607–625. <https://doi.org/10.1177/1523422312455612>
- Feeney, M. K., & Stritch, J. M. (2019). *Family-friendly policies, gender, and work–life balance in the public sector*. *Review of Public Personnel Administration*, 39(3), 422–448. <https://doi.org/10.1177/0734371X17733789>
- Fujii, K. (2020). *Workplace motivation: Addressing telework as a mechanism for maintaining employee productivity*. Portland State University, 1–36. <https://doi.org/10.15760/honors.912>
- Hashim, R., Bakar, A., Noh, I., & Mahyudin, H. A. (2020). *Employees' Job Satisfaction and Performance through working from Home during the Pandemic Lockdown*. *Environment-Behaviour Proceedings Journal*, 5(15), 461-467. <https://doi.org/10.21834/ebpj.v5i15.2515>
- Judge, T. A., & Bono, J. E. (2001). *Relationship of Core Self-Evaluations Traits—Self-Esteem, Generalized Self-Efficacy, Locus of Control, and Emotional Stability—With Job Satisfaction and Job Performance: A Meta-Analysis*. *Journal of Applied Psychology*, 86, 80-92. <https://doi.org/10.1037/0021-9010.86.1.80>
- Kahya, E. (2009). *The effects of job performance on effectiveness*. *International Journal of Industrial Ergonomics*, 39(1), 96-104. <https://doi.org/10.1016/j.ergon.2008.06.006>
- Kline, P. (1999). *The Handbook of Psychological Testing (2nd ed.)*. London: Routledge.
- Li, L., & Lin, T. T. (2019). *Smartphones at work: A qualitative exploration of psychological antecedents and impacts of work-related smartphone dependency*. *International Journal of Qualitative Methods*, 18, pp 1-12. <https://doi.org/10.1177/1609406918822240>
- Morikawa, M., Fukao, K., Hoshi, T., Kodama, N., & Miyakawa, D. (2020). *Productivity of Working from Home during the COVID-19 Pandemic: Evidence from an Employee Survey*. <https://doi.org/10.1111/ecin.13056>
- O'Neill, T. A., Hambley, L. A., Greidanus, N. S., MacDonnell, R., & Kline, T. J. (2009). *Predicting teleworker success: An exploration of personality, motivational, situational, and job characteristics*. *New Technology, Work and Employment*, 24(2), pp 144–162. <https://doi.org/10.1111/j.1468-005X.2009.00225.x>
- Pallant, J. (2011). *SPSS survival manual: A Step-by-Step Guide to Data Analysis Using the SPSS Program*. Berkshire: Open University Press.
- Prihadi, K. D., Lim, E. S., Chan, K. C., Lee, S. M., & Ridwan, A. (2021). *Efficacy of working from home among urban professionals in Malaysia during the pandemic: The robust predictive role of mattering*. *International Journal of Public Health Science*, 10(1), pp 215-220. <https://doi.org/10.11591/ijphs.v10i1.20736>

- Rupietta, K., and Beckmann, M. (2018). *Working from Home: What Is the Effect on Employees' Effort?*. Schmalenbach Business Review 70(1), pp 25–55.
<https://doi.org/10.1007/s41464-017-0043-x>
- Salkind, N. J. (2012). *Exploring research*. Boston: Pearson.
- Saludin, N. A., Karia, N., & Hassan, H. (2020). *Working from Home (WFH): Is Malaysia ready for digital society?* Entrepreneurship Vision 2020: Innovation, Development Sustainability, and Economic Growth - Proceedings of the 20th International Business Information Management Association Conference, IBIMA 2013, 981–989.
- Susilo, D. (2020). *Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia*. The Journal of Contemporary Issues in Business and Government, 26, 23-40. <https://doi.org/10.47750/cibg.2020.26.01.002>
- Vyas, L. (2022). *“New normal” at work in a post-COVID world: work–life balance and labor markets, Policy and Society*. Oxford University Press, 41(1), pp 155–167.
<https://doi.org/10.1093/polsoc/puab011>
- Wang, Q., & Zhang, F. (2021). *What does the China's economic recovery after COVID-19 pandemic mean for the economic growth and energy consumption of other countries?*. Journal of cleaner production, 295(2021).
<https://doi.org/10.1016%2Fj.jclepro.2021.126265>
- Werner, J. M. (2000). *Implications of OCB and contextual performance for human resource management*. Human Resource Management Review, 10, pp 3-24.
[http://dx.doi.org/10.1016/S1053-4822\(99\)00036-4](http://dx.doi.org/10.1016/S1053-4822(99)00036-4)
- Wrzesniewski, A., & Dutton, J. E. (2001). *Crafting a job: Revisioning employees as active crafters of their work*. Academy of management review, 26(2), pp 179-201.
<https://doi.org/10.5465/amr.2001.4378011>
- Yap, S. T., & Baharudin, R. (2016). *The relationship between adolescents perceived parental involvement, self-efficacy beliefs, and subjective well-being: A multiple mediator model*. Social Indicators Research, 126(1), pp 257-278.
<https://doi.org/10.1007/s11205-015-0882-0>
- Zahir, O., Zulaihan, I., Bibi, K., & Noral, A. (2020). *Determinants of Work-from-Home Productivity among Higher Education Institution Employees during the Covid-19 Pandemic in Malaysia*. ASEAN Journal of Open and Distance Learning: Special Issue, 2020, pp 1-13. Retrieved from <https://myjurnal.mohe.gov.my/public/article-view.php?id=161909>