

# A Study On The Motivational Factors Influencing Employees During Remote Work

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## Abstract

**Purpose**–The purpose of this study was to investigate the motivational aspects of employees while working from home

**Design/methodology/approach**– This study uses primary data analysis; the primary data were gathered from 180 employees who are working from home environment from all three sectors: IT, FMCG, E-Commerce.

**Findings**–The findings of the study suggest that motivation of employees while working from home depends on the nature of their work and even the encouragement of work life balance from their managers.

**Research limitations/implications**– Regardless of how the pandemic has impacted it, working from home has grown in popularity. The prevention of a decrease in productivity is the responsibility of employers. Workers must make an effort to conduct themselves honestly. Future scholars are encouraged to look into additional issues that affect workers who work from home. Researchers might talk to companies and workers about their hopes and concerns about working from home in the future.

**Originality/value**–The employees who are working from home prefer flexibility, work life balance and the functional factors with opportunity to spend more time with their family boost their motivation.

**Keywords**–Motivation, Work from home , Work life balance, Flexibility

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## 1-INTRODUCTION

The biggest worldwide disruption to urban economic and social activity in our lifetimes is COVID-19. The practice of working from home (WFH), telecommuting, or remote working has been one of the biggest changes in the workplace (Aksoy et al., 2022; Chan et al., 2023). WFH as a reality has now been recognized as a beneficial and acceptable practice, spurred by the necessity to maintain production during times of physical lockdown (Smite et al., 2023).

Although the idea of remote work is not totally new, the extent and scope with which it has been adopted recently are unheard-of. For many companies, the worldwide epidemic required a quick shift to remote employment, exposing both possible advantages and difficulties with this type of structure. Consequently, the effects on motivation when working from home on employees have attracted attention and spurred a closer look of their influence on several spheres of their life.

### 1.1 Work from home

Remote work, telecommuting, and teleworking are a few additional names that are used interchangeably with WFH. WFH is described by Shareena and Shahid (2020) as a notion that eliminates the need for employees to physically be present at work in order to carry out their obligations. It enables employees to operate remotely from their own location without being required to be present during business hours (Reshma, Aithal, & Acharya, 2015). Similarly, WFH is defined by Grant, Wallace, and Spurgeon (2013) as a practice that enables employees to work in flexible settings with the aid of technology. Since technology serves as a forum for discussing work-related topics, its utilization is essential to sustaining the success of job duties when working from home. Furthermore, Susilo (2020) demonstrates that a variety of factors encourage employees to not only relish working remotely but also continue to perform their jobs well while they are not in the office. WFH also helps people save time and money on their commute. They will be more driven to work and do well on all of the tasks that are given to them as a result. Furthermore, WFH can enhance employees' work-life balance through effective time management (Davidescu, Apostu, Paul, & Casuneanu, 2020). Generally speaking, work from home is a notion that allows individuals to complete their tasks from home. The term "work from home," or WFH, is also frequently used when employees communicate digitally and do remote work on specific days or during specific times for specific purposes. Many employees cited increased productivity, flexible work schedules, and reduced commutes as benefits of working remotely (Zamarro and Prados, 2021, Islam et al., 2023).

In Dua (2020), Gądecki et al. (2018) offered three aspects for the implementation or reality of work from home. The first is space, which is the conversion of the home's private environment—which serves as a location for self-expression and likes—into a pseudo-public space. Second, time: the workspace's utilization of personal space causes two distinct time systems—cyclic time (housework) and linear time (professional tasks)—to collide. Third, the social role, a self-narrative about working from home, a role emission, and a continuous teleworker position.

Conditions pertaining to the availability of sufficient information technology equipment and the preparedness of work equipment are affected by this work from home policy. Word processing, electronic and voice mail, computer calendaring, audio and video conferencing, fax machines, videotex imaging, and desktop publishing are generally required to support the idea of an office that allows employees to work from home.

## 1.2 Motivation

An individual's degree of engagement and productivity at work is significantly influenced by motivation, a critical component that shapes human behaviour. In order to achieve organizational objectives and create a healthy work environment, employers must comprehend and cultivate employee motivation. According to Riyanto et al. (2021), employee motivation is the internal drive or impulse that propels an individual to take action in order to accomplish a certain objective associated with their work or employment. Motivation is the mechanism that propels a person to seek and accomplish their objectives with a particular degree of vigor, focus, and persistence. This process entails a complex interaction between internal and external influences that shape a person's behaviour and motivate them to take action in order to accomplish their goals (Sudiardhita et al., 2018). Sardiman (2006) defines motivation as a shift in a person's energy that is marked by the appearance of feelings and preceded by a reaction to the presence of a goal. Because they are highly motivated, Self-esteem, needs, expectations, responsibilities, and job satisfaction are the first internal drive dimensions of motivation. The second is the external drive dimension, which includes the type and nature of work, the work group, the working environment, the security and safety of the work, and interpersonal relationships. An individual's conduct is driven and governed by motivation, which is a complex phenomenon. Just 14% of employees used to work remotely prior to the COVID-19 epidemic, according to data from the Bureau of Labor Statistics. This was due to the employees' perception that working remotely could impair motivation, teamwork, communication, and production (Laker, 2020). About 1,500 workers from a variety of industries, backgrounds, seniority levels, ethnicities, and cultures took part in a poll conducted by The Martec Group to determine the impact of working remotely on workers. The outcomes were mixed, with some people experiencing a sharp drop in motivation and job satisfaction while others performed exceptionally well working remotely. Thus, only 16% of employees were enjoying working remotely, while the other employees found it difficult and unappealing. It was observed that employees' motivation levels drastically decreased from 57% to 32% as a result of switching from working in an office to working from home.

McGregor and Doshi (2020) conducted a survey of over twenty thousand employees worldwide between 2010 and 2015, selecting 50 well-known companies to examine the elements that inspired remote employees. The results showed that working remotely was less inspiring than working in an office setting. An intriguing finding of the study was that employees who were unable to choose between working from home or the office saw a sharp decline in motivation. Three detrimental motivators that resulted in a decline in motivation were also identified by McGregor and Doshi (2020). These motivators included: economic pressure, as employees were constantly worried about losing their jobs and having to pay their bills; mental health decline, as there were no clear boundaries between work and personal life; and inertia for work, which grew as workers began to question whether it was even necessary to keep trying. People who have the option to work remotely exhibit greater autonomy in scheduling and prioritizing their work, which in turn leads to a better level of intrinsic motivation, according to a study by Rupietta and Bechmann (2016). According to the study's findings, people who work remotely more frequently exhibit higher levels of motivation. The employer bears the task of improving employee motivation. These are some practical suggestions that the employer can use to increase staff motivation. participating in and actively supporting the mental health and general well-being of the employee. Encouragement of daily exercise and an open-door policy to resolve personal issues, such as disagreements with coworkers,

managers are two ways to help employees. assisting staff members in creating realistic and attainable goals for their personal and professional lives (Solomon, 2020). Their motivation for their task is high, and their productivity is greatly enhanced.

## 2-Problem Statement

Working from home (WFH) is mentioned as one of the potential solutions to boost the global economy and stop viral pandemics (Bonacini, Gallo, & Scicchitano, 2021).

Jamaludin, Azmir, Mohamad, and Zainal (2020) concurred that working from home prevents the virus from spreading because it reduces the number of employees present at the office. Even though they are working from home, high work motivation is essential for developing high-performing employees, claim Bawono, Setyadi, and Hamid (2020). According to earlier research (Baker, Avery, & Crawford, 2007; Dwidienawati, Tjahjana, Pradipto, & Gandasari, 2020; Kröll & Nüesch, 2019; MacRae & Sawatzky, 2020; Schall, 2019), working from home improves job satisfaction. Because WFH allows for flexibility in the workplace, employees can choose the time and location that best suits their needs, which improves productivity (Abdullah, Rahmati, Zawawi, Khamsah, & Anuarsham, 2020). Additionally, as most employees travel an hour or more to get to work, telecommuting saves time on commutes (Dwidienawati et al., 2020; Klopotek, 2017). Positive work experiences, however, are not always evident when people work from home, which lowers employee motivation. Employees who telecommute have higher levels of stress due to the strong pressure to fulfil deadlines, the abundance of online meetings, and the unreasonable performance expectations. Additionally, there is a tension between work and life when working from home. According to Crosbie and Moore (2004), home duties, particularly for female employees, make it challenging to manage work. Since both parents and kids remain at home during the COVID-19 lockdown, it has been very difficult to balance work and family obligations. Daily working hours grow as a result of the role overload. Additionally, employees are demotivated to work well when working remotely due to the significant reliance on the internet, a poor connection, and slow internet speeds (Khandelwal, 2020). Therefore, the purpose of this study is to find out what drives workers to work from home.

## 3-RESEARCH METHODOLOGY

The study's methodology is thoroughly explained in this paper. A detailed description is given of the data collection plan, the instruments utilized, and its limitations.

The main objective of this research is to analyse the motivation level of employees working remotely. This quantitative study investigates the driving forces for remote workers. Survey method is used to collect the data. There are four sections in the survey. There are three demographic profile components in Section A. Ten items in flexibility are included in Section B. Ten items on work-life balance are listed in Section C, and Section D has ten things about work performance

According to reliability data, Table 1 shows a Cronbach alpha of 0.951. SPSS version 25 is used for data analysis once data is gathered via Google Form. Percentages and mean scores are used to display the results.

**Table-1- Reliability Statistics**

Cronbach alpha	Number of Items Selected
0.951	30

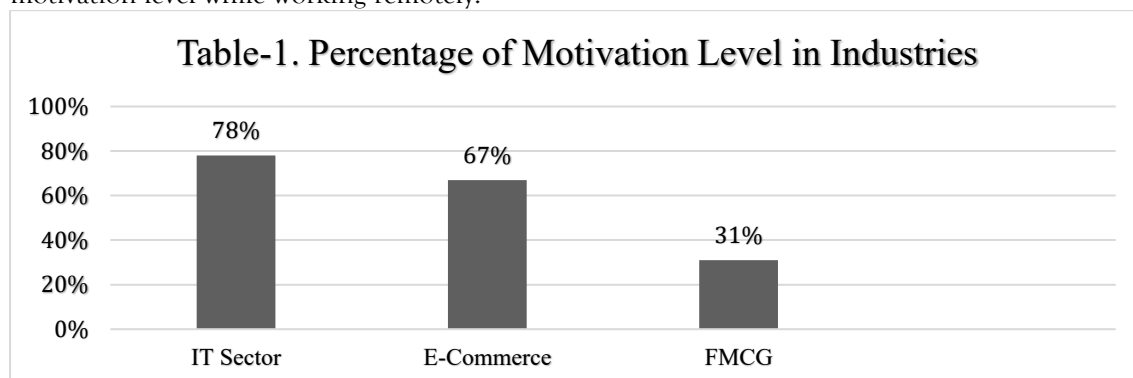
## 4-RESULT AND FINDINGS

### 4.1- Results of Demographic Data

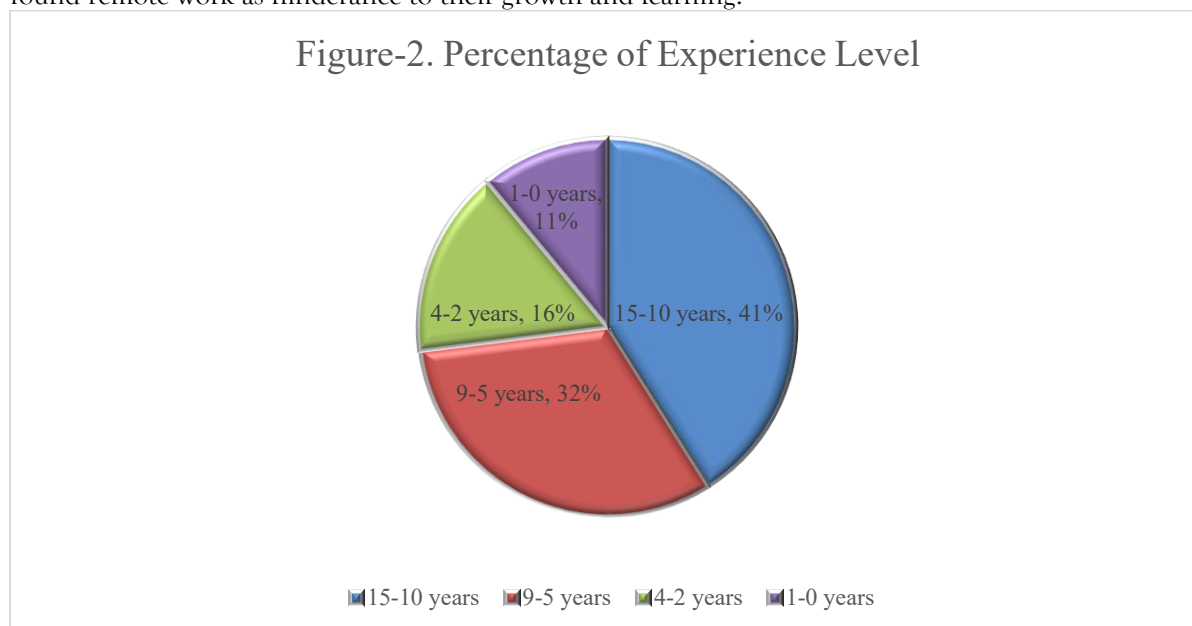
In demographic data mainly three sections are chosen for study which are Type of Industry, Experience Level, Employee Age

In the first section i.e Type of industry, it was found with that out of chosen sectors -IT, FMCG and E-commerce, motivation level of employees varies while working remotely. **Table 1** shows the result for the same. In case of IT sector, employees found working from home as the most suitable work mode while managing their day-to-day official tasks and personal affairs at home. Table shows that this industry's employees have 78 % motivation level while working remotely. Similarly, the case of E-Commerce, where employees found remote work as more convenient than on-site since they can manage most of their work

with the help of communication devices accessible while working at home. Table shows that this industry's employees have 67 % motivation level while working remotely. Whereas employees working in FMCG sectors found remote working as challenging work mode, since they find it as failure to meet the requirement of their day-to-day market visit . Table shows that this industry's employees have 31 % motivation level while working remotely.



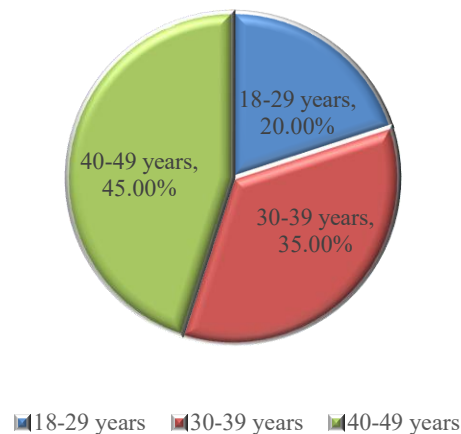
In the case of experience level, where employees ranging from freshers to experienced. Their experience level varies. The distribution of the respondents' experience level is shown in Figure 2. Most of the respondents' (41%) maximum experience level is 15-10 yrs. This is followed by 9-5 yrs (32%), 4-2 yrs(16%) and 1-0 yrs( 11%) . With the above analyse it was noticeable that employees with more experience preferred working remotely as more suitable than onsite work since they found that after working for a number of years, remote work is like a boon for them to be at ease and manage official work more tactfully. Whereas employees with less experience preferred working at onsite so that they learn and gain more insights about their work profile. They also found it more comfortable while working onsite since they get the opportunity to work under the direct supervision of their immediate reporting managers. They found remote work as hinderance to their growth and learning.



In the case of age group, it was found that employees varying with age have different perspectives towards remote work style.

Figure 3 shows the respondents' age group who took part in the research. The respondents (20%) between the ages of 18 and 29, have averagely appropriate work from home style. They also reported feeling not much motivated when working from home. Following this, 35 % of respondents were between the ages of 30 and 39, and the age range of 40-49 had the fewest responders (45 % of all responses). The study participants were rather youthful, as evidenced by the respondents' ages, which ranged from 18 to 49 years old overall. The experienced one was motivated and favoured working remotely over on-site.

Figure-3. Percentage of Age Group Across Industries

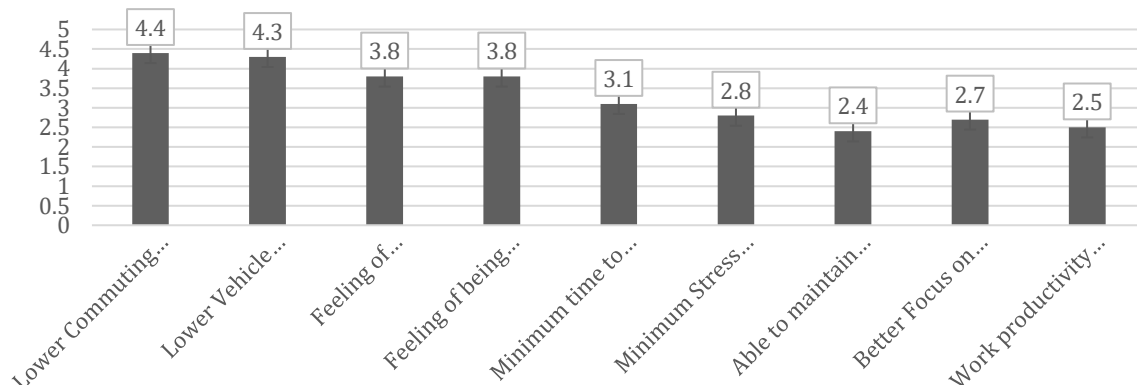


#### 4.2- Results on Flexibility

The respondents' responses about flexibility are displayed in Table 4. The statement with the highest mean score (4.4) indicates that the majority of respondents concur that working from home allows them to Lower Commuting cost while work from home. The second-highest mean score (4.3), where the majority of respondents agreed that working from home lowers their vehicle maintenance costs, comes next, with only a little difference. These findings indicate that one of the main motivating factors influencing respondents' preference for working from home is the ability to save money on maintenance and travel expenses. Furthermore, two of the survey's statements—that respondents' Feeling of happiness to save travel time everyday and that their feeling of being relaxed to get up and work immediately without hassle—received the third-highest mean score (3.8). Time is another driving element for working from home, according to agreement with these two claims.

Lastly, minimum time to complete task while working from Home is the least significant flexibility aspect, with the lowest mean (3.1). The other survey statement where it was asked about stress level while working at home, which came with mean (2.8) and the next one was about work life balance which came with mean (2.4). With these two statements it shows that stress level and work life balance is not at positive side while working from home. While when it was measured for Better Productivity which measured at mean (2.7) and Focused work during work from home with mean (2.5). Which again shows that working from home does not have positive effect on productivity and focused work. This all demonstrates that respondents do not concur that working from home allows them to finish chores faster.

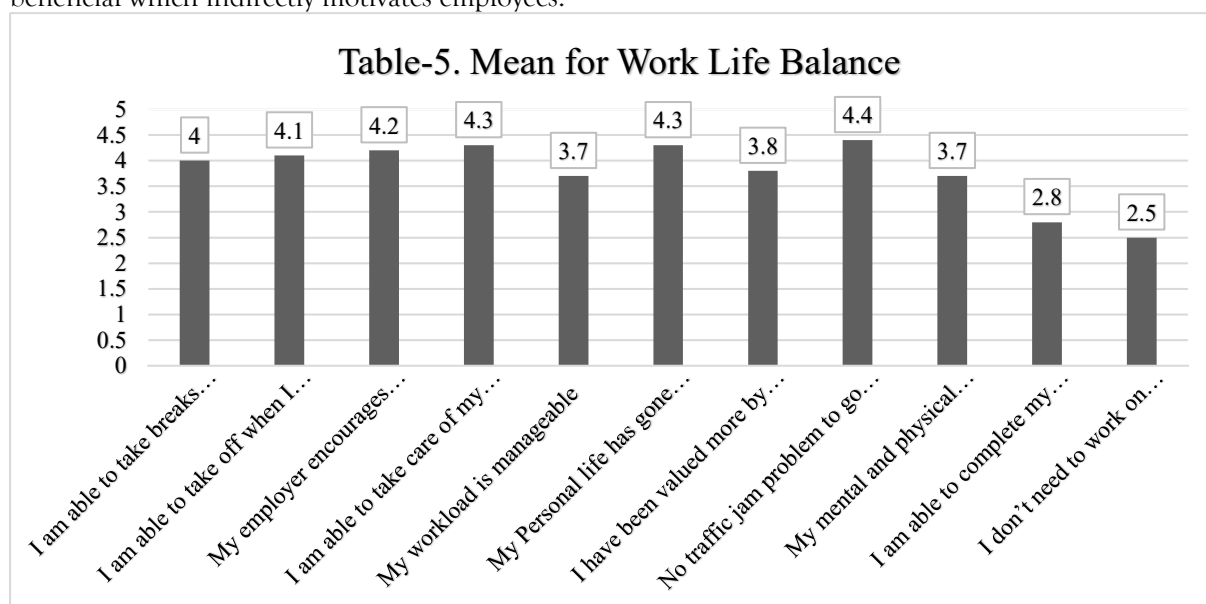
Table-4. Mean for Flexibility



### 4.3 Work life balance

The respondents' responses about Work life balance are displayed in Table 5. In the case of work life balance, it was found that highest mean i.e (4.4) was found in the case of “No traffic jam problem to go to office”, where respondents from all the three sectors i.e IT, E-Commerce, FMCG have agreed with the statement and found work from home as preferred work mode. Similarly in the case of statements – “I am able to take care of my family”, “My Personal life has gone better while working from home”, “My employer encourages work life balance and supports a healthy work schedule”, “I am able to take off when I need it without negative consequences”, “I am able to take breaks during the workday and recharge” where the respondents from all the three sectors have showed positive response towards working from home with mean score more than (4). But in the case of statement “I have been valued more by my manager” which scored mean (3.8) as respondents from both the sectors i.e IT and E-Commerce have showed positive response whereas respondents from FMCG sector have showed negative response since they preferred work from office as suitable work mode to have direct interaction with manager to meet their day-to-day task. In the case of statements “My workload is manageable” and “My mental and physical health has improved”, which scored mean (3.7), where respondents from FMCG sector showed positive response in case of “Mental and Physical health improved” since they found reduction in field visit due to that they reported improvement in mental and physical health, but in case of IT and E-Commerce sector, respondents showed negative response, therefore mean scored as 3.7. There is found negative response in the case of these two statements from all these sectors with mean scored (2.8) and (2.5) respectively - “I am able to complete my work within regular working hour”, “I don't need to work on weekend while working from home”.

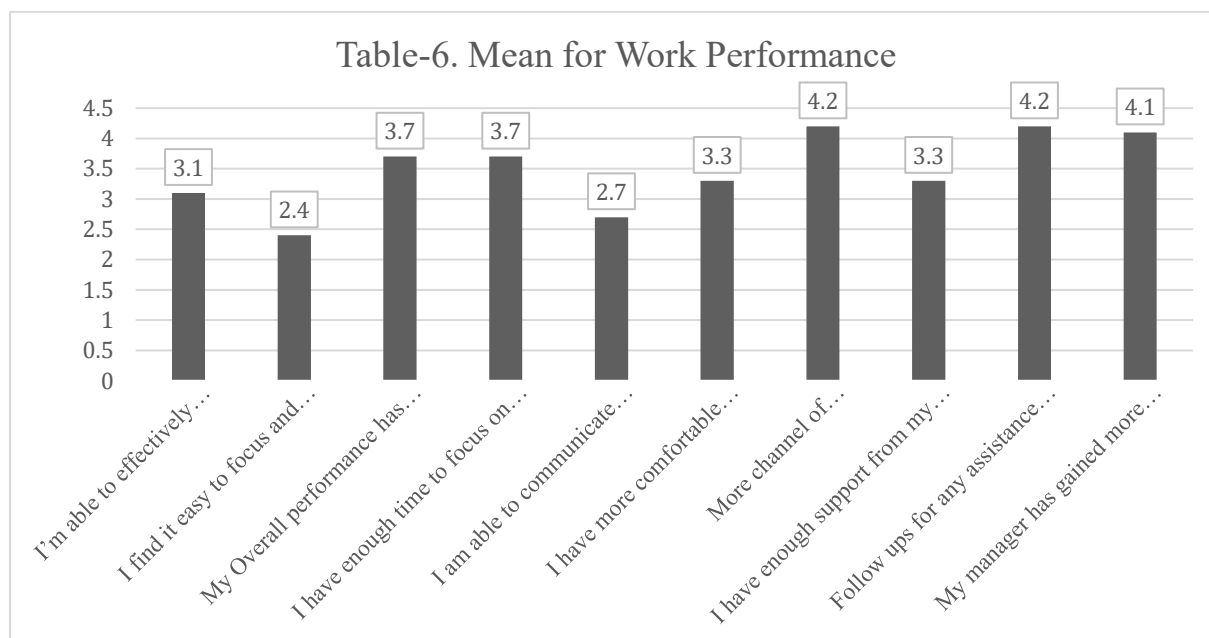
Most responses suggest that when working from home, work-life balance is more important and beneficial which indirectly motivates employees.



### 4.4 Results on Work Performance

Results for Work Performance as shown in Table 6 indicates the effectiveness work performance from home, The highest mean score which is above (4) is found in the case of these statements- “My manager has gained more trust in me”, “More channel of communication has increased the connection between team mates”, where respondents from all the three sectors have showed positive response in the case of working from home. They also agreed that - “Follow ups for any assistance has increased” with mean score as (4.2). With these two statements which have scored mean as (3.7)- “My Overall performance has improved while working from home”, “I have enough time to focus on learning and career development during my typical work week”, where respondents from IT, E-Commerce have showed positive response, whereas respondents from FMCG have shown negative response, because of that overall mean scored as (3.7). Similarly the case with these statements with mean score as (3.3), (3.3) and (3.1) respectively - “I have more comfortable workstation to perform my duties”, “I have enough support from my manager”.

and colleagues to perform my duties”, “I’m able to effectively structure my day while working from home” , where positive response came from IT and E-commerce sector and negative from FMCG sector. The responses from final these two statements have shown negative response from all three sectors with mean score as (2.4) and (2.7) respectively-“I find it easy to focus and minimize distractions while working from home” and “ I am able to communicate more effectively with my team while working from home” Thus, this finding shows that employees did not have compelling challenges in accommodating work performance from home.



## 5-CONCLUSION

Work performance and motivation were positively impacted by flexibility provided to employees. When given the freedom and authority to shift the focus of their work to their family's demands and vice versa, respondents believed they could attain work-life balance and yet perform well in both areas

According to the study's findings, one benefit of working from home is that employees value the functional flexibility. They enjoyed being able to reduce the amount of time they spent traveling to and from work. The majority of employees agreed that working from home lowers their vehicle maintenance costs. These findings indicate that one of the main motivating factors influencing respondents' preference for working from home is the ability to save money on maintenance and travel expenses. The other aspects of motivation remain the ability of employees to meet their daily tasks and in fact the mental stress has been minimized to an extent since managers from IT sector and e-commerce encouraged employees to attain work life balance which indeed has added as booster of motivation. But we have seen one more category of employees from FMCG who are not much found themselves motivated when it comes to their market coordination. Since they belong to field work, their performance is highly dependent on the outcome of personal meetings and attaining the sales target. Hence that remains a bit of hinderance for them. Rest the FMCG category employees too appreciated the flexibility and savings on spend on time and money for transits and improvement in physical health. Overall, we can say that motivation of employees while working from home depends on the nature of their work and even the encouragement of work life balance from their managers. All the category appreciates flexibility since they get good time to spend with their family instead of wasting time in travelling to and for work.

Davidescu et al. (2020) concurred, stating that work-life balance provides employees with emotional stability, which enhances their productivity.

## 6-Implications

Working from home has become popular, whether or not the epidemic has affected it. Employers should take action to prevent a decline in productivity. Employees must take steps to ensure that they operate

with honesty. It is recommended that further factors influencing employees who work from home be investigated by future academics. Researchers in the future could speak with businesses and employees about their fears and hopes regarding working from home.

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