ENFORCED REMOTE WORK DURING THE COVID-19 PANDEMIC: THE RELATIONSHIP BETWEEN REMOTE WORKING INTENSITY AND EMPLOYEE MOTIVATION USING A STRUCTURAL EQUATION MODELLING APPROACH

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Abstract

Since the time corona virus disease (COVID-19) outbreak was first reported in December 2019, the world has never been the same. With rapid spread of the disease, individuals, organisations and governments took steps to curtail the damage that followed including travel restrictions, social distancing and remote working. Little is known based on empirical evidence of the relationship between remote working and employee motivation. This study employed survey research design, and analysed data using structural equation modelling. Using self-determination approach, the study found that, although remote working saved commuting time for employees and improved work-life balance for most, it did not improve employee motivation. One reason for this was that remote working took employees by surprise and many saw it as forced flexibility because they had no other option and had no input in the decision to work remotely. The negative relationship between remote working and employee motivation is also connected to lack of face-to-face collaboration, inadequate peer support and social isolation. Building digital competencies require time and effort, and the frequent interruption of work due to other demands at home negatively affected work, creating stress, mental health challenges and other psychosocial risk issues. These present an opportunity for organisations to formulate and implement policies that support remote working, and ultimately improve engagement and motivational outcomes in the new normal.

Reference to this paper should be made as follows: Nwoko, C., & Yazdani, K. (2022). Enforced Remote Work During the Covid-19 Pandemic: The Relationship between Remote Working Intensity and Employee Motivation Using A Structural Equation Modelling Approach. *Journal of Entrepreneurship, Business and Economics*, *10*(2S2), 165–200.

Scientificia

Introduction

Since the outbreak of the corona virus disease, codenamed COVID-19 was reported for the first time in Wuhan in the Hubei Province of China in December 2019, the way work is performed has never and will never be the same again. Following the rapid spread of the disease and the absence of a vaccine, curtailment measures were taken by individuals, organisations and governments. According to Pedrosa et al (2020), leaders of many countries responded by restraining movement with the aim of flattening the curve of contamination with social distancing. These led to drop in commercial and economic activities with the attendant drop in revenue for institutions, organisations and governments. The rapid spread of misinformation about the pandemic added another layer of complexity. Porat et al (2020) believe that the over-abundance of information of which some were inaccurate made it hard for people to make informed decision due to the dearth of trustworthy and reliable guidance, leading to distress and increased risks of severe issues affecting mental health including depression and anxiety.

Several organisations responded to the resultant downturn by implementing wage freeze, redundancies and reduced work hours as cost-saving measures. These in turn affected employees means of livelihood while contending with the health risks posed by the pandemic. Holmes et al (2020) of the Lancet Psychiatry opined that COVID-19 had a major effect on every aspect of society including mental health and physical health. Vargas (2020) believe that confining the entire population to their homes was suboptimal and did not address the issue because the pandemic was multidimensional and complex including physical health, economic, mental health and political. Taking steps to address one of these and neglecting another only aggravates

issues in the other areas. Moving one variable affects all the others. This is what happens in complex systems.

Rowlin (2020) posits that the four important dimensions of wellbeing are emotional, physical, social and financial. Social distancing which was one of the major ways to prevent the spread of the pandemic had the potential to increase risks in the other areas. Given the scale of the COVID-19 pandemic, one would expect far reaching mental health implications for employees particularly against the backdrop of measures taken by governments and organisations in response to the pandemic. Working remotely adds to employees' mental stress due to isolation, and the poor conditions in which they work at home are far from being ergonomically fit-for-purpose. At the same time, some had to combine working at home with taking care of children, aged parents or sick relations.

Even though businesses had assumed a transformational trajectory in recent times, COVID-19 helped to accelerate the transition with new business models and technological changes taking centre stage. One key challenge inherent in this is how to sustain employee engagement and psychosocial wellbeing in a remote work situation. These transcend the paycheck and the other extrinsic variables. This responsibility is not only for the Human Resource Department but for all managers. One of the key roles of line managers is to develop, lead and manage people. This becomes more imperative in uncertain times such as the global pandemic. Otherwise, employees could become completely disconnected and slip into poor mental health conditions. When employee wellbeing is negatively affected, motivation and productivity will take a hit. In a study by McKinsey (2021), they found that 70 percent of the workforce affirms that their work defined their sense of purpose. It will therefore

be perilous for companies to ignore how employees feel about their work. Cantarero, Tilburg and Smoktunowicz (2020) believe that fulfilment of the elementary psychological needs is malleable and that changes in people's perception and ability to cope emotionally could help people in most cases, maintain their sense of autonomy, relatedness and competence. These developments make it compelling to investigate the extent to which remote working has affected employee motivation. Specifically, the current study investigates the interrelationship between Remote Working Intensity (RW), Organisational factors (OF), psychological needs satisfaction (PN), Employee's individual situation (ES) and Employee Motivation (EM).

Using structural equation modelling, this study examines how remote working intensity affected employee motivation with organisational factors and employee individual situation as mediating variables. Basic psychological needs satisfaction was the moderating variable. Data collection was done using self-administered structured questionnaire. Exploratory factor analysis was used to identify the structure and relationship among the variables while confirmatory factor analysis was used to check the factor loadings of the variables.

Literature Review

The subject of motivation has been widely researched even though not in a pandemic context. The previous studies represent the building blocks for this research work using the self-determination theory as theoretical foundation.

Conceptual Discussion

The debate on the emotional consequences of the pandemic has occupied public discourse for a while. There were reported cases of anxiety and depression, and decreased satisfaction with life. Added to these, are several unknown variables: the near politicisation of COVID-19 by some countries, fake news about the pandemic and suspicions around the vaccines. Pedrosa et al (2020) believe the response to COVID-19 pandemic emotionally and behaviourally consists of several approaches and not one. Fear and anxiety including destructive outcomes like suicide have been reported. Domestic violence reportedly increased. In the United Kingdom for example, an organisation that handles domestic abuse cases reported that the number of calls received by its helpline for domestic violence victims increased in seven days by 25% sequel to the government's pronouncement of stricter social distancing measures including lockdown. For persons with history of physical, psychological and sexual abuse, home is where these usually occur because they live in situations of home and family-related violence (Bradbury-Jones and Isham, 2020). According to Bin et al (2021), technostress and isolation stood out as two major challenges faced by employees working from home during the pandemic. Given these situations, it is important to understand, and to ensure the critical roles line managers play in ensuring that their subordinates not only maintain good mental health but are also motivated to be their best by ensuring that they remain in control of their mental health, have mastery of their work and remain socially-connected even in remote work situations.

Theoretical Framework

This research is premised on the self-determination theory (SDT) with origin from Edward Deci and Richard Ryan's book: *Self-Determination and Intrinsic Motivation in Human Behavior*. This was published in 1985. The theory posits that people find motivation through fulfilment and growth needs. Ryan and Deci (2017), suggest that personal and contextual factors have major influence on human behaviours. Such personal factors are types of motivation and the basic psychological needs. SDT suggests that autonomy, competence and relatedness drive psychological growth. Autonomy refers to the need for self-volition, critical thinking and personal choices. Autonomy exists when people believe they are in control of their goals and behaviour (Salamzadeh et al., 2022). When people can take actions, which result in desired changes in their work or in other aspects of their lives, they are motivated. Relatedness refers to connection, belonging, attachment, caring for others and being cared for. Competence relates to a person learning skills, having the ability needed for success, and belief in the capability to overcome tough challenges. According to Szulawski, Izabela and Prusik (2021), these three basic psychological needs help in the development of the intrinsic motivation for striving, performance and well-being of human beings.

SDT examines motivation types along a continuum - controlled to autonomous (Deci and Ryan, 2017) with a primary focus on intrinsic (internal) motivation sources including the need for autonomy and knowledge. The theory considers how social, biological as well as cultural conditions contribute to enhance or frustrate the inherent human capacities for psychological growth, engagement, and wellness, both in general and in specific domains and endeavours.

Literature suggests that empirical investigation on the nexus between remote working intensity, employee motivation and productivity is still nascent and emerging. For example, Ryan and Deci (2017) posit that people have basic psychological needs for autonomy, competence and relatedness. The fulfilment of these needs is essential for people's psychological health and growth, autonomous motivation, optimal functioning and self-actualization (Kaplan and Madjar, 2017).

Remote Working Intensity*:* This is the amount of scheduled time employees spend performing their tasks away from a central work location (Gajendran and Harrison, 2007). They posit that high intensity remote work are those where employees spend 2.5 days or more in a work week outside a central location. Below this threshold, it is considered low intensity. The period of the pandemic not only accelerated remote working but was also marked by high remote working intensity.

Employee Individual Situation: Michinov et al. (2022) believe that beyond situational or organisational variables influencing ***remote*** working, individual differences might influence the acceptability of remote work and its effects on employees' well-being and performance. According to Anderson et al. (2015), personality traits including agreeableness, openness to experience or consciousness are positively related to employees acceptance of remote work. The Role Balance Theory by Marks and Macdermid (1996) suggests that individuals' ability to balance multiple roles (such as employee and spouse) has a positive effect on remote working.

Basic Psychology Needs Satisfaction: Gerdenitsch C (2017) posits that remote working helps in the satisfaction of basic psychological needs (autonomy, competence and relatedness) as a driver for satisfaction.

Employee Motivation*:* For the purpose of this paper, motivation would be examined from the work domain. Pinder (2008) defines work motivation as "a set of energetic forces that originate within individuals, as well as in their environment, to initiate work-related behaviours and to determine their form, direction, intensity and duration". Self-determination theory consists of the internal driver referred to as intrinsic construct (the activity itself) such as feeling of accomplishment and personal satisfaction and the external driver called extrinsic motivation (the utility of the activity) including peer influence and financial rewards (Ryan and Deci, 2000b, Legault, 2016).

Current Research Gap

A lot of research has been done on motivation but not on how remote working intensity affects employee motivational outcomes (Batrancea et al., 2022). Also, the self-determination theory has been applied in different situations across various fields of human endeavours but not to employee motivation during a pandemic. The last major global pandemic, the Spanish flu, occurred around 1918-1920, several years before the self-determination theory was propounded. This represents a gap in existing knowledge which this study seeks to address. Also, since remote work has come to stay, the need to further the body of knowledge in this space has become an academic imperative.

Previous studies on remote work before the COVID-19 pandemic had voluntary work-from-home as their focus and emphasised the type of employees best suited for this arrangement (Wang et al. 2021; Pereira et al., 2021; Rahman et al., 2021). This represents a research gap because employees had no choice than to mandatorily work from home during the pandemic (Waizenegger et al, 2020; Hameed et al., 2021; Kawamorita et al., 2020). This gap is part of what this study aims to address.

Furthermore, Fadzilah et al (2021) suggest that it is imperative to explore more factors that influence remote work by employees. According to Anderson and Kelliher (2020), earlier studies considered the relationship between remote work and job effectiveness and productivity. However, there exist some gaps in available research literature on performance motivation and wellbeing of employees working remotely. According to Šakan, Žuljevic and Rokvic (2020), no prior work has been done to explain the role of basic psychological needs during acute infectious disease (including the COVID-19 pandemic).

This paucity of research on employee motivation in a remote work context creates a need to examine this important construct from a self-determination perspective. Also, this study aims to expand the subject of self-determination theory, and to close existing gap by considering the mediating role of organisational factors and employee individual situation, and the moderating role of basic psychological needs satisfaction.

Methodology

In this study, remote working intensity is the independent variable that determines employee motivational outcomes while organisational factors (including nature of job and supportive environment) and individual situation of employees (such as family situation and social disposition) are the mediating variables. The extent of basic psychological needs satisfaction (autonomy, competence and relatedness) represent the moderating variable. This conceptual framework helps understand how these variables affect employee motivation (Salamzadeh et al., 2021, 2022; Ramadani et al., 2022). This is supported by the work of Wang et al. (2021) which suggests that remote work practices can significantly alter various aspects of work such as job demands, autonomy and relatedness, which in turn influence employee outcomes. The following sections outline the methodology employed in this study

Population and Sample Selection

Population refers to all subjects or items that have knowledge or possess the characteristics of the phenomenon being investigated (Neuman, 2014). In other words, population refers to the group of individuals or groups from which the research seeks to generalise its results (Kumar, 2011; Dana et al., 2021, 2022; Dheer & Salamzadeh, 2022). For this study, the target population were professional accountants and MBA graduates based in Nigeria. These are alumni of the Chartered Institute of Management Accountants and Alliance Manchester Business School. The study employed purposive sampling technique, which is a non-probabilistic sampling method. Purposive sampling was employed because of the ambiguous sample size and unknown sample frame (Buallay and Al-Ajmi, 2020). Also, to achieve greater diversity,

purposive sampling technique allows the researcher to use his judgement when deciding those cases which meet set requirements and are able to answer the research questions in order to deliver on the study objectives (Adel, Hussain, Mohamed and Basuony, 2019). For this study, diversity was achieved on two dimensions: across different geographical locations and different organisations for comparison purpose. Previous studies have also used similar approach to achieve diversity (including Perego and Kolk, 2012; Farooque and Ahulu, 2017; Lu and Wang, 2021)

**Research Design and Data Collection Method**

Survey research design was adopted as it allows the researcher the opportunity to conveniently gather quantitative data in a cost-effective manner from large number of respondents (Saunders, Lewis and Thornhill, 2009). Questionnaire was used for data collection.

For this study, cross-sectional data were collected over a 2-week period in November 2021 with the aid of structured questionnaire. Using structured questionnaire aligns with the research design stated above, which involves survey as a way of gathering respondents' data. Given the sample size and the intrinsic advantages, fully structured questionnaires were self-administered. Hyman, et al (2019) believe that the use of self-administered questionnaires is a relatively quicker and more cost-efficient way to collect large data from diverse and representative samples.

The questionnaire had six sections, four of which were developed using Likert five-point scale. The purpose is to obtain information related to the independent, mediating and moderating variables under consideration. Spe-

cifically, these cover questions about remote working intensity, basic psychological needs satisfaction, organisational factors and employee individual circumstances and how they affect motivational outcomes. The fifth part of the questionnaire was to gather information about employees' disposition to working remotely. The final part gathered demographic and personal data about the respondents. All questions were based on observed variables and factors from previous studies.

Figure 1. Conceptual Framework
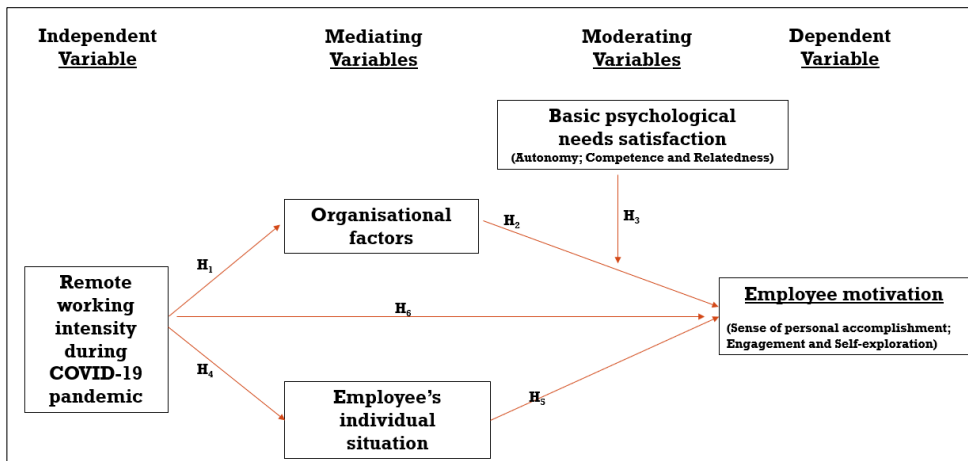

Validity

Validity was achieved by adapting measurements contained in literature to measured variables. Exploratory factor analysis (EFA) was first used to identify the underlying structures and relationships among the variables. To ensure that the items selected from the exploratory factor analysis were valid measures of the variable, confirmatory factor analysis (CFA) was performed (Salamzadeh & Dana, 2021, 2022; Soleimani et al., 2022). According to Tavakol and Wetzel (2020), CFA is used to check the loading of items on

variables. The coefficients of each items measuring the variables were stand-ardized by expressing them to the ratio of 1. The result of the analysis is pre-sented in Figures 2 to 6.
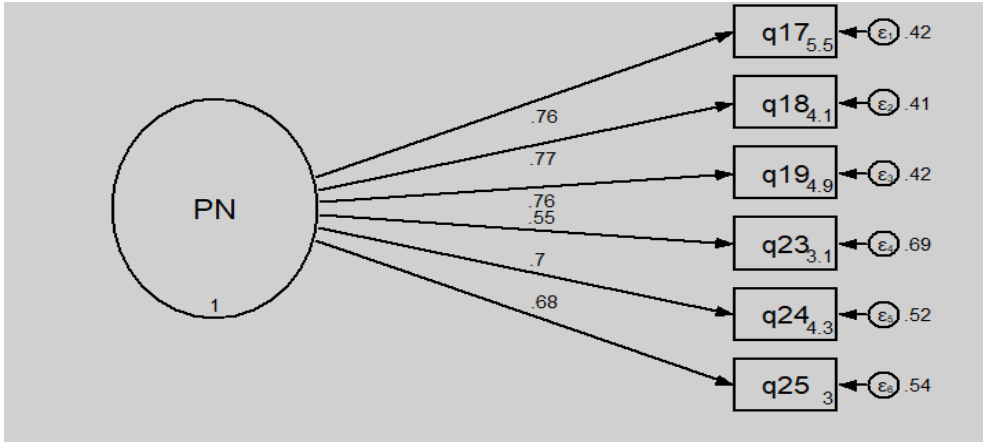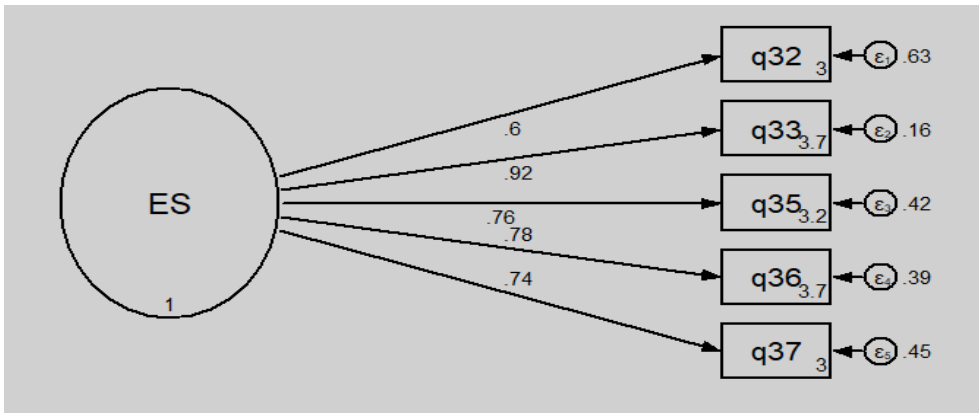
Figure 2. Remote Working (RW)
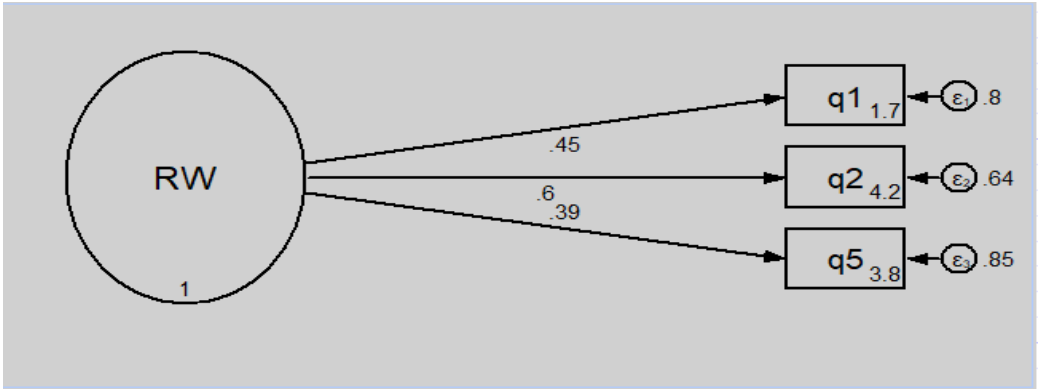
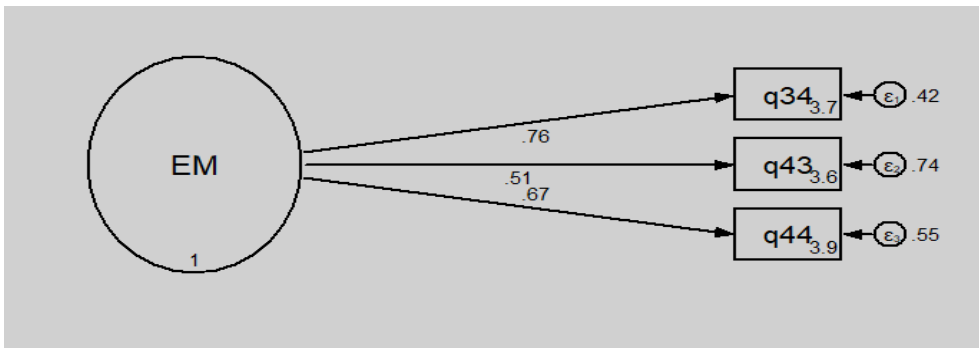**Figure 3.** Organisational factors (OF)
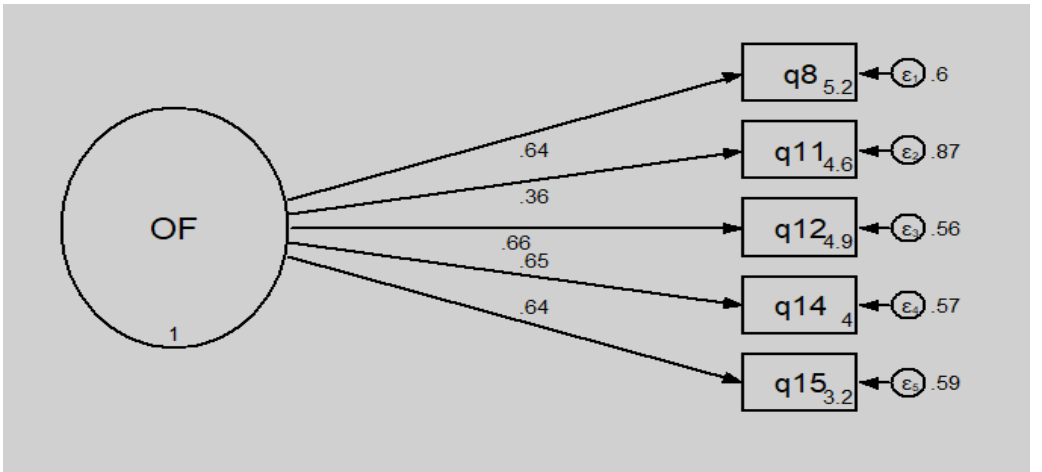
Figure 4. Basic psychological needs satisfaction (PN)

Figure 5. Employee's individual situation (ES)

Figure 6. Employee Motivation (EM)

From the result in Figure 2, the three items selected from EFA as measures of RW were assessed using CFA. Result shows that the factor loading is above a 0.30 threshold for confirmatory factor analysis. Specifically, Q1 loaded at 0.45, Q2 loaded at 0.60 and Q5 loaded at 0.39. This confirms that they are valid measures of the variable "Remote working intensity during COVID-19 pandemic (RW). The same pattern is observable for other items in Figures 3 to 6 where items measuring various variables loaded strongly as presented.

Reliability

Reliability was assessed by conducting further analysis. Cronbach alpha was used for the reliability/internal consistency assessment. Table 1 shows the result of the reliability test. The table shows that all items have a Cronbach alpha higher than the 0.6 recommended minimum for the purpose of gauging internal consistency. The conclusion from this result is that the items are internally consistent (Shaughnessy, Zechmeister and Zechmeister, 2012).

Table 1. Result of Reliability Test

Variable	No of items	Cronbach Alpha
RW	3	.656
OF	5	.718
PN	6	.839
ES	5	.795
EM	3	.653

Method of Data Analysis

For data analysis, descriptive statistical techniques including frequency count, mean, and standard deviation were used. To assess the interrelationship among the variables, structural equation modelling was used.

Response Rate

From a total of 109 questionnaires retrieved, 7 were found unsuitable for use due to incomplete response while 102 valid responses were processed and analysed. This size is considered suitable for performance of statistical analysis.

Result from the Model

Result from the Model on the relationship between the variables is shown in Figure 7, Table 2 and Table 3.

Figure 7: Model Result
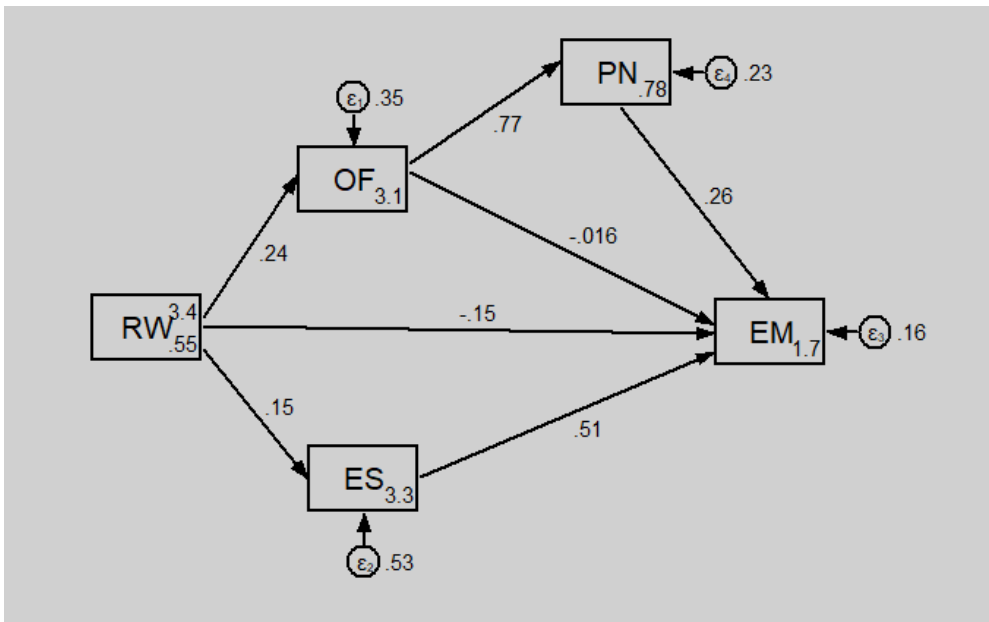
KEY: RW = Remote Working Intensity; OF = Organisational factors; PN = Basic psychological needs satisfaction; ES = Employee's individual situation; EM = Employee Motivation

Table 2. Structural Equation Modelling result from the Model

Structural		Coef.	Std. Err.	Z	P>|z|	[95% Conf. Interval]	
OF <-	RW	.2449156	.11506	2.13	0.033	.0194022	.470429
	_cons	3.050654	.402276	7.58	0.000	2.262208	3.839101
ES <-	RW	.1459297	.1422015	1.03	0.305	-.1327801	.4246395
	_cons	3.305543	.497169	6.65	0.000	2.33111	4.279977
EM <-	OF	-.0164135	.133596	-0.12	0.902	-2782569	.2454299
	ES	.5064445	.082468	6.14	0.000	.3448101	.6680789
	PN	.2565475	.1253093	2.05	0.041	.0109458	.5021493
	RW	-.1488946	.0829202	-1.80	0.073	-3114153	.0136261
	_cons	1.712501	.4690882	3.65	0.000	.7931049	2.631897
PN <-	OF	.7702116	.1126944	6.83	0.000	.5493347	.9910884
	_cons	.7799692	.4435946	1.76	0.079	-0894603	1.649399
	var(e.OF)	.3486044	.0711586			.2336588	.5200961
	var(e.ES)	.5324669	.1086894			.3568962	.7944077
	var(e.EM)	. .1614267	.0329511			.1081994	.2408387
	var(e.PN)	.2325691	.047473			.1558839	.3469787

LR test of model vs. saturated: chi2(3) =   4.41, Prob > chi2 = 0.2208

Table 3. Model Robustness

	Fit Statistic	Value	Description
Likelihood ratio	chi2_ms(3)	4.407	model vs. saturated
	p > chi2	0.221	
	chi2_bs(10)	80.008	baseline vs. saturated
	p > chi2	0.000	
Population error	RMSEA	0.099	Root mean squared error of approximation
	90% CI, lower bound	0.000	
	upper bound	0.280	
	Pclose	0.269	Probability RMSEA <= 0.05
Information criteria	AIC	443.887	Akaike's information criterion
	BIC	471.955	Bayesian information criterion
Baseline comparison	CFI	0.980	Comparative fit index
	TLI	0.933	Tucker-Lewis index
Size of residuals	SRMR	0.082	Standardized root mean squared residual
	CD	0.161	Coefficient of determination

Discussion and conclusion

From the result in Table 2 RW has a significant and positive impact on OF (0.2449156). Although RW has a positive impact on ES (0.1459297), the result is not statistically significant. This provides an opportunity for employers to improve on ES in order to improve the productivity of employees in remote work setting. The impact of OF on PN is positive and statistically significant (0.7702116).

Whereas, EM is positively and significant impacted by ES (0.5064445) and PN (0.2565475), the impact of OF on EM is negative (-.0164135), whilst the impact created by RW on EM is both negative and statistically significant (-.1488946). This implies that remote working intensity did not create the desired impact of improving employee motivation during the pandemic. One reason for this is that the resort to remote working on account of the COVID-19 pandemic caught Nigerian employees by surprise, and even though it came with flexible ways of working, many saw it as forced flexibility – it was not a choice they made. It is not typical in the Nigerian environment to work from home. Such forced flexibility is related to work culture shock and poor change to the new ways of working, as the Nigerian populace gradually adjusted to the work from home template. It takes time and effort to build digital competencies, and the frequency of online meetings created technostress for many. Even though the study found that remote working saved commuting time, the frequent interruption of work and distractions due to other demands at home negatively affected work. These created stress, mental health and other psychosocial risk issues for employees. The negative relationship between RW and EM is also connected to lack of face-to-face collaboration and peer support with the resultant social isolation experienced.

The forced remote working arrangement also had negative impact on motivation because of technical problems associated with poor electricity and unstable internet infrastructure. The Nigerian environment is characterised by epileptic and inadequate power supply. The cost of acquiring internet facilities has also risen in recent times. In a nutshell, the lack of enabling environment for remote working demotivated employees and reduced their productivity. These problems present an opportunity for organisations to formulate and implement policies that support remote working.

Taken together, the results in Table 2 and Figure 7 show that the variables are interconnected. Model robustness check result in Table 3 corroborates the interrelationship between the variables. The implication of the interconnection between the variables is that policies formulated and implemented to improve remote working practice in one of the variables need to consider the other variables to produce a synergistic effect. This supports the position of Vargas (2020) that taking steps to address one of these and neglecting another only aggravates issues in the other areas. By making changes such as providing more support and enabling environment for work-from-home, the benefits for organisations are far-reaching. Conversely, failure to address the challenges bedevilling the smooth and successful deployment of remote working could have a devastating effect.

Practical and Social Implications

Remote working has come to stay even though its intensity will vary. Employee motivation was negatively impacted while working from home during the COVID-19 pandemic partly because of social isolation and inade-

quate peer support (Zhang and Chen, 2022). The implication of this for managers is that work from home strategy should involve creative ways to ensure regular check-ins, communication and engagement. Also, employees should be assisted on how to deal with mental health issues while working remotely.

With minimal preparation, employees had to learn and adopt new technologies to perform their work (Shirmohammadi, Au and Beigi, 2022). Coupled with this, they had to deal with the well-being and health of themselves and their family members (Fogarty et al. 2021). There was also the challenge of maintaining work-life balance at the time. All these made adjustment to remote work more challenging. The implication of this for employers is that adequate training and resources should be provided to enhance technology use, collaboration and virtual team leadership. In the post-pandemic era, decision on whether to, and how often employees could work from home should involve the employees' input.

Limitations and direction for future research

Any investigation involving human subject is a complicated one. A single study on remote working and employee motivation only sheds light on a limited aspect. The central goal of this study was to provide an explanation for how employee motivation is affected in a remote work context.

Even though the way work is performed has changed, the pandemic period during which this research was conducted, was not normal because there was limited social interaction, increased anxiety, and people were forced to work from home. On the macro level, national and global economies reeled under the weight of the pandemic. Given this context, it would be necessary to conduct similar study in the current post-pandemic situation to understand

how remote working intensity affects employee motivation under normal condition. Second, this study was conducted in Nigeria meaning that it is limited in geographical representation. Furthermore, some of the infrastructural deficiencies in Nigeria like poor internet connection and epileptic electricity supply which affected the quality of remote work during the pandemic are not common features in most parts of the world and as such, the research outcome may not be representative of how work motivation was affected by remote working intensity in places with adequate infrastructure.

Another limitation of this study relates to the samples. The sample size was small when we consider the fact that remote working is now a global phenomenon meaning that the outcome from the selected samples might not be representative of the population. Also, all the samples were white collar professionals chosen partly for convenience. The research outcome could have been different with blue collar workers or a mix.

Despite these limitations, this study offers important understanding and basis for future research on the relationship between remote working intensity and employee motivation considering the variables set out in the conceptual framework. An important direction is to use the current understanding from this study as building blocks to explore how remote work is better suited for some people based on generational differences and across wider geographical areas.

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Appendix 1. Descriptive Statistics on Study Variables

	Min	Max	Mean	SD
1. Employees in my organisation frequently worked from home before the COVID-19 pandemic	1	5	2.25	1.369
2. In my organisation, employees worked primarily from home during the COVID-19 pandemic	1	5	4.25	1.017
3. Physical meetings are more effective compared to virtual meetings	1	5	3.12	1.291
4. Remote working had effect on my work role and scope	1	5	3.35	1.197
5. It was easy for my organisation to switch from working in the office to working remotely	2	5	3.71	.986
6. My organisation is willing to allow employees continue working remotely in the post-pandemic era	1	5	3.24	1.176
7. I depend on others to perform my work tasks	1	5	3.59	1.043
8. The COVID-19 pandemic accelerated the speed of deployment of remote working technology in my organisation	2	5	4.06	.785
9. My supervisor/manager set clear expectations for me while I worked from home during the pandemic	1	5	3.82	.974
10. Compared to working in the office, I had fewer opportunities to request or receive informal performance feedback during the pandemic	1	5	3.20	1.040
11. Managing employees working remotely during the pandemic is different from managing employees working within the same office	2	5	4.18	.910
12. My leader trusts that I will put in my best even though I work remotely	2	5	4.06	.835
13. In my organisation, employees' motivation level changed during COVID-19 pandemic	2	5	3.80	.800
14. Adequate IT tools and equipment were provided by my organisation to support employees working from home during the pandemic	1	5	3.75	.935
15. The level of support provided by my organisation towards employee mental health during the COVID-19 pandemic was satisfactory	1	5	3.37	1.076
"16. Employees in my organisation were less engaged and committed while working remotely during the pandemic"	1	4	2.72	.882
"17.My organisation provided adequate communication and information sharing during the pandemic"	2	5	4.08	.744
"18. I found the frequency of check-in sessions and employee follow up during the pandemic satisfactory "	1	5	3.69	.905
"19.My organisation provided assurance to employees that their jobs were secured during the pandemic"	2	5	4.00	.825
"20. My organisation allowed employees decide their work schedule while working remotely during the pandemic"	1	5	2.94	1.103
"21.The income I received from my employer changed during the COVID-19 pandemic"	1	5	2.48	1.249
"22.I was independent and personally responsible for my work while working from home"	1	5	3.90	.995

"23. My organisation provided adequate training on how to use remote working and collaboration tools in order to assist my transition to working from home"	2	5	3.38	.987
"24. My supervisor/line manager was easily accessible to discuss any issues I had while working from home during the COVID-19 pandemic"	2	5	3.96	.727
"25.In my organisation, we introduced some innovative measures to ensure social interaction amongst employees working remotely during the pandemic"	1	5	3.61	1.218
"26. My family situation affected my work schedule and performance while working from home"	1	5	2.78	1.282
"27.I put in more hours into my work because I saved some commuting time by working from home instead of the office"	2	5	4.18	.774
"28. Working from home created anxiety and stress for me"	1	5	2.57	1.208
"29. The process of transiting from working in the office to working from home was challenging for me "	1	5	2.58	1.214
"30.I had my personal dedicated workspace which I did not have to share with others whilst working from home"	1	5	3.80	1.143
"31.I felt socially isolated whilst working from home during the pandemic"	1	5	2.88	1.227
"32. Working from home allowed me more time to attend to personal and family needs"	1	5	3.78	1.130
"33.I find the indoor environmental quality at home conducive for the performance of my work"	2	5	3.86	.881
"34. The flexibility of working from home improved my work performance"	2	5	3.76	.870
"35.I had better work-life balance while working from home compared to when I worked in the office"	2	5	3.72	1.051
"36. I got support towards my work from my family member(s) while working from home"	2	5	3.76	.870
"37. Given my personal and family situation, I would prefer to continue working from home."	1	5	3.72	1.107
"38. Caring for children and other family members while working from home affected my productivity"	1	5	2.60	1.050
"39. Continued working from home will negatively impact the pace of innovation in my organisation"	1	5	2.88	1.211
"40. My physical and mental well-being was negatively affected when I worked from home"	1	5	2.24	.992
"41. Given the experience during COVID-19 pandemic, my organisation is willing to allow employees continue working from home"	1	5	3.22	1.200
"42. I missed the opportunity to socialise with work colleagues because I worked from home during the pandemic"	1	5	3.50	1.129
"43. I feel accomplished when given the opportunity to decide my work schedule"	2	5	4.14	.764
"44. My enthusiasm and dedication towards my job remain the same even when I work from home"	2	5	4.18	.896
Valid N (listwise)				