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Effect of working from home (WFH) on sales employees' job performance

Master's thesis

International Business Administration

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Abstract:

WFH is getting more ordinary for organizations to offer a more flexible work environment to their employees. During the pandemic, COVID-19 WFH turned into a forced working plan all over the world to prevent the spread of the virus. Job performance during WFH is affected by situational and individual factors. On top of individual factors, resilience is one of the remarkable factors that refer to adaptability and coping with problematic situations.

This research aims to determine if personal resilience makes a difference in how situational and individual factors influence sales employees' job performance while WFH is in a pandemic situation.

In the present study, the quantitative method was chosen based on the questionnaire. Data from 76 sales employees in four countries were assessed statistically. Spearman's Rho correlation, Somers'D, and Moderated Regression were used to analyze the data. The correlation results showed that those who enjoyed more WFH evaluated their performance higher and engaged less in counterproductive behaviour. Employees, who found WFH situation more challenging, were less optimistic, felt the meetings were less productive, and evaluated their performance lower during WFH. The results revealed that those who were more resilient had better time management, their skills were up to date, and they took initiative. They also showed less counterproductive behaviour. Moderated regression analysis results indicated that WFH has a positive impact on job performance when resilience is high. In contrast, those with lower resilience had lower job performance and the relation between WFH and job performance was weaker. Also, those high in resilience showed better job performance even in social isolation.

Keywords: working from home (WFH), Situational factor, individual factors, resilience, job performance, social isolation, time management, taking initiative, COVID-19

Introduction:

According to social, technological, and environmental changes, working from home (WFH) has become a stylish choice for many companies to offer a more flexible work environment. Furthermore, working from home is getting more ordinary for organizations to decrease their organizations' costs, such as rent and office maintenance costs. From the employees' side, WFH will help to get a better balance between work and private life, to have more privacy and control, and to save time and money on commuting. WFH brings employees more flexibility and a chance to modify or choose their workplace. According to earlier studies, employees who can work from home, are more satisfied, which leads to increased job performance (Jensen Perry S, 2018). Previous studies have found that voluntary WFH most often positively affects performance, job satisfaction, and flexibility. Job performance of employees, who must complete creative tasks, has improved while working from home (Dutcher, 2012; Grant C. W., 2013).

To provide employees' job satisfaction and keep up job performance while working from home, the organizations use information technology to provide effective communication between employees and employers, offering experience and training for employees in becoming familiar with requirements for working from home (Staples, 2006). However, WFH has downsides for the employees, such as feelings of loneliness, isolation, lack of supervision, and work-family conflicts. (Choudhury, 2019; Bloom N. L., 2013). Another negative consequence of working from home is a feeling of receiving less recognition for achievements. WFH drawbacks result in a lack of job satisfaction and may lead to lower job performance (Zhang, 2016).

According to the WHO announcement of pandemic Covid-19, many countries applied physical distancing and quarantine strategies to prevent the virus from spreading. Therefore, Pandemic Covid-19 brought a sudden change for many organizations and employees in their ways of working. However, the conditions of working from home in terms of the Covid-19 pandemic are quite different from typical situations. Organization and their employees are forced to remote work with little or no previous experience, and this has led many employees and employers to struggle with the issues that come from remote work, such as loneliness, feeling left out, lack of motivation, and difficulty in separating work and home (Neeley, 2020).

During the pandemic Covid-19, some performance factors played a role, differently than regular working from home situations. Covid-19 outbreak brought a significant amount of fear for employees regarding getting infected themselves or family members. They were forced to working from home without any pre-experience and felt disconnected and socially isolated for a long period and faced difficulties in work-life balance. Moreover, lacking household support services and disturbance in the work environment regarding home-schooling of the children and taking care of elderly by employees themselves may lead them feeling unsatisfied with life and job. These factors may lead to lowering job performance, job satisfaction, work-family conflicts, social and professional isolation mainly based on the forced situation.

job performance during WFH is affected by two main group factors, regardless of whether working from home is voluntarily or forced. These factors are situational and individual performance factors. Situational factors are included, employer support, training, organizational trust, communication, work flexibility, and distraction. Alternatively, individual factors that influence employees' performance while WFH is self-discipline, self-confidence, time management skills, work-family conflict, and resilience (Solís, 2016).

Among many individual factors that influence an employees' job performance, resilience is one of the remarkable factors. Resilience referrers to the personality trait of adaptability and coping with problematic and changed situations. Previous studies have confirmed the positive relationship between resilience and job performance. There is a relationship between resilience and greater job satisfaction, work happiness, and employee engagement. Resilience effectively improves employees' well-being and job performance (Robertson, 2015). The previous studies indicate that employees with high resilience have better suited to the WFH situation (Kašpárková, 2018). As personal resilience is positively connected with lower stress and better coping with problems, it could be expected, that a higher level of resilience support high performance in privation and crises situations. That means people with high resilience could be better performers and cope better with forced working from home situations than those with low resilience.

The problem statement for the research: The research on the WFH concept is nothing new, but when it comes to the global pandemic Covid-19, the organizational situation is quite different and still requires more consideration. More specifically, existing information on WFH are resulted from organizations that WFH has been their choice as a working plan, but in the recent crisis, many employees and employers are forced to work from home without any choice or previous

experience and are poorly prepared for WFH (Bloom N. L., 2013). It can be assumed, the factors with a negative influence on WFH job performance during the normal situation may have a stronger negative effect while working from home in a crisis. At this point, the resilience as an adaptability factor in coping with difficulties plays a critical role. Moreover, there is a lack of information on the influence of situational and personal factors on sales employees' performance during the Covid-19 pandemic in forced WFH situation. Additionally, to study whether resilience makes any difference in job performance during WFH in COVID era.

Research Aim: To determine if personal resilience makes a difference in the level of situational and individual factors influence the sales employee's performance while working from home in a pandemic situation.

in the present study, Organizational communication, organizational support, work organization, social and professional isolation were considered as situational factors. In addition, Individual performance factors were included, time management, taking initiative, keeping skills updated, and counterproductive behaviour.

Research question:

1- What is the effect of Situational factors on sales employees' job performance?
2- What is the effect of individual performance factors on sales employees' job performance?
3- Does difference in resilience levels affect employee’s job performance
4- Does difference in resilience levels affect relation between social isolation and employee job performance?

As The Covid-19 crisis is not the first and would not be the last, this thesis will provide an informative study to learn more about the effect of WFH on sales employees to develop better changing strategies, to make working from home situation during the crisis, closer to the normal working situation.

The study is divided into four parts: literature review, methodology, results and discussion, and conclusion.

The literature review contains highlighted definitions, relevant conceptual frameworks, prior studies in WFH, job performance, and job performance factors. The related literature used for this research was extracted from TalTech library databases, ResearchGate databases and Google Scholar.

In the methodology part methodological choice, sample and survey procedure, data collection, and data analysis procedure were laid out.

The results chapter presents scale reliabilities, the descriptive statistics of scales, correlation, and moderation analysis results. In the discussion chapter the theoretical explanation of results, including limitations and recommendations for future research, was discussed.

1. LITERATURE REVIEW

1.1. Remote work and working from home:

The ICT development has an overall effect on the rise of remote working. Remote working is defined as work flexibility for an employee to achieve their duties from a worksite other than the employer's office. According to the international association of remote working, it is a type of work pattern that provides flexibility for workers in terms of time (part-time or full-time) and the place (home, remote sites, or mobile form) to pay responsibility and response duties. (Ghanbari. A B. , 2017).

Remote working is the path of institute workplace for employees in which employees are away from the company and do their job that involves the use of electronic tools and engaged person, product or result of remote path. (Parand.K, 2017)

Concerning ATAC 2006, remote working could include: hot-desking, hoteling, telework centres, collaborative offices, mobile remote work, and day extenders.

There are benefits and drawbacks both for employees and employers in WFH. Working from home is a preference for some of the employees for different reasons. Flexible working is one of the most compelling reasons (Lupu, 2017). Lupu pointed out that flexible scheduling enables employees to have a certain autonomy in planning their daily lives, including employee and family activities according to their needs, such as tacking their children to school or going to the doctor. Wienclaw adds that being free to sleep longer and work late, starting and ending early, scheduling personal appointments, completing the work later in the evening and working without using vacation days are the benefits of WFH (Wienclaw, 2019). Saving time in traveling to the office, avoiding wasting time in traffic, and saving money by dispensing with the traveling to the office are the other benefits of working from home (Ford, 1991; Wienclaw, 2019). Other economic benefits for employees are saving money by eliminating the cost of office clothing, lunch and saving payment for after-school programs, babysitting or nurses. Additionally, reduction in the chance of getting sick, fatigue, and work-related stress are the other benefits of WFH (Lupu, 2017).

There are various drawbacks of working from home. Lupu indicates, the technical problems that cannot be solved remotely, the unequal salaries between employees working in the office and teleworkers, employee isolation, limitation of regular interaction with colleagues, and difficulties in organizing union activities are the disadvantages of WFH (Lupu, 2017).

Ford claims that "out of sight, out of mind" is valid for WFH employees in terms of promotions for personnel; therefore, one of the most critical drawbacks impedes carrier advancement (Ford, 1991). Furthermore, working from home employees lack an informal communication network with their colleagues; consequently, they may feel isolated from their colleagues and company goals and values. Working from home may provide a sense of loneliness that they would not experience while working in the office (Mullins, 2010).

A study carried out by Timsal stated, working from home may not be a suitable way of working for all employees. Employees would need to be dedicated, self-driven, and focused on carrying out their day-to-day work (Timsal, 2016). Additionally, employees would need to decide whether their home environment provides them with the opportunity to carry out their daily job effectively and efficiently (Jizba, 1990). Therefore, this working option may work well for some employees but not for others, depending on their home environment. It is the role of HR to ensure that working from home is a positive experience in allowing employees to working from home effectively (Basile, 2016). Kattenbach concluded that it is the role of HR to introduce and manage scope for employer flexibility and from this they should be able to identify restrictions that are unnecessary to work to reduce these restrictions. This study believes that to effectively manage this way of working, HR should increase predictability through the organization and mitigate time limits (Kattenbach, 2010).

The reduction in the organization's expenses, for instance, rent, maintenance, computers, telephones, offices, utilities, equipment, etc., is beneficial for employers in working from home (Lupu, 2017). Ford stated increase in performance according to lack of interactions and increased concentration, motivation, and employee satisfaction provide a better employee commitment (Ford, 1991).

The main drawbacks of working from home for employers are based on its tangible loss of control. There is a concern that employees may give priority to their job over work duties. The other significant problem is security as a risk of unauthorized access to the company's data, which the competitors can use. Also stated, "lack of adequate work-related resources including technological

equipment and files stored at the main work side that is required to perform a work-related task while teleworking" is the other downside of WFH (Greer, 2014). limited accessibility to the employees leads to inadequate managing and monitoring job performance from home employees (Lupu, 2017). Peters mentioned that being away from colleagues and office leads to a lack of company culture identification and the lack of team spirit that harms performance (Peters, 2009).

Concerning the pros and cons of working from home, Morley suggests that flexible working strategies can increase organizations' responsiveness. The study indicates that organizations have had to adapt to these changes to survive and manage their costs, demands, and inputs, which suggests that there has been an increase in flexible working practices (Morley, 1995).

Many companies worldwide have organized plans and constructions to enable them to face the interruption of normal operations and situations during crisis. The business stability plans allow companies to characterize conditions and protect critical processes and resources essential for fast resumption of operation and preserve their business at a safe level. Companies with insufficient continuity plans may face the high risk of failing to sustain crises. (Alesi, 2008; Low, Liu, & Sio, 2020).

The primary element of stability plan is fast and effective decisions to transition to a remote operation mode. This capacity indicates that employees must have the ability to engage their job duties in a place other than the main company office. The companies that provide working from home in a standard form have proved a higher ability to overcome crises than companies that do not cover standards. (Hoang, Nickerson, & Beckman, 2008; Donnelly, 2015; Pnevmatikou, 2020).

Moreover, many companies may not have an organized program for continuing their business in work from a home pattern. These types of companies will face considerable difficulties in terms of employers and employees during a forced crisis. The best example is the situation of companies that did not have a proper plan for WFH during Covid-19 pandemic in 2020.

World Health Organization (WHO) in January 2020 named a novel Coronavirus with resulting pneumonia illness Covid-19 and in March 2020 declared Covid-19 a pandemic. (WHO. Organization., 2020). Organizational operations around the world dramatically changed according to lockdown and government enforcement of physical distancing. Covid-19 forced most of the organization to move working from home WFH. (Brooks, et al., 2020). The Covid-19 has led to the world's most giant remote working experiment (Secon, 2020, Wei, 2020). It resulted in an

unprepared situation for both companies and employees. It would be better to emphasize the problem of enforcing working from home, which is not the same as remote working from home. Enforce working from home due to Covid-19 is not the voluntary choice of employees or employers, but an unforeseen governmental and business' notice to prevent the Coronavirus spread. During Covid-19 employees have not chosen voluntarily to work remotely; thus, they have not prepared a designated workplace at the minimum suitable condition. Covid-19 led to incompatible ergonomics conditions that are important for both employees' health and safety also contribute to companies' business strategy by increasing total system performance (Dul, 2008).

The pandemic of COVID-19 has significantly transformed work, communication, and socialization and provided an enormous challenge for daily life. Social distancing and emergencies that governments and health officials have forced provided people and business-facing flustered and forced them to cope with unprecedented changes.

There are markable challenges, in facing pandemic Covid-19, in terms of the working situation. Firstly, it is caused by a sudden change in place of work that is different from WFH under flexible work situations. In terms of working from home, there is a choice for people and time to adapt, but in the case of pandemic when people are forced to work from home, people are with limited experience to cope with a new situation.

Secondly, the pandemic brought the feeling of isolation and disconnectedness. People found new ways to adapt and maintain a social connection during the lockdown. People created many ways to stay connected such as cloud clubbing, home Karaoke, and online workout group (Wright, 2020). Organizations and employees need to provide virtual connections to bring them meaning and purpose to be productive. The other challenge is copping very fast with the change. Due to pandemic, there is an increase in the speed of changes in work and work tools. HR of the companies must offer training and learning programs to help employees be prepared for WFH and develop their skills to be better equipped to face unknown challenges (Li, 2020)

1.2. Job Performance:

According to Mangkunegara, performance comes from the word job performance or actual performance (the achievement of someone's real work or progress). Performance is the outcome of work in the quality and quantity of employees fulfilling duties following their responsibilities (Silitonga, 2017; Riyanto T. A., 2020).

Performance is the level of one's overall success during a certain period of carrying out a task compared to various possibilities, such as the standard of work, targeted or predetermined criteria, and jointly. (Setyowati., 2016).

According to Rivai, performance is a function of motivation and ability. To accomplish the task, a person should have a certain degree and level of ability skill. Performance is an actual behaviour shown by everyone as a work achievement produced by personnel in keeping with their company's role (Rivai, 2019). Mentari described the performance as a level of contribution given by employees to the purpose of his work or unit of work and company or organization due to his conduct and application of his skills, abilities, and knowledge (Mentari., 2016).

Lenny cited that overall performance is dimensional; thus, performance is a variable that can be perceived as a measurement and suffering from several factors (Lenny Ch. Nawangsari, 2015). Based on Mardiyah, performance is the person's success regarding the duties exposed to him, and the performance can see as a process or work outcome. Overall performance is the output produced by way of the capabilities or signs of a job or profession. The performance had used to signify the production of a company/organization, tools, management features (manufacturing, financial marketing), or employee output. Performance could be critical because overall performance can determine how high-quality their ability to finish duties assigned to it (Anis Mardiyah and Purba, 2019) .

Simanjorang, Casio defined performance as the volume to which a character carries out tasks. It refers to the degree of accomplishment of the venture that makes up an employee's job. The contribution of employees' inactivity is the most vital aspect of development and excellence in business. An employee's overall performance is a primary supply of reaching the organization's goals. The overall performance of personnel on specific jobs in close coordination is wanted for the unit's fulfilment. Employees must recognize what they want to do to carry out their processes successfully. Any enterprise can make progress most uncomplicated if its employees perform in a better way (Simanjorang, 2016).

. organization,

According to Riyanto;, increased employee performance could be determined from the growth in the agency's fulfilment that can reach predetermined organizational goals (Riyanto N. A., 2019).. Based on Riyanto, performance is a job performance, specifically an evaluation among work

outcomes with set standards, each in amount or best of work consequences of individuals or corporations in organizations in wearing out simple responsibilities and features that are guided by normal, operational standards processes criteria and predetermined or relevant measures in the corporation (Riyanto T. A., 2020).

Lenny .. Overall performance appraisal is a formal machine to evaluate and examine the overall performance of employees' obligations, both people and teams. on the other hand, Lenny stated, overall performance results from work finished by someone based on activity requirements (Lenny, 2020). Setyo said that the overall performance is the result of an activity and, performance results from work carried out by a person in sporting out obligations assigned to him based totally on the skill, experience, and sincerity in addition to time. Worker performance is the total predicted cost of episodes of behaviour completed by personnel over a certain period for the organization. Overall, worker performance describes the conduct of personnel staff at work contributing to the employer's desires (Setyo Riyanto, 2017).

To study the overall performance of an organization during WFH it is important to determine employees' job performance.

Studies on job performance in WFH indicated better job satisfaction and performance during working from home (Mello, 2007). WFH increases employees' performance, job engagement, and job performance (Collins, 2020). On the other hand, WFH increases performance, flexibility, job satisfaction by reducing work-life conflict and commuting (Grant C. A., 2019).

Collected data from employees in the insurance industry and high-tech manufacturing indicated that four aspects, namely efficacy, optimism, hope, and resilience, have a significantly good effect on performance and satisfaction. A combination of these four factors would be more effective for performance and joy than the individual components (Luthans, Youssef, & Avolio, 2007). The reduction in disruptive elements commuting time and cost leads to an increase in job performance (Kazekami, 2020; Lupu, 2017). Moreover, it is essential to be aware that performance is the main result of the employees' work-life balance and flexible work hours. Additionally Providing training, enhancing communication, and providing support services by the organization increases job performance during working from home (Alghaithi, 2020).

In contrast according to the literature reviews, some factors influence performance negatively during WFH. For many employees being away from colleagues and from the office, may lead to a lack of identity with the company's culture and an absence of teamwork (Ford, 1991).

In situations where working from home is not suitable for the whole or some part of an organization, it may lead to decreased employee performance (Akbar et al. 2020). The pressure of balancing work and personal responsibilities indirectly decrease performance due to decreasing life satisfaction (Kazekami, 2020)

To conclude, WFH job performance is mainly affected by two groups containing, situational and individual performance factors.

1.3. Situational factors:

Situational factors are components of a job that may affect employee well-being. One of the situational factors is self-efficacy and structuring, which play a vital role in adjusting the employees to the new working circumstances (Raghuram, Wiesenfeld, & Garud, 2003). The adjustment could rise to a higher level if the organizations provide appropriate training programs such as specifying the employees' roles while working from home for employees with lower efficacy (Raghuram, Wiesenfeld, & Garud, 2003). Suitability of working place at home is the other important factor that can influence working from home employees. There is a strong relationship between workplace and employee effectiveness and health (De Croon, 2005). On the other hand, an inappropriate workplace has a negative influence on employee effectiveness. Moreover, Work ergonomics and work conditions such as noise, temperature, light, and others influence employees' job satisfaction and performance. (Humphrey, 2007).

Organizational support is another essential factor provided by organizations to their employees to equip the use of technology and provide employees the access to organizations' documents. Poor access to technology and documents is one of the main disadvantages of working from home (Perez - Perez, 2003). Organizations that provide appropriate technology and tools for employees and organize training courses lead to very successful satisfaction in WFH. When it comes to virtual work, the organization's training is crucial. It should be considered during pandemic Covid-19, many organizations failed to provide proper training for their employees and faced difficulties.

Additionally, another important factor is communication, and lack of its presence with colleagues has been pointed as one of the main drawbacks of working from home (Greenhill, 2006). Lack of communication leads to social isolation that mainly refers to missing the everyday social aspects of work, such as inactive conversations with co-workers during breaks and being part of a more significant social setting (Allen, 2015).

WFH employees may suffer social isolation that results in lower job satisfaction and lower visibility. Thus, providing proper communication especially having video calls is one of the essential communication factors during WFH.

In contrast, working from home may lead to a decrease of irrelevant interaction with colleagues that is counted as one of the valuable advantages of working from home (Martin, 2012).

In terms of professional isolation where the employee is physically far from his/her, colleagues result in being separated from knowledge sharing and co-learning participation that concretely means that the employee does not have any more confirm and direct physical access to colleagues for support in task solving and other job aspects discussions (Allen, 2015). Professional isolation has a negative effect on job performance (Golden, 2008).

The suitability of workspace at home, access to the appropriate technology, and the availability of technical and logistic support are considerable organizational factors (Khaifa, 2000). According to Beauregard, the job responsibilities that must be performed away from the office, it is necessary that workspaces at employees' homes be safe, secure, and reasonably distraction-free (Beauregard T. A., 2019).

It can be assumed that WFH workplace distractions are also reduced, primarily if employees work alone at home. Distractions have a considerable negative influence on the employees' performance. There are many different types of distractive factors, such as engaging in other activities during working hours, unexpected visitors, smartphone use, social media, and urgent family issues. WFH impacts flexibility and works engagement as it allows employees to enjoy more flexible time to complete their work (Grant C. A., 2019).

1.4. Individual performance factors

WFH is influenced by individual factors that are included self-discipline, self-motivation, ability to work independently, self-organization, self-confidence, time management skills, and computer knowledge (Baker, 2007; Solís, 2016; Government., 2020; Region, 2020).

Working from home has a job satisfaction effect on employee personal level; although this satisfaction increases in the short term of working from home, it reaches plateaus in a long time. Employee job satisfaction shows an increase at the initial, according to a more remarkable ability to balance work and personal life and a filling of trust from the employer side for allowing the employee to work from home with less supervision (Allen, 2015). The other factors regarding the increase in job satisfaction are related to the employee not being exposed to stress-causing work aspects. For instance, interaction by walking in with co-workers, overload information exchanges, and involvement in office politics is essential (Allen, 2015).

Employees' tendency to understand how they are perceived as hard-working and productive employees even though they are working under less supervision in working from home is the other personal effect of WFH and has an effect on employee job performance (Greer, 2014).

According to this personal demand, the employees may go out of their way to show that they are accessible via quick answers to phone calls, messages, and emails from their managers and colleagues. They want to show that they are working hard even though they are not at the office (Greer, 2014).

Adapting to the work schedule from home and calculating time work at home is considered in time management and flexibility. Changing times in terms of calculation and separation between private life and working life is one of the essential factors affecting employees during working from home (Steward, 2000).

Time managing skills and flexibility are indicated as significant benefits of working from home. Higher time planning autonomy is a critical job resource, decreasing time pressure and consequently leading to job satisfaction in WFH. Flexibility to work during the most productive time according to employees' decisions plays an essential role in job satisfaction. At this point, the WFH employee can decide when would be the most effective time and take his/her best decision for starting and finishing the work (Morgan, 2012).

A study by Solis revealed that the number of working days and the time a person spent in WFH has an impact on work-family conflict (Solís, 2016). The number of family members and number of age of children can be considered as family factors influencing WFH (Baker, 2007). WFH is also inspired by the number of people present during working at home (Shaw, 2003).

There is a link between work motivation and job satisfaction which leads to better job performance individuals who do not need stimulation from the company or other people are considered self-motivated people (Ahluwalia, 2017). The study by Raziq revealed that work motivation was strongly correlated with job satisfaction and job performance. In WFH, self-motivated employees who can take initiative to result in higher performance according to being independent on company or other colleagues' motivation (Raziq, 2015),

Several studies indicated that employees who have access to and provision of information technology training and digital infrastructure have higher job satisfaction and performance (S. Khin, 2018). Regarding IT training it is the most frequently used mechanism for adapting to changing IT systems and software that play an important role in working from the home condition. The stronger digital skills of an individual lead to more individual digital initiatives for their day-to-day job and responsibilities (Quinton, 2017). Employee's training facilitates his skills renewal which leads to increased satisfaction, commitment, and higher job performance (T. Acton, 2003)

Counterproductive Work Behaviours are intentionally conducted by employees and harm an organization and its members (Harris., 2014). Unsatisfied workers probably take part in CWB, i.e., taking long breaks, working slowly, and breaking rules (Habib-ur-Rehman, 2017). Negative consequences of the CWB may affect employees, employers thus, also economics and societies (Warren, 2003). CWB results in worse quality of occupational and personal life also decrease job satisfaction that leading to lower job performance (Sharma, 2016). CWB is stress generating in work conditions and during pandemic COVID-19 they can be increased and interfere with everyday problem solving or goal-oriented behaviours. (Asmundson GJ, 2020; Garfin DR, 2020).

1.5. Resilience and adaptability in WFH:

Resilience is the capacity to recover from disruptions. In terms of careers, resilience is the capacity to continue succeeding toward current career goals with the resources and strategies that have already been developed. Resilience refers to reformulating strategies to adapt to new work and career realities. Organizational resilience 'can contain, repair and transcend vulnerability in organizational systems' (Waldman, 2011). However, individual resilience is primarily established in the perspective of everyday workplace stressors (e.g., rudeness, micro-aggressions, intolerance, etc.) and career disruptions (e.g., job loss, role changes, etc.). "one's resilience arises from 'self-esteem, self-efficiency, subjective well-being, self-determination, status of control and support systems" (Bimrose, 2012). Pandemic Covid-19 is counted as crisis and disaster; both individual and organizational resilience engage in sense-making of resilience; hence, improving resilience towards the situation will be influenced by the occupational and institutional context (Maitlis, 2010). However, 'although an individual's resilience is influenced by the higher-level social environments in which she/he has implanted the social context, particularly occupational influences, have been under-examined in the management literature' (Kossek, 2016).To evaluate situational and individual factors on employee job performance the resilience must be counted as it may interfere with the final negative or positive result (Arnold, 2016).

Organizational operations dramatically changed during pandemic Covid-19 based on forcing employees to work WFH. The sudden changes and enforced working from home had adverse effects on employees' well-being (Brooks, et al., 2020). Employees are forced to continue working under lockdown/quarantine, stress, fear, job insecurity, and conflict between work and personal life (Rossi, et al., 2020; Van der Velden, Contino, Das, van Loon, & Bosmans, 2020).

During the pandemic Covid-19, some performance factors act in a different way than regular working from home situations. Covid-19 outbreak brought a significant amount of fear for employees regarding getting infected themselves or family members. They were forced to work from home without any pre-experience. The feeling of being disconnected, due to social isolation for a long period, also, lacking household support services and disturbance in their work environment regarding home-schooling of the children and taking care of elderly by themselves, affected employees' work-life balance and may lead to dissatisfaction with personal life and job. These factors may lead to lower performance and higher stress.

During pandemic Covid-19, the employees working from home faced more challenges in terms of personal factors. The first challenge is home offices and virtual teams that are the importance of feeling connected. They provide the feeling of team connective ness that leads to individual strive (Rigotti, 2020). The second challenge is related to home offices and the work-family interface that results in work-family conflicts and causes frustration, especially for parents if their children are at home while they are working. In a pandemic, many employees face family conflicts as both husband and wife turned into remote work. By turning school to distance learning, they struggled to manage work and family relations during time work (Rigotti, 2020).

The third challenge is increasing the feeling of insecurity which refers to the growing concern of long-term economic damage caused by a pandemic that may result in unemployment. This concern could lead to the feel of job insecurity that harms individuals. This concern also clearly affects employees' stress levels, leading to a meaningful decrease in well-being and job performance.

2. METHODOLOGY

2.1. Research Design

The two main types of research are included qualitative and quantitative. Qualitative method contains data obtained by personal interaction or observation. The quantitative method focuses on the statistical side of data by quantifying data collection and focuses on the numerical side of data. Quantitative method allows to gather more data and to measure the effect and significance of independent variables on reliable scales obtained by collecting and analyzing the data.

There are several advantages of quantitative data collection. For instance, findings can be generalized if the selection process is well-designed and the sample is representative of the study population, relatively easy to analyze. Data can be very consistent, precise, and reliable.

According to the review of previous articles and to answer the present study questions, the quantitative method was chosen based on the questionnaire and assessing the data statistically. The present research questions, involving more subjects and quantitative method, enable more generalization of data, objectivity, and accuracy of results. To answer the research questions, it is required to find out the relationship between independent and dependent variables in the target population through quantitative research method.

The below diagram is designed to show the overall research plan.

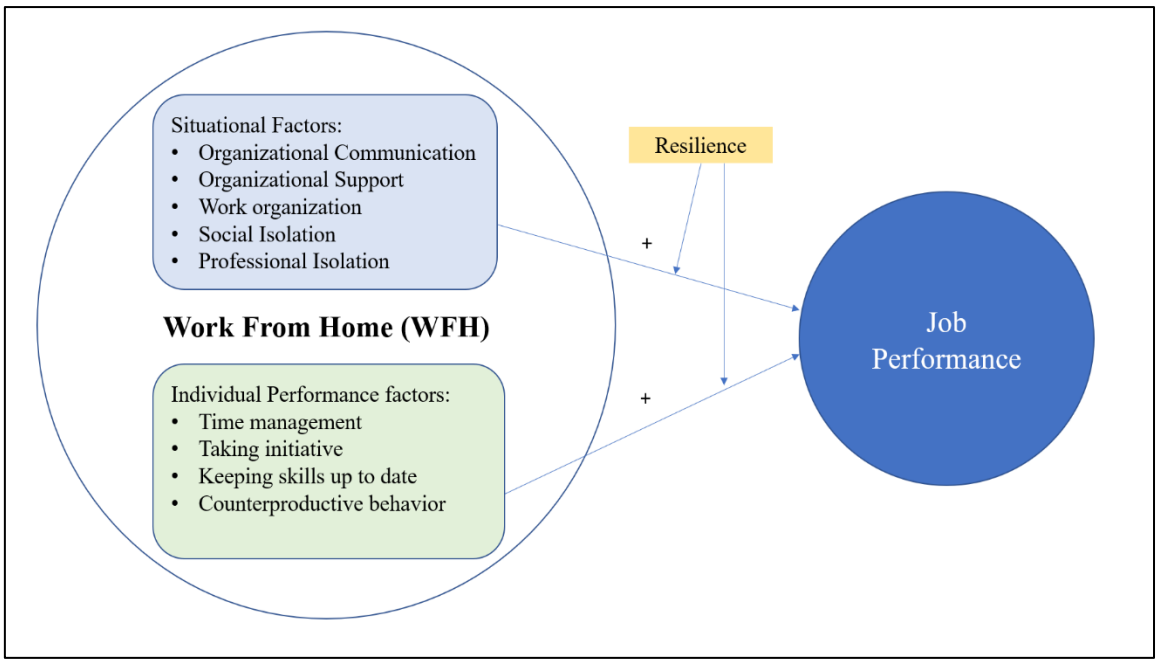

Figure 1. Effect of WFH on sales employee job performance (study plan)
Source: author's calculations

2.2. Methods of collecting data

In this study, the self-reported survey method was used to collect data for constant examination. A questionnaire was developed in English and prepared over the internet using the google form tool. The google form provides a simple and efficient setup of the questionnaire, and the data can be easily kept as a spreadsheet and imported to statistical tools for further analysis.

Moreover, due to the close contact restrictions in COVID-19 and time restrictions in this study, the online survey questionnaire was one of the best choices to gain the required data.

The survey invitation message was sent through email to the human resource manager of four companies to be passed to their sales employees. The selected companies were Biotechnology manufacturing companies that had sales departments and were in 4 different countries, namely Estonia, Iran, USA, and India. The selected companies contained sales employees with no WFH experience before COVID-19. However, some of the employees experienced remote work for a while before the COVID-19. Seventy-six valid responses were collected electronically in March 2021. Ten days after sending questionnaires, a reminder was sent to participants to appreciate the participation of those who already answered and reminding those who did not answer it yet.

2.3. Survey procedure

The questions presented in the questionnaire contained 74 questions (Appendix 1) that were selected based on:

1- Working from home experience, including work organization, time management, communication, and support. The questions were designed based on the article reviews covering these subjects, for instance, (Benetyte & Jatuliaviˇcien ˙ e, 2013), (Daim, et al., 2012), (Ramage, 2017), and (Agota Giedre Raišien, 2020).

   Four scales were made from the questions of this section. Namely: My work is organized (2 items), Personally organized work (3 items), Contact with teammates (4 items), and Contact with leaders (4 items).

2- Workplace social isolation including physical isolation, informational isolation, and job satisfaction; the questionnaire was taken from the article by (Orhan, 2016)

   To measure workplace social isolation, 11 items were selected from the original 65-item workplace isolation portfolio (Marshall et al., 2007). According to its theoretical concept, virtual workers' isolation divides into two sub-dimensions: physical and informational isolation. Regarding the job satisfaction scale, (Spector, 1985) Job Satisfaction Survey instrument was used.

   Three scales were made from the questions of this section. Namely: Physical isolation (4 items), Informational isolation (5 items), and Job satisfaction (7 items).

3- Resilience scale: the questionnaire was taken from the article by (Gonzalez, 2016)

   The Connor Davidson Resilience Scale (Connor, 2003) was used to measure resilience qualities.

   Resilience scale (10 items) was made from the questions of this part.

4- Individual Workplace Performance questionnaire (IWPQ) including Contextual performance and Counterproductive behaviors; the questionnaire was taken from the article by (Ramos Villagrasa, 2019)

   To measure IWPQ, an 18-item scale questionnaire (Koopmans L. , 2015) in the Netherlands was developed to measure the three main dimensions of job performance: task

performance, contextual performance, and counterproductive work behavior. The IWPQ scales' operationalization was based on a systematic review of the occupational health, work and organizational psychology, and management and economics literature (Koopmans L. B., 2011) and a study by Koopmans, Bernaards, Hildebrandt, De Vet, and (Koopmans L. B., 2013).

Four scales were made from the questions of this section. That is: Time management (5 items), Taking initiative (5 items), Keeping skills up-to-data (3 items), and Counterproductive behavior (5 items).

5- Self-evaluated performance questions

All other variables have been measured by a five-point Likert-type scale (5 = strongly disagree, 4= disagree, 3= somewhat disagree, … 1= strongly agree). For further analysis, the Likert-type scale was reversed

2.4 Sample description

76 valid responses were gathered. The data showed that 93.5% of respondents had no previous experience of WFH before the COVID-19 outbreak, and 6.5% had some remote work experience before the COVID-19. Concerning the age group, 50 % of the respondents were 35-65 years old, and 50% were18-35 years old. According to data, 28.2% of respondents had children, and 61.8% did not have children. Regarding the enjoyment of WFH, data showed that 73.7% of respondents enjoyed WFH and 26.3% did not enjoy WFH. (Table1)

Table1: Demographic table of samples

	Variable	**n**	**Percentage (%)**
WFH experience	No experience	71	93.5
	Had some	5	6.5
Age	Below 35	38	50
	Above 35	38	50
Enjoy WFH	Yes	56	73.7
	No	20	26.3
Have Children	Yes	29	38.2
	No	47	61.8

Source: author's calculations

2.4. Data Analysis Procedure

The data were exported from Google form to the Excel sheet. Statistical analysis was performed using IBM SPSS Ver.23 with confidence intervals of 95%. The answers were converted into numeric values, and new variables were computed for further analysis.

Reliability analysis according to Cronbach's alpha was carried out to test internal consistency and finding out the reliability of scales. Mean, median, and standard deviation were calculated for the target variable (scales). Samples T-Test was used to compare the mean values of Age, enjoy, and have children factors as independent variables with all scales as dependent variables. One-Way ANOVA Post Hoc test with Tamhane's method was conducted using family size, challenge, and days out of office as independent variables against target variables as dependent variables. Crosstabs Chi-square analysis was conducted to determine the relationship between two factors, specifically, enjoy and challenge.

3. RESULTS

3.1. Scales reliability

To analyze the reliability of obtained scales, Cronbach's reliability analysis was done (Table 1). The alpha value should be 0.7 or higher to validate the scale as reliable (Tavakol, 2011). All scales showed high reliability, the alpha range was lowest of (0.766) to the highest (0.965).

Table 2. Cronbach's alphas of validated scales

validated scales	**alpha**	**Mean**	**Median**	**Std. dev.**
My work is organized	0.845	2.53	2.00	1.205
I am organized	0.766	2.64	2.67	1.165
Contact with teammates	0.915	2.40	2.13	1.126
Contact with leaders	0.956	2.33	2.00	1.187
Physical isolation	0.785	2.87	2.80	0.927
Informational isolation	0.813	2.97	2.80	0.937
Job satisfaction	0.850	2.33	2.17	0.929
Resilience	0.946	2.31	2.11	0,967
Time management	0.965	2.18	2.00	1.073
Taking initiative	0.884	2.33	2.20	0.934
Keeping skills up-to-data	0.938	2.21	2,00	1.131
Counterproductive behaviour	0.874	3.48	3.60	1.040

Source: author's calculations

For the Job satisfaction scale, the first calculated alpha was 0.74, which was too near to the limit. The correlation value of questions for this scale was checked. It was found that the question "My efforts to do a good job are seldom blocked" had a weak and negative inner correlation -0,218. This item has been removed from the scale validation. The remaining scale of six items had an alpha 0.850, and it was used for further analysis.

In the Resilience scale, the alpha at the first analysis was 0.926. the question "I tend to bounce back after an illness or hardship" was excluded as it had a very weak inner correlation with 0.250. The alpha increased to 0.945. for further analysis, a scale of nine items was formed.

Most of the mean values given to these scales (Table 2) had the average value. Counterproductive behaviour had a somewhat lower value (m=2.52, M=2.40), which means that the respondents

engaged mostly in positive work behaviour. From the performance scale time management and keeping skills up to date were evaluated slightly higher. From WFH factors contact with the leader and my work is organized were also rated somewhat higher than the other factors. Although there were mean results, the high standard deviation showed that hypothetically, there were groups that different the given evaluation scales and different groups can be formed.

3.2. Descriptive Statistics of the Scales

To find out statistically meaningful differences in the evaluation between age groups as independent variables and scales as dependent variables, the T-test analysis was done. Two age groups were formed, the first group consisted of participants younger than 35 years old, and the second group consists of participants above 35 years old.

Based on the T-test results statistically, significant differences in three variables were found. Although according to the mean values, both age groups were moderately satisfied with how their work was organized. The older group (m= 3.75, p=0.045) was slightly more satisfied with the organization of work during WFH than the younger age group (m=3.20, p=0.045). Second, according to the mean values, both age groups were moderately comfortable with their ability to organize their personal work. However, the older group (m= 3.60, p=0.071) was slightly more satisfied with self-organization during WFH than the younger age group (m=3.11, p=0.071). The third variable was “Physical isolation.” The mean values for both age groups were assessed moderately unsatisfied with physical isolation. However, the older group (m= 3.32, p=0.074) experienced physical isolation during WFH on a slightly higher level than the younger age group (m=2.94, p=0.074). There were no statistically significant differences based on age group in other scales. (Appendix 2)

The questionnaire contained one question asking did or did not the participants enjoy WFH. Based on the answers two groups were formed, 56 persons enjoyed WFH, and 20 persons did not. T-test analysis showed statistically meaningful variations in six different scales. The results revealed that those who enjoyed WFH rated higher in 4 scales in WFH. They had higher ratings for how satisfied they were how the work was organized (accordingly m=3.64 and m=3.00, t=-2.093, p=0.040), for their ability to organize personal work (accordingly m=3.61and m=2.63, t=-4.118, p=0.001), for

the contact with teammates (accordingly m=3.80 and m=3.01 ,t=-3.398 , p=0.001) and for contact with leader (accordingly m=3.87 and m=3.11,t=-2.554 , p=0.013). They also had a higher rating for job satisfaction (accordingly m=3.72 and m=3.24, t=-3.132, p=0.003) and resilience scale (accordingly m=3.76 and m=3.22, t=-2.325, p=0.023). They also showed a lower level of counterproductive behaviour (accordingly m=2.38 and m=2.88, t=2.312, p=0.025). There were no statistically significant differences in ratings for other scales.

Table 3. Descriptive statistics and t-test results for groups based on the level of enjoyment WFH

Group Statistics	**Didn't enjoy (N=20)**		**Enjoyed (N=56)**		-	
Scales	Mean	Std. Dev.	Mean	Std. Dev.	t	p
My work is organized	3.00	1.000	3,64	1.235	-2.093	0,04
I am organized	2.63	0.801	3.61	1.172	-4.118	0.001
Contact with teammates	3.01	0.784	3.80	1.161	-3.398	0.001
Contact with leaders	3.11	1.074	3.87	1.170	-2.554	0.013
Physical isolation	3.41	0.874	3.02	0.931	1.612	0.111
Informational isolation	3.23	0.893	2.96	0.950	1.105	0.273
Job satisfaction	3.24	0.605	3.73	0.998	-1.901	0.061
Resilience	3.22	0.784	3.76	0.982	-2.475	0.016
Time management	3.45	0.838	3.95	1.123	-1.803	0.075
Taking initiative	3.49	0.791	3.73	0.979	-0.980	0.330
Keeping skills up-to-data	3.62	0.804	3.85	1.228	-0.794	0.430
Counterproductive behaviour	2.88	0.685	2.38	1.116	1.855	0.068

Source: author's calculations

To control, if there were differences in ratings, between the participants, who have children and those who don't, the sample was divided into two groups. The first group did not have any children, and the second group had. According to T-test results, there were no statistically significant differences in evaluation between these two groups. (Appendix 3)

The respondents were divided into three groups in terms of how challenging the situation was for them while WFH. Group 1 felt it less challenging than normal, group 2 said it was challenging as normal, and Group 3 found it was more challenging than normal. To find the statistically significant differences between in evaluations of these groups One-way ANOVA Post Hoc test with Tamhane method was used. The result revealed that there was a significant difference between group 1 and group 2 in contact with teammates (F=5.143, p=0.008). The first group was much less satisfied (m= 2.91) with contacts with teammates than the second group (m= 3.97).

Regarding informational isolation, there was a difference between group 2 and group 3 (F=4.72, p=0.012), indicating that the 3rd group has found to be in a much stronger informational isolation (m= 3.36), than the 2nd group (m=2.64). There was also a significant difference between group 1 and group 2 and group 3 in time management (F=6.94, p=0.002). The results showed that respondents from group 1 could cope with time management on a lower level (m= 3.02) than respondents from group 2 (m= 4.08) and group 3 (m= 4.02). Also, in terms of keeping skills up to date, group1 (F=9.45, p=0.001) showed significant differences compared to the other two groups. Results indicate that being up to date was challenging for the group 1 (m= 2.84) and not for group 2 (m= 4.11) and for group 3 (m= 4.02). (Appendix 4)

The result of the One-Way ANOVA Post Hoc test with Tamhane method indicated that there was no statistically significant difference in evaluations based on family size.

3.3. Correlation analysis

A Spearman correlation analysis was used to measure the relationship between the variables in this study. The correlation coefficient represents the effect size between two variables and provides the degree to which they correlate. The strength of the correlative relationships was assessed as follows: $0{,}30 \leq \rho \leq 0{,}49$ – weak relationship; $0{,}50 \leq \rho \leq 0{,}69$ – moderate relationship; $0{,}70 \leq \rho \leq 0{,}89$ – strong relationship; $\rho \geq 0{,}9$ very strong relationship (Dancey CP, 2004). (Appendix 5)

The result revealed a statistically significant weak correlation between enjoyment of WFH and job performance during WFH ($\rho = 0.412$, $p < .001$). Somers' *d* was run to determine the direction of influence in the relationship between these two variables and the results showed that those who enjoyed more WFH evaluated their performance higher (d=0.536, p =0.001). Also, there were significant weak correlations between enjoying WFH and feeling optimistic ($\rho = 0.361$), effectiveness of remote meeting ($\rho = 0.478$, $p < .001$), welcoming new method by the organization ($\rho = 0.342$, $p < .001$), how their work was organized in WFH ($\rho = 0.308$, $p < .001$), organizing personal work ($\rho = 0.387$, $p < .001$), contact with teammates ($\rho = 0.356$, $p < .001$), contact with the leader ($\rho = 0.312$, $p < .001$), job satisfaction ($\rho = 0.355$, $p < .001$), resilience ($\rho = 0.350$, $p < .001$), and time management ($\rho = 0.326$, $p < .001$). Moreover, there was a negative significant weak

correlation between enjoying and counterproductive behaviour (ρ = -0.311, p< .001), Somers' d (d=0.406, p=0.001) indicates that those who enjoyed more had less counterproductive behaviour.

Table 4. Correlation result for Enjoying WFH factor

Enjoying working from home	**ρ**	**p**
Self-evaluated performance	0.412	<0.001
Feeling optimistic	0.361	<0.001
Effectiveness of remote meeting	0.478	<0.001
Welcoming new method by the organization	0.342	<0.001
Work is organized	0.308	<0.001
Organizing personal work	0.387	<0.001
Contact with teammates	0.356	<0.001
Contact with the leader	0.312	<0.001
Job satisfaction	0.355	<0.001
Resilience	0.350	<0.001
Time management	0.326	<0.001
Counterproductive behaviour	-0.311	<0.001

Source: author's calculations

The results showed that those who enjoyed more WFH evaluated their performance higher and those who enjoyed more had less counterproductive behaviour.

The result showed a statistically significant negative weak correlation between feeling how WFH situation was challenging and feeling optimistic (ρ = -0.347, p<0.001), the effectiveness of remote meeting (ρ = -0.386, p<0.001), and self-evaluated job performance (ρ = -0.279, p<0.005).

Table 5. Correlation result for feeling WFH situation challenging

Feeling WFH situation challenging	**ρ**	**p**
Feeling optimistic	-0.347	<0.001
Effectiveness of remote meeting	-0.386	<0.001
Self-evaluated performance	-0.279	<0.005

Source: author's calculations

The result indicated, those who felt the WFH situation was more challenging were less optimistic, felt the meeting was less productive, and had a lower performance during WFH.

Based on the result, there was a significant strong positive correlation between resilience and time management ($\rho = 0.779$, $p<0.001$), taking initiative ($\rho = 0.707$, $p<0.001$), and keeping skills updated ($\rho = 0.723$, $p<0.001$). It pointed that those who were more resilient had higher time management, updated skills, and taking initiative. Additionally, there was a weak positive correlation between resilience and enjoying WFH ($\rho = 0.350$, $p<0.001$) and feeling optimistic ($\rho = 0.321$, $p<0.001$). In contrast, a statistically significant weak negative correlation between resilience and counterproductive behaviour ($\rho = -0.444$, $p<0.001$) indicated those who had higher resilience had less counterproductive behaviour.

Table 6. Correlation result for resilience

Resilience	**ρ**	**p**
Time management	0.779	<0.001
Taking initiative	0.707	<0.001
Keeping skills updated	0.723	<0.001
Enjoying WFH	0.350	<0.001
Feeling optimistic	0.321	<0.001
Counterproductive behaviour	-0.444	<0.001

Source: author's calculations

The result revealed those who were more resilient had higher time management, updated skills, and took initiative. In contrast, those who had higher resilience had less counterproductive behaviour.

3.4. Moderation Analysis

Prediction of performance (Y) working from home (X) with Resilience (W) serving as a moderator of the relationship by moderation regression analysis was done. Before doing the analysis WFH and Resilience were made into categorical variables. Resilience has a positive moderating effect on the relationship between WFH and job performance. The relationship between working from home and performance was different for those high in resilience and those low in resilience, by the fact that the two regression lines sloped in different directions. For those, who were low in resilience, the relationship was negative and significant. (b= -1.160, s.e.=0.409, t= -2.836 p=0.006). Whereas the relationship for those, who were high in resilience, the relationship was positive and significant (b=0.440, s.e.= 0.156, t=2.823, p=0.006). The positive relationship

between WFH and performance for those, who were high in resilience, indicated that if they rated high on WFH, they reported better performance levels as well, and the opposite for those with low resilience.

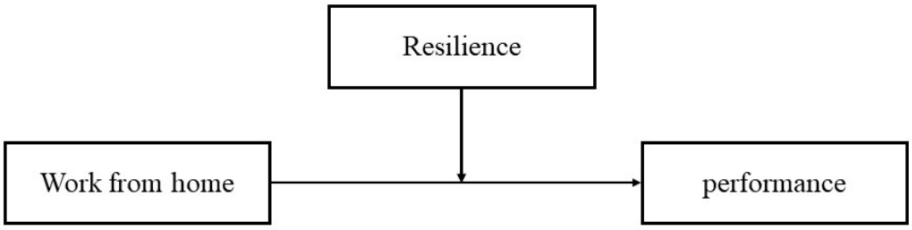

Figure 2. The model for the effect of resilience as moderator on working from home and productivity

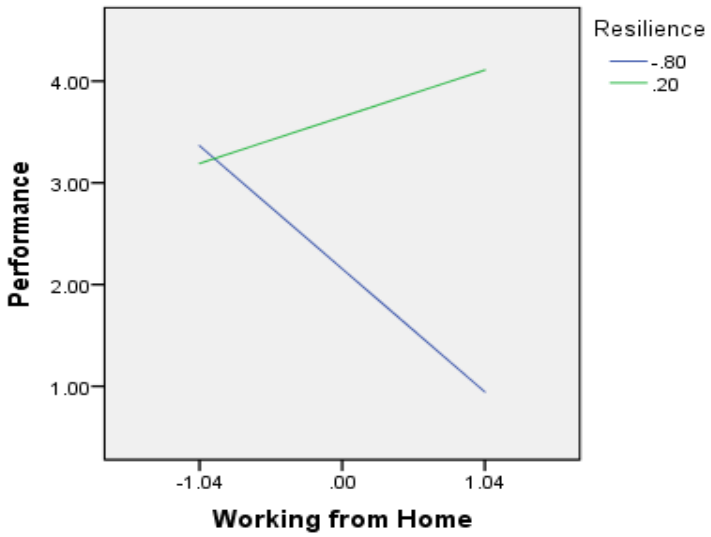

Figure 3. Effect of resilience as moderator on working from home and productivity

Prediction of performance (Y) Social isolation (X) with Resilience (W) serving as a moderator of the relationship by moderation regression analysis was done. Resilience has a negative moderating effect on the relationship between social isolation and job performance. The relationship between social isolation and performance was different for those high in resilience and those low in

resilience, by the fact that the two regression lines sloped in different directions. For those, who were low in resilience, the relationship was positive and nonsignificant. (b= 0.329, s.e.=0.254, t= 1.294 p=0.2). Whereas the relationship for those, who were high in resilience, the relationship was negative and significant (b=-0.478, s.e.= 0.174, t=-2.801, p=0.007). The negative relationship between social isolation and performance for those, who were high in resilience, indicated that if they rated high on social isolation, they still reported better performance level, and the opposite for those with low resilience. The relationship between performance and social distance was weaker when resilience was high. Thus, social isolation has less impact on performance when resilience is high.

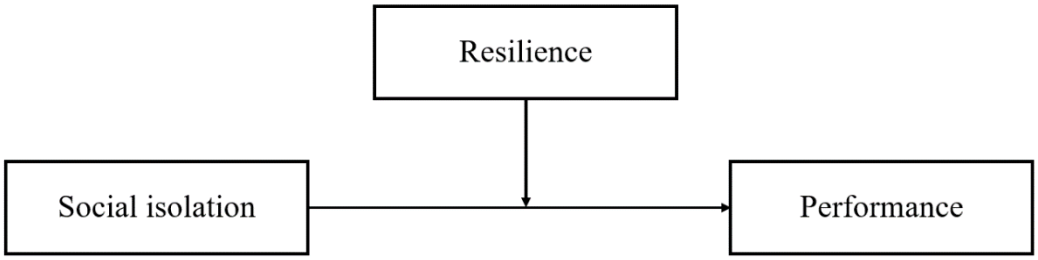

Figure 4. The model for the effect of resilience as moderator on Social isolation and performance

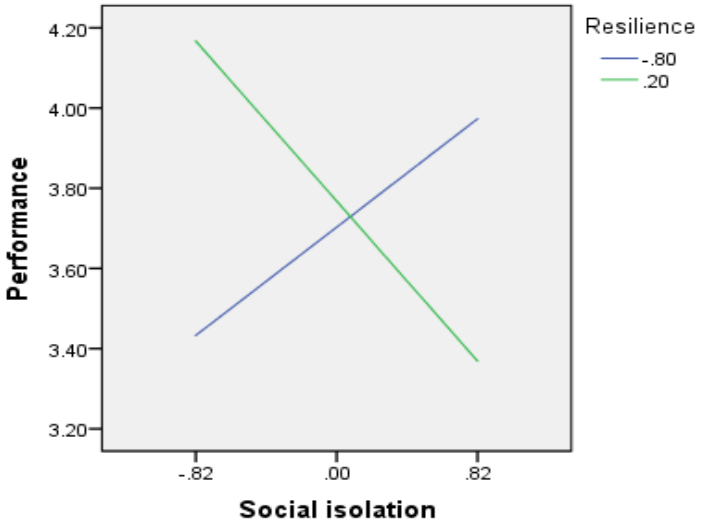

Figure 5. Effect of resilience as moderator on social isolation and performance

4. Discussion

This thesis aim is to determine if personal resilience makes a difference in how situational and individual factors influence sales employees' job performance while WFH is in a pandemic situation.

The current research examined the effect of situational and individual performance factors and individual's resilience on job performance during working from home in a pandemic situation.

Organizational communication, organizational support, work organization, social and professional isolation were considered situational factors in the present study. Time management, taking initiative, keeping skills updated, and counterproductive behavior was considered as individual factors in this study. Resilience is one of the remarkable factors that ensure better adaptability and coping. It was estimated as moderating factor.

According to the present study results, while an employee has resilience and individual factors at a higher level, the enjoyment of work is higher and this ultimately leads to higher job performance. On the other hand, when organizational factors are available to an employee, the condition of WFH will be less challenging which leads to higher enjoyment of WFH result in higher job performance. Moreover, it was found employees with high resilience showed better job performance when working from home. Those who were more resilient had better compiling individual factors and result in higher job performance. Also, those who were more resilient found organization factors during WFH less challenging and had higher job performance.

Previous studies which have examined the effect of resilience, have confirmed, that there is a relationship between resilience and greater job satisfaction, work happiness, and employee engagement. But there is a lack of combined investigation of situational and personal factors with moderating effect of resilience on sales employee's job performance who had no or few previous WFH experience.

The analysis to investigate the moderation effect of resilience on the relationship between WFH and job performance revealed, that resilience had a positive moderating effect on the relationship between WFH and job performance. Employees with high resilience showed better job performance when working from home. The relationship between working from home and

performance was different for those who were low in resilience, the relationship was negative. That means, that they showed poorer job performance while working from home. These findings were similar to Luthans et al. (2007) and Ghanbari (2017) findings. They found that resilience had positive effects on job performance and job satisfaction. In these studies, they measured only direct effect not taking into account the context.

Findings of the other relationships of resilience with job performance components revealed, that those who were more resilient had better time management, kept their skills up-to-date, and took more initiative, and showed less counterproductive behaviour. These findings can explain the positive impact of resilience on the relationship between WFH and better job performance.

Analyses of the impact of resilience on the relationship between social isolation and job performance revealed that the outcome was different for those high in resilience and for those low in resilience. The results showed that employees with high resilience, although they felt higher social isolation, showed higher job performance. This indicates that the relationship between job performance and social isolation was weaker for those who had high resilience. Indicating that perceived social isolation had less of an effect on their job performance. The opposite was with employees with low resilience. Being in social isolation had a strong deteriorating impact on their job performance.

The results obtained clearly show the importance of resilience and its supportive effect on job performance, which makes it important to managers to find ways to strengthen the resilience of employees.

According to previous studies, there are positive and negative relations between working from home and job performance. Many previous studies supported the positive association between WFH and job performance (Bélanger, 1999); (Crandall, 2005); (Bloom N. L., 2014); (Allen, 2015) and (Gajendran R. S.-K., 2015). However, WFH may also affect job performance negatively due to social and professional isolation (Golden, 2008).

In terms of situational factors, the results showed a relationship between communication and job performance during remote work, which confirms the results of one earlier study, that found a positive relationship between organizational communication and career performance and job satisfaction (Turetken, 2011). The correlation analysis revealed that there was a strong positive correlation between job performance and contact with teammates. While the opposite results were

found when employees were left with no face-to-face contact. These employees showed poor job performance. Similar results were found in Golden's (2008) study, employees who worked from home and engaged in a limited amount of face-to-face interactions with teammates and leaders were negatively related to their job performance. Based on these results one can say, that a sufficient amount of face-to-face interactions with teammates and supervisors is critical for good job performance.

Previous studies (Johnson, 2007; Lautsch, 2009) have revealed, that employees, who were provided specific training by their leaders and organizations to support telework, and when leaders used an information-sharing approach, had a lower work conflict and showed better performance. The present study results supported these previous findings as there was a positive correlation between getting support from leaders and job performance. The results indicated that those who had more support from the leader rated their job performance higher during WFH. On the other hand, there was a negative correlation between informational isolation and job performance, which implied that those with stronger information isolation showed poor job performance. These results show that just face-to-face interactions aren't enough, these interactions have to be supportive and include information that facilitates job performance.

The results provided a meaningful positive correlation between work organization and job performance, which indicates that the better the work organized for employees who worked from home the better job performance they show. Similarly, Beauregard (2013) pointed out that employees who had working conditions at home that complied with health and safety regulations showed better job performance. As working conditions at home are different from working in an office, special attention must be paid to organizing work and creating suitable conditions for working from home, because mere poor conditions can worsen job performance.

According to the effect of time management, one of the individual performance factors, the results revealed a positive correlation between time management and job performance and WFH. Indicated, those who were good in time management showed also better job performance. Also, those who had previous experience of WFH showed better time management.

According to Sousa (2018), the development of new skills is critical to responding to the world of work in the digital age (Sousa, 2018). Based on the correlation analysis, the present study results supported this statement; a strong positive correlation was between keeping skills up to date by

employees and job performance, and WFH was found. Indicated those who had more level of skills updated showed more job performance.

The previous studies indicated that employees who take the initiative to improve their current circumstances and make a plan for a different future by changing the self or environment had higher job satisfaction and better job performance (Parker, 2010) and (Rudolph, 2017). Additionally, employees with higher personal initiative were more engaged in playful work design and had higher job performance (Scharp, 2020). The result proved that more initiative employees had higher job satisfaction and better job performance in support of the previous study.

According to Malik, the changes induced by pandemic Covid-19 are sudden and combined with social isolation, and changes in keeping the balance between personal and professional needs that have led to counterproductive behaviour (Malik, Sinha, & Goel, 2020). The present study's result pointed out that counterproductive behavior was in a negative correlation with WFH and job performance. It showed that during WFH, those with higher counterproductive behavior had lower job performance, and those who rated better job performance showed less counterproductive behavior.

4.1. Limitations and Recommendations for Future Research

As is the case with every study, there are some limitations in this research. In the present study, 74 questions in a questionnaire were used to collect data. the questions covered work organization, time management, communication, and support. workplace social isolation questions by (Orhan, 2016), resilience covering questions (Gonzalez, 2016), and Individual Workplace Performance questions by (Ramos Villagrasa, 2019). The questions included in this questionaries were limited to measuring some individual and situational factors according to the present study. Therefore, future research could investigate some other factors.

The sample size in the present study was small (76 respondents) and the study was included one kind of extensive domain, product-oriented sales employees. While the sales field is wide and contains different categories namely transactional, needs-oriented, consultative, and insight sales.

Therefore, it would be interesting to do similar research including different sales categories with bigger sample sizes to analyze.

The present study was based on questionaries from sales employees only, neither companies nor organizations nor leaders. Consequently, there is a possibility to design research prioritizing the response of organizations or leaders on their employees' job performance.

The current research was not limited to only one country or company. The respondents were from four different countries including Estonia, Iran, USA, and India. The unequal mixture of respondents would provide a subjective base to the data gathered based on their culture. Limiting a respondent to a particular country or region of the world will provide obtaining reliable findings as unequal mixed of respondents may affect the results.

Finally, the study was conducted at a single point of time during the middle stage of the COVID-19 pandemic, where the employees have not faced more than a year of experiencing WFH. Therefore, it would be meaningful to do similar research when employees experienced WFH at the latest stage of pandemic COVID-19.

While this study contains some limitations, it can still be used as a meaningful pilot study for further research containing a bigger sample size, different sales domains, and more factors that could affect performance. Moreover, there is a possibility to research at the late stage of the pandemic to investigate and compare employees' job performance during the long period of WFH in a crisis.

4.2. Managerial Implications

The current study is informative to academics, business organizations, company managers, and human resource managers. WFH is not a new concept and it has been years to become a way for organizations to offer work in a flexible workplace by using IT technology. WFH is currently worldwide used and known as an alternative working method to minimize the risk of COVID-19 infection. The study brought out the wider view of factors affecting sales employees' job

performance during WFH. Furthermore, the study evaluated resilience as a moderating factor in the relationship between WFH and job performance. Also, social isolation and job performance.

This study has several managerial implications that can facilitate new ways of WFH during and after COVID-19. The result of correlation analysis in the present study advances the idea for managers to identify the relationship between factors affecting sales employees' job performance. This finding may help an organization to find solutions to improve situational factors that may lead to higher job performance. It would be helpful for managers, to consider proving a better way to contact leaders and teammates to decrease social isolation and may result in higher job performance during WFH.

Furthermore, strengthening employees' skills by conducting training results in better job performance. Organizations need to facilitate higher support for their employees to reach higher job performance. Based on the current study, sales employees with higher resilience showed higher job performance during WFH. Moreover, high resilience sales employees showed better job performance even in social isolation. This result is important for organizations as they can increase employees’ resilience by providing better trust and support. Employees with higher feeling trust and support evaluated more resilience to unexpected challenges.

Conclusion

WFH is increasingly an option in today's world especially according to the rapid development of information and communications technology. WFH is designed to provide more flexibility for employees to achieve their duties and bring a balance between their job and life. After the pandemic COVID-19 announcement, organizations all over the world were forced to WFH to prevent spreading virus infection. There is a difference between WFH before the pandemic and during the pandemic as the companies were forced employees to WFH even without any experience or suitable platform for WFH.

During WFH, an employee's job performance is affected by situational and individual performance factors. Furthermore, resilience also plays an important role in employees' adaptability to changes and coping difficulties.

The current study aims to determine if personal resilience makes a difference in how situational and individual factors influence sales employees' job performance while WFH is in a pandemic situation.

According to the review of previous articles and to answer the present study questions, the quantitative method was chosen based on the questionnaire and assessing the data statistically. The result showed that the older group was slightly more satisfied with the self-organization and organization of their work during WFH than the younger group. While the older group was feeling slightly more physically isolated. It was interesting that among 76 respondents 56 were enjoyed WFH.

It was remarkable on correlation results, those who enjoyed WFH more, they evaluated their performance higher. Also, employees who felt the WFH situation more challenging, were less optimistic, felt the meeting was less productive, and had a lower performance during WFH. Resilience as a moderating factor strengthens the relationship between job performance and WFH in a positive way. Representing those who were more resilient they had better job performance during WFH. Furthermore, resilience weakened the relationship between job performance and social isolation in a negative way. Therefore, those who were more resilient they had better job

performance even though experiencing social isolation. Overall, social isolation had less impact on job performance when the resilience was high.

Previous studies investigated the effect of different factors on job performance. They revealed there is a relationship between resilience and greater job satisfaction, work happiness, and employee engagement. According to the researcher's literature review, there was no combined investigation of situational and personal factors with moderating effect of resilience on sales employees' job performance who had no or less previous WFH experience.

The current study has some limitations; small sample size, focused on product-oriented sales employees, some organizational and personal factors were investigated, the study was based on self-respond from sales employees, not companies or organizations, or leaders. Finally, the study was conducted at a single point of time during the middle stage of the COVID-19 pandemic, where the employees have not faced more than a year of experiencing WFH. While this study contains some limitations, it can still be used as a meaningful pilot study for further research containing a bigger sample size, different sales domains, and more factors that could affect performance. Moreover, there is a possibility to research at the late stage of the pandemic to investigate and compare employees' job performance during the long period of WFH in a crisis.

To conclude, the researcher believes the current study's theoretical and empirical integrations is informative for organizations and employers, on the value of sales employees' job performance during forced WFH in crisis. The result of current study is beneficial for employers to understand how situational and individual performance factors along with personal reliance can affect employee's job performance with no experience of WFH. The findins may help an organization to find solutions for improving situational and individual factors that lead to higher job performance. Therefore, the present study provides broader perspective for mangers to prepare organization and employee for next crisis.

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APPENDICES

Appendix 1. Questionnaire Items

Informational survey questions:

1. Do you working from home since the outbreak of the Covid-19 virus? Yes/No
2. How old are you?
3. Do you enjoy working remotely so far? Yes/No
4. How many days per week did you on average work partly or full-time from home before the outbreak of the Covid-19 virus?
5. How many young people and adults, including yourself, are present in your home when you work under Covid-19?
6. How many children below 15 years are present in your home when you work under Covid-19?
7. considering your current work and life situation, how would you describe it?
8. Much less challenging than normal/Just as challenging as normal/Much more challenging than normal

Working from home experience survey questions:

Please give your rating to the proficiency, skills, and knowledge acquired during your probation in performing tasks in a five-point system, where the grade "5" is "Strongly disagree", "4" - "Agree", "3" - "Neither agree nor disagree", "2" - "Disagree "And" 1 "-" Strongly agree

9. working from home policies are clear
10. work objectives are clear each day and Each week
11. Is it easy to “turn off work mode” at the end of the day
12. I am able to stick to a work routine or schedule
13. I feel as productive at home as you are at the office
14. I am satisfied with the frequency of communication with your teammates
15. Our remote work tools (e.g., VPN, remote work access, communication tools do not hinder my work
16. I feel supported and trusted by my teammates
17. I feel there is adequate communication from team leaders

18. I am satisfied with the frequency of communication from leadership
19. It is easy to reach your leaders when you need them
20. I feel supported and trusted by your team leader

Workplace social isolation survey questions:

Please give your rating to the proficiency, skills, and knowledge acquired during your probation in performing tasks in a five-point system, where the grade "5" is "Strongly disagree", "4" - "Agree", "3" - "Neither agree nor disagree", "2" - "Disagree "And" 1 "-" Strongly agree

Physical Isolation

21. I am isolated from others at work
22. I often feel left out.
23. I often miss having people around me.
24. My children distance learning disturbs me
25. I often feel I am no longer close to anyone.
26. I am separated from others whom I work with.
27. I often miss engaging in work-related informal chats with others.

Informational Isolation

28. I feel I miss a lot of information when I am not seeing people I work with.
29. I often miss the opportunity to meet key people who I work with.
30. I could resolve problems more quickly and effectively if I had more chances to interact face-to-face with others.
31. Informal discussions with people are an important part of my work.

Job Satisfaction

32. I sometimes feel my job is meaningless.
33. Communications seem good within this organization.
34. I do not feel that the work I do is appreciated.
35. My efforts to do a good job are seldom blocked.
36. I often feel that I do not know what is going on with the organization.
37. My work tasks are often not fully clear to me.

38. I enjoy being with others I work with
39. I need physical equipment
40. I need data and documents
41. There are work tasks I cannot do from home

Resilience scale survey questions:

Please give your rating to the proficiency, skills, and knowledge acquired during your probation in performing tasks in a five-point system, where the grade "5" is "Strongly disagree", "4" - "Agree", "3" - "Neither agree nor disagree", "2" - "Disagree "And" 1 "-" Strongly agree

42. I adapt to change quite easily
43. I usually can deal with whatever comes up.
44. I tried to see humorous side of problems
45. Coping with stress can strengthen me
46. I tend to bounce back after illness of hardship
47. I can achieve goals despite obstacles
48. I can stay focused under pressure
49. I'm not easily discouraged by failure
50. I think of myself as a strong person
51. I can handle unpleasant feelings

Individual Workplace Performance survey questions:

Please give your rating to the proficiency, skills, and knowledge acquired during your probation in performing tasks in a five-point system, where the grade "5" is "Strongly disagree", "4" - "Agree", "3" - "Neither agree nor disagree", "2" - "Disagree "And" 1 "-" Strongly agree

Contextual performance

52. I managed to plan my work so that I finished it on time
53. I kept in mind the work result I needed to achieve
54. I was able to set priorities
55. I was able to carry out my work efficiently
56. I managed my time well
57. On my own initiative, I started new task when my old tasks were completed
58. I took on challenging tasks when they were available

59. I worked on keeping my job-related knowledge up-to-date
60. I worked on keeping my work skills up-to-date
61. I came up with creative solutions for new problems
62. I took on extra responsibilities
63. I continually sought new challenges in my work
64. I actively participated in meetings and/or consultations

Counterproductive behaviours

65. I complained about minor work-related issues at work
66. I made problems at work bigger than they were
67. I focused on the negative aspects of situation at work instead of the positive aspects
68. I talked to colleagues about the negative aspects of my work
69. I talked to people outside the organization about the negative aspects of my work

Self-evaluation survey questions:

70. how productive have you been during this time (compare with January 2020 before lockdown and January 2021)? Decreased my productivity/ No effect on my productivity/ Increased my productivity

71. How do you evaluate your job performance during this time (compare with January 2020 before lockdown and January 2021)? Excellent/ Very good/ Good/ Not bad/ Bad

72. Are you feeling optimistic or pessimistic about WFH (compare with January 2020 before lockdown and January 2021) Optimistic/ Pessimistic/ About the same

73. Do you think remote meetings are as productive as face-to-face meetings? Yes/No

74. Our organization welcomes new methods of working and communicating to improve team productivity. (compare with January 2020 before lockdown and January 2021) Yes/ Somehow/ No

Appendix 2. Descriptive Statistical Results for Age Groups

Scales	**age up to 34**		**age over 35**	
	Mean	**Std. dev**	**Mean**	**Std. dev.**
My work is organized	3.19	1.227	3.75	1.131
I am organized	3.11	1.165	3.59	1.128
Contact with teammates	3.40	1.112	3.79	1,119
Contact with leaders	3.66	1.271	3.68	1.114
Physical isolation	2.93	0.920	3.31	0.904
Informational isolation	3.10	0.990	2.96	0.888
Job satisfaction	3.54	0.761	3.66	0.799
Resilience	3.63	1.022	3.60	0.802
Time management	3.75	1.058	3.87	1.097
Taking initiative	3.56	1,060	3.76	0.789
Keeping skills up-to-data	3.70	1.161	3.87	1.108
Counterproductive behaviour	2.60	1.118	2.42	0.961

Appendix 3. Descriptive Statistic Result for Have Children Group

Group Statistics	**Do not have Children (N=47)**		**Have Children (N=29)**		**-**	
Have Children	**Mean**	**Std. Deviation**	**Mean**	**Std. Deviation**	**t**	**p**
My work is organized	3.51	1.086	2.59	3.41	0.338	0.736
Personally organized work	3.42	1.147	3.25	1,207	0.599	0.551
Contact with teammates	3.7	1.024	3.43	1.276	1.020	0.311
Contact with leaders	3.81	1.128	3.45	1.265	1.310	0.194
Physical isolation	3.16	0.910	3.07	0.967	0.422	0.675
Informational isolation	2.92	0.960	3.21	0.887	-1.287	0.202
Job satisfaction	3.64	0.816	3.54	1.100	0.548	0.585
Resilience	3.76	0.855	3.39	1.087	1.941	0.056
Time management	3.96	0.994	3.58	1.169	1.523	0.132
Taking initiative	3.75	0.833	3.52	1.079	1.039	0.302
Keeping skills up-to-data	3.94	0.992	3.55	1.310	1.450	0.151
Counterproductive behaviour	2.39	0.950	2.72	1.158	-1.381	0.172

Appendix 4. Descriptive Statistic Result for challenging the situation

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
My work is organized	1.00	17	2,8529	1,62754	,39474	2,0161	3,6897	1,00	5,00
	2.00	26	3,7885	,95051	,18641	3,4045	4,1724	2,00	5,00
	3.00	33	3,5455	1,04106	,18123	3,1763	3,9146	1,50	5,00
	Total	76	3,4737	1,20525	,13825	3,1983	3,7491	1,00	5,00
Personally organized work	1.00	17	3,0588	1,42027	,34447	2,3286	3,7891	1,00	5,00
	2.00	26	3,6282	1,06386	,20864	3,1985	4,0579	1,33	5,00
	3.00	33	3,2929	1,08576	,18901	2,9079	3,6779	1,00	5,00
	Total	76	3,3553	1,16535	,13367	3,0890	3,6216	1,00	5,00
Contact with teammates	1.00	17	2,9118	1,41957	,34430	2,1819	3,6416	1,00	5,00
	2.00	26	3,9712	,94426	,18519	3,5898	4,3526	2,00	5,00
	3.00	33	3,6591	,94954	,16529	3,3224	3,9958	2,00	5,00
	Total	76	3,5987	1,12626	,12919	3,3413	3,8560	1,00	5,00
Contact with leader	1.00	17	3,1912	1,58738	,38500	2,3750	4,0073	1,00	5,00
	2.00	26	3,9423	1,08468	,21272	3,5042	4,3804	1,50	5,00
	3.00	33	3,7121	,97050	,16894	3,3680	4,0562	2,00	5,00
	Total	76	3,6743	1,18745	,13621	3,4030	3,9457	1,00	5,00
Physical isolation	1.00	17	2,8941	1,25721	,30492	2,2477	3,5405	1,00	4,80
	2.00	26	3,0308	,81524	,15988	2,7015	3,3601	1,60	4,60
	3.00	33	3,3212	,79205	,13788	3,0404	3,6021	1,80	4,40
	Total	76	3,1263	,92655	,10628	2,9146	3,3380	1,00	4,80
Informational isolation	1.00	17	3,0000	1,00499	,24375	2,4833	3,5167	1,60	5,00
	2.00	26	2,6385	,78388	,15373	2,3218	2,9551	1,40	4,40
	3.00	33	3,3576	,91482	,15925	3,0332	3,6820	1,00	4,80
	Total	76	3,0316	,93698	,10748	2,8175	3,2457	1,00	5,00
Job satisfaction	1.00	17	3,1597	1,10412	,26779	2,5920	3,7274	1,57	5,00
	2.00	26	3,8077	,60060	,11779	3,5651	4,0503	2,86	5,00
	3.00	33	3,6667	,61928	,10780	3,4471	3,8863	2,71	5,00
	Total	76	3,6015	,77769	,08921	3,4238	3,7792	1,57	5,00
Resilience	1.00	17	3,2647	1,26981	,30798	2,6118	3,9176	1,00	5,00
	2.00	26	3,7385	,83190	,16315	3,4024	4,0745	2,10	4,90
	3.00	33	3,7121	,72101	,12551	3,4565	3,9678	1,30	4,80
	Total	76	3,6211	,91306	,10474	3,4124	3,8297	1,00	5,00
Time management	1.00	17	3,0235	1,40514	,34080	2,3011	3,7460	1,00	5,00
	2.00	26	4,0769	,86362	,16937	3,7281	4,4257	2,00	5,00
	3.00	33	4,0182	,83421	,14522	3,7224	4,3140	1,60	5,00

	Total	76	3,8158	1,07270	,12305	3,5707	4,0609	1,00	5,00
Taking initiative	1.00	17	3,1059	1,20855	,29312	2,4845	3,7273	1,20	5,00
	2.00	26	3,8385	,72226	,14165	3,5467	4,1302	2,20	5,00
	3.00	33	3,8182	,83271	,14496	3,5229	4,1134	1,20	5,00
	Total	76	3,6658	,93432	,10717	3,4523	3,8793	1,20	5,00
Keeping skills uptodate	1.00	17	2,8431	1,54163	,37390	2,0505	3,6358	1,00	5,00
	2.00	26	4,1154	,82161	,16113	3,7835	4,4472	2,33	5,00
	3.00	33	4,0202	,81624	,14209	3,7308	4,3096	1,33	5,00
	Total	76	3,7895	1,13116	,12975	3,5310	4,0480	1,00	5,00
Counterproductive behaviour	1.00	17	2,9529	1,52074	,36883	2,1710	3,7348	1,00	5,00
	2.00	26	2,1308	,61173	,11997	1,8837	2,3779	1,00	3,00
	3.00	33	2,5939	,92532	,16108	2,2658	2,9220	1,00	4,80
	Total	76	2,5158	1,03962	,11925	2,2782	2,7534	1,00	5,00

Appendix 5. Spearman's Correlation Analysis

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
A	1,000																						
B	-,015	1,000																					
C	,093	,107	1,000																				
D	,146	-,205	-,108	1,000																			
E	,147	,535**	,083	-,237*	1,000																		
F	,104	,412**	,101	-,279*	,608**	1,000																	
G	-,134	,361**	,197	-,347**	,444**	,509**	1,000																
H	-,078	,478**	-,047	-,386**	,522**	,576**	,325**	1,000															
I	-,148	,342**	,124	-,150	,340**	,518**	,369**	,389**	1,000														
J	,257*	,308**	-,078	,086	,192	,005	,209	,135	,056	1,000													
K	,225	,387**	-,065	,008	,227*	,154	,153	,148	,005	,632**	1,000												
L	,203	,356**	-,078	,056	,323**	,263*	,287*	,162	,096	,676**	,768**	1,000											
M	,012	,312**	-,033	-,015	,243*	,197	,287*	,164	,202	,563**	,600**	,835**	1,000										
N	,190	-,191	-,219	,176	-,146	-,126	-,353**	-,130	-,132	-,161	-,165	-,252*	-,365**	1,000									
O	-,100	-,165	,110	,261*	-,248*	-,172	-,250*	-,244*	,019	-,204	-,346**	-,397**	-,381**	,532**	1,000								
P	,096	,355**	-,185	,051	,389**	,343**	,419**	,295**	,258*	,605**	,518**	,767**	,726**	,233*	-,285*	1,000							
Q	-,054	,350**	-,173	,050	,182	,288*	,321**	,228*	,393**	,570**	,558**	,619**	,589**	-,278*	-,109	,661**	1,000						
R	,087	,326**	-,128	,160	,252*	,347**	,384**	,296**	,309**	,573**	,606**	,706**	,626**	-,090	-,166	,775**	,779**	1,000					
S	,092	,169	-,004	,126	,234*	,413**	,413**	,182	,295**	,368**	,479**	,636**	,615**	-,210	-,180	,743**	,707**	,856**	1,000				
T	,084	,220	-,154	,164	,198	,351**	,290*	,213	,186	,461**	,605**	,735**	,593**	-,070	-,107	,766**	,723**	,853**	,849**	1,000			
U	-,105	-,311**	,092	,013	-,410**	-,167	-,372**	-,243*	-,016	-,514**	-,451**	-,578**	-,586**	,365**	,377**	-,716**	-,444**	-,558**	-,528**	-,522**	1,000		
V	,272*	,319**	-,037	-,002	,160	,134	,054	,084	-,104	,516**	,940**	,692**	,470**	,030	-,215	,410**	,421**	,534**	,409**	,552**	-,335**		
W	,178	,408**	-,062	,014	,324**	,237*	,295**	,217	,126	,765**	,844**	,960**	,880**	-,270*	-,388**	,773**	,667**	,738**	,633**	,712**	-,608**	1,000	
X	,094	,275*	-,095	,142	,281*	,416**	,414**	,263*	,286*	,497**	,578**	,731**	,642**	-,151	-,176	,811**	,768**	,952**	,953**	,926**	-,575**	,731**	1,000

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 5 Continue: Table Row description

A: How old are you?

B: Do you enjoy working remotely so far?

C: Family size

D: considering your current work and life situation, how would you describe it?

E:how productive you have been during this time (compare with January 2020 before lockdown and January 2021)

F: How do you evaluate your job performance during this time (compare with January 2020 before lockdown and January 2021)

G: Are you feeling optimistic or pessimistic about WFH (compare with January 2020 before lockdown and January 2021)

H: Do you think remote meetings are as productive as face to face meetings?

I:Our organization welcomes new methods of working and communicating to improve team productivity. (compare with January 2020 before lockdown and January 2021)

J: My_work_is_organized

K: I_am_organized

L: Contact_with_teammates

M: Contact_with_leader

N: Physical_isolation

O: Informational_isolation

P: Job_satisfaction

Q: Resilience

R: Time_management

S: Taking_initiative

T: Keeping_skills_uptodate

U: Counterproductive_behaviour

V: I_can_work_from_home

W: Working_from_home

X: Work_performance

Appendix 5 Continue: Table column description

1- How old are you?
2- Do you enjoy working remotely so far?
3- Family size
4- considering your current work and life situation, how would you describe it?
5- how productive you have been during this time (compare with January 2020 before lockdown and January 2021)
6- How do you evaluate your job performance during this time (compare with January 2020 before lockdown and January 2021)
7- Are you feeling optimistic or pessimistic about WFH (compare with January 2020 before lockdown and January 2021)
8- Do you think remote meetings are as productive as face to face meetings?
9- Our organization welcomes new methods of working and communicating to improve team productivity. (compare with January 2020 before lockdown and January 2021)
10- My_work_is_organized
11- I_am_organized
12- Contact_with_teammates
13- Contact_with_leader
14- Physical_isolation
15- Informational_isolation
16- Job_satisfaction
17- Resilience
18- Time_management
19- Taking_initiative
20- Keeping_skills_uptodate
21- Counterproductive_behaviour
22- Working_from_home
23- Work_performance

Appendix 6. Moderation Analysis of resilience as moderator on WFH and performance

Model : 1
Y : Perfromance
X : WFH
W : Resilien
Sample Size: 76

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.427	0.182	0.932	5.337	3.000	72.000	0.002

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.355	0.165	20.312	.000	3.026	3.684
WFH .421	0.124	0.149	0.833	0 .408	-0.173	0
Resilien	1.495	0.646	2.316	0.023	0.208	2.783
Int_1	1.600	0.438	3.655	0.000	0.727	2.472

	R2-chng	F	df1	df2	p
X*W	0.152	13.355	1.000	72.000	0.000
Focal predict: Working_ (X)					
Mod var: Resilien (W)					

Resilien	Effect	se	t	p	LLCI	ULCI
-.803	-1.160	0.409	-2.836	0.006	-1.976	-0.345
0.197	0.440	0.156	2.823	0.006	0.129	0.750

Appendix 7. Moderation Analysis of resilience as moderator on social Isolation and performance

Model : 1
Y : Perfromance
X : Social isolation
W : Resilien
Sample Size: 76

Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.342	0.117	1.006	3.174	3.000	72.000	0.029

Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.755	0.116	32.246	0.000	3.523	3.987
Social_i	-0.326	0.148	-2.198	0.031	-0.621	-0.030
Resilien	0.065	0.299	0.217	0.829	-0.531	0.661
Int_1	-0.816	0.308	-2.649	0.010	-1.430	-0.202

	R2-chng	F	df1	df2	p
X*W	0.086	7.017	1.000	72.000	0.010
Focal predict: Social_i (X)					
Mod var: Resilien (W)					

Resilien	Effect	se	t	p	LLCI	ULCI
-0.803	0.329	0.254	1.294	0.200	-0.178	0.836
0.197	-0.487	0.174	-2.801	0.007	-0.833	-0.140

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