

# The Impact of Workplace Set-Up on the Job Performance of an Employee

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## Abstract

The COVID-19 crisis forced many changes to occur within organizations, which were necessary to keep the continuance of the organization's operations. A cross-sectional explanatory quantitative research design was utilized to investigate the impact of Workplace setup on the Job Performance of Employees, whose work is non-technical in nature with ages Eighteen (18) to Forty (40). t-Test for Independent Samples was used to measure if the Working On-site and Work-from-Home arrangements were significantly different from the result of Job Performance. Many studies show the effect of Workplace Arrangement has an effect on Job Performance, however, analysis of the results showed that there was no significant difference. Further studies must take into consideration the sample size and the Job Performance evaluations of the Immediate Superior or the management. Whether the Employees are performing well in their positions, in the set metrics of the organization.

**Keywords:** Workplace Set-up, Job Performance, Productivity, Individual Work Performance Questionnaire (IWPQ), COVID-19

## Key Points:

### 1. What is already known about this topic?

- a. The pandemic has had a dramatic effect on workforces and workplaces.
- b. Certain studies showed that Workplace setup affects the productivity of Employees.
- c. Keep the continuance of the organization's operations.

### 2. What does this topic add?

- a. The study focused on Employees whose work is non-technical in nature.
- b. Importance of Performance Review, considering the set metrics of organizations.
- c. Effective working arrangements for the Employees.

## INTRODUCTION

The COVID-19 crisis forced many changes to occur within organizations, which were necessary to keep the continuance of the organization's operations. Job performance seems to be an important factor determining such continuance, through its influence on the performance of the entire organization (Bieńkowska et. al., 2022) and the pandemic has caused a major impact on work, impelling managers to change work organization and production systems (Sigahi et. al., 2021).

For organizations, employee performance is one of the key factors for success, which they utilize to get ahead of the competition, achieve their goals, and earn profits (Zafar et. al., 2017). On the other hand,

managing individual work performance has no single solution because performance can be affected by many factors (Abun et. al., 2021). Based on Motowildo & Kell (n.d.), job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time (Motowildo & Kell, n.d.). To identify and define the underlying dimensions of behavioral episodes that make up the performance domain, it uses the distinction between task and contextual performance (Motowildo et. al., 1997). Task Performance refers to the behavior that has positive contribution values either that they help the transformation of raw materials into goods or services, or they directly service the organization's technical core and improve its capability to produce accordingly. While Contextual refers to behaviors that have positive contribution values that maintain or improve the organizational, social, and psychological environment necessary for the technical core to function effectively and efficiently (Motowildo et. al., 1997).

On the other hand, the pandemic has had a dramatic effect on workforces and workplaces all around the world, as it has spawned a massive change in the working atmosphere (Pamidimukkala & Kermanshachi, 2021). With that, the organizations look to reintegrate workforces post-COVID-19, there is a clear recognition that alternative working models have both proved effective from a productivity perspective. According to Abun et. al. (2021), there is a significant relationship between work environment and individual work.

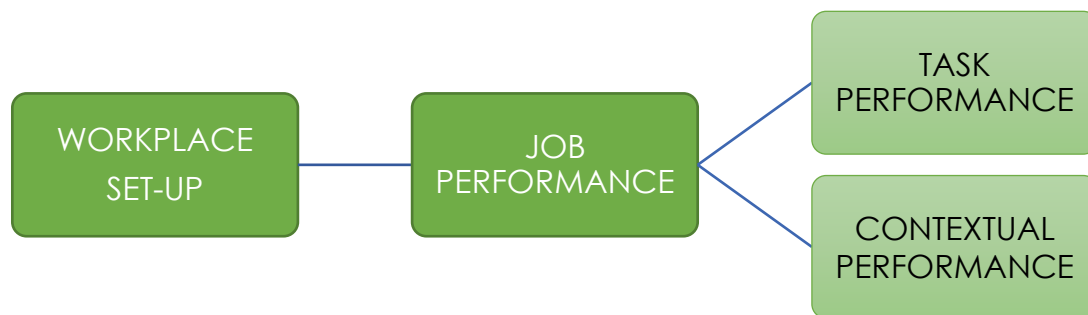
Based on Diab-Bahman & Al-Enzi (2020), the majority of people felt that they are more productive at home than at the workplace, as well as being able to concentrate more at home than in the office. Due to being more comfortable in a home setting and having fewer distractions in way of work demands and enjoyed the flexibility of setting their own working hours, as well as being more productive due to the flexible hours. Furthermore, one of the major advantages of working in isolation, there is no casual chatter about non-work-related issues or interruptions from co-workers (Harrington, 2019). However, it contradicts the research of Jaiswal & Arun (2020), compared to working from the office, reported reduced levels of productivity as noted that despite working for longer hours than usual, poor internet connectivity, lack of adequate ergonomics, uncertainty related to work outcomes, lack of schedule and lack of motivation were some of the reasons for low levels of productivity. Additionally, employees were less productive during WFH, but still aimed to reach the same output or goals, and hence worked longer until the same output was reached (Gibbs et. al., 2021). On the contrary, according to Rupietta & Beckmann (2016), Employees, who can work from home, provide nearly five hours more work effort per week than employees, who always stay in the office.

Based on the findings of the study by Thorstensson (2020), it shows the positive and negative impact of work-from-home. Both managers and teleworkers reported that they got better performance because of a lack of interruptions. However, the study results also indicated that teleworking had a negative impact on future career perceptions. While time management skills were found to be crucial for productivity, technical skills were not seen as an important factor by the respondents. On the other hand, Based on the research of Bao et. al. (2022), there is no significant difference in the productivity of Employees when working on-site versus work-from-home set-up.

When it comes to teamwork and collaboration when working onsite vs. work-from-home, according to

Fleig (2020), teammates can literally step in to help each other if a colleague is stuck on a solution to a certain problem, and the lack of communication between colleagues can serve as an information source or the disruption to face-to-face interactions which are needed for pending issues (Diab-Bahman & Al-Enzi, 2020). When in Work-from-Home, Employees have fewer contacts with different individuals and organizational units both inside and outside the company. They also have fewer 1:1 meetings with superiors and receive less coaching. These lost opportunities to network may help explain why WFH lowers productivity. It is also likely that they slowed employee development, though that is beyond estimation with our data (Gibbs et. al., 2021). Based on ADP Inc. (2021), significantly more on-site workers (70%) say they have a strong feeling of connection with their teammates compared to remote workers (64%). On-site workers also report benefiting from the quality of communication that takes place in person. Yet, team collaboration goals are still achieved during enforced working from home, the affordances largely shifted from workplace environmental affordances to technological affordances (Waizenegger et. al. 2020).

### Conceptual Framework



As the business industries start to open again, this may also affect the current Workplace Set-up. The researcher, as an HR Practitioner, we are the one who will conduct studies, research, and analyze what will be the effective working arrangements for the Employees to be suggested to the Management. According to ADP Inc. (2021), organizations need to carefully plan their next steps with the safety of their employees in mind, there is an opportunity for companies to weave these perks and preferences into their approach to create the most ideal scenario for employees and the organization. With that, the researcher aims to know if the Workplace setup will affect the Job Performance of the Employees.

### Research Questions:

1. What is the mean job performance of the work-from-home and on-site employees?
2. Is there a significant difference between Reporting in Office (On-site) and Work-from-Home (Remote) Set-up in an Employee's Job Performance?

### Hypothesis:

**H<sub>0</sub>:** There is no significant difference between Reporting in Office (On-site) and Work-from-Home (Remote) Set-up in an Employee's Job Performance.

**H<sub>a</sub>:** There is a significant difference between Reporting in Office (On-site) and Work-from-Home (Remote) Set-up in an Employee's Job Performance.

## METHODOLOGY

### Research Design

This study utilized a cross-sectional explanatory quantitative research design. In cross-sectional research the data are collected from research participants at a single point in time or during a single, relatively brief period, the data directly apply to each case at that single time period and comparisons are made across variables of interest (Johnson, 2001).

In this study, it was used to know the Impact of the Work-from-Home and Working Onsite set-up on the Job Performance of an Employee.

### Sampling Methods

The researcher used purposive sampling since a determined criterion was applied to further establish the validity of data coming from qualified respondents. These criteria were set by the researcher which are the respondents of this study were Employees whose work is non-technical in nature with ages Eighteen (18) to Forty (40).

Based on the program, GPower, the needed respondents will be 128 in total. However, the actual respondents have a total of 31, of which includes Thirteen (13) were Male, Seventeen (17) were Female, and One (1) LGBTQ Member.

### Data Gathering Procedure

The survey was administered and distributed online, and respondents were asked via Facebook Messenger and/or Facebook Group Pages that source participants on research. For ethical considerations, the researchers include the Informed Consent in the Google Form for Voluntary Participation. Both parties agreed that their details or information will remain confidential and be used for research purposes only.

The data-gathering process lasted for three (3) weeks (May 21 until June 14, 2022) to give sufficient time for the respondents to answer the survey based on their true experiences.

### Research Instrument

The researcher utilized an online form using Google Form which includes a consent form for the participants. The online form consists of five (5) sections: (1) Informed Consent, (2) Demographic Profile, (3) Work Performance in a Work-from-Home Set-up, (4) Work Performance in a Working Onsite Set-up, and (5) Confirmation Responses. The questionnaire used was the Individual Work Performance Questionnaire (IWPQ) and went through pilot testing with two (2) selected individuals, to ensure its readability and usability.

The researcher used the Individual Work Performance Questionnaire (IWPQ) which consists of 18 items, divided into three scales: task performance, contextual performance, and counterproductive work behavior with a 5-point rating scale and the numbering of each option as followed Seldom = 1; Sometimes = 2; Frequently = 3; Often = 4; Always = 5 for the task and contextual performance, and Never = 1; Seldom = 2; Sometimes = 3; Frequently = 4; Often = 5 for counterproductive work behavior. The IWPQ measures “employee behaviors or actions that are relevant to the goals of the organization”.

### Statistical Analysis

The statistical test used was the independent sample t-test. The independent sample t-test is commonly used to test the statistical differences between the means of two groups, two interventions, and two change scores. In the case of this study, it is between the Workplace Setup of Working Onsite and Work-from-Home.

The statistics used in this study were to compute the mean and the standard deviation of Work Performance Scores in different Workplace Setup. Mean was used to get the average of the respondents on the Work

Performance Scores. On the other hand, the standard deviation was utilized to see the dispersion of the scores relative to its mean. Moreover, skewness and kurtosis were used as an effective measure for normal distribution.

All data were computed in Excel, using the Realstats program to get the descriptive analysis to get the two-tailed p-value. The effect size between the two groups was also computed by using Cohen’s d: the mean difference divided by the square root of the pooled variance.

**RESULTS OF THE STUDY**

The research study consisted of 31 chosen Employee respondents who fit the primary criteria required by the study aged 18 and above. Specifically, 55 % were females, 42 % were males and the remaining 3 % were LGBTQ members.

**Job Performance of the Work-from-Home and Onsite Employees**

Table 1.1 shows a summary of the descriptive statistical information of the two groups of respondents. Those Employees who work, on-site have a mean score for 31 respondents of 65.68 with a standard deviation of 6.99. The mean score of the Employees who work from home was 64.68 with a standard deviation of 6.51.

	<i>Working Onsite</i>		<i>Work-from-Home</i>
Mean	65.67741935	Mean	64.67741935
Standard Error	1.255000404	Standard Error	1.169860847
Median	67	Median	66
Mode	68	Mode	66
Standard Deviation	6.987546526	Standard Deviation	6.513509534
Sample Variance	48.82580645	Sample Variance	42.42580645
Kurtosis	1.923937368	Kurtosis	2.296066824
Skewness	-0.799118626	Skewness	-0.957174075
Range	34	Range	32
Maximum	78	Maximum	76
Minimum	44	Minimum	44
Sum	2036	Sum	2005
Count	31	Count	31
Geometric Mean	65.28881458	Geometric Mean	64.33258467
Harmonic Mean	64.86393932	Harmonic Mean	63.95384852
AAD	5.213319459	AAD	4.609781478
MAD	4	MAD	3
IQR	8.5	IQR	5

**Table 1.1 – Summary of Descriptive Statistics result of the two groups of respondents.**

To check the Normality of Distribution between Groups, we may refer to the Shapiro-Wilk Test or D’Agostino-Pearson in Table 1.2. Shapiro-Wilk test for normality is one of three general normality tests

designed to detect all departures from normality.

On the other hand, to check the Homogeneity, the sample variances of both groups were divided, which resulted in 1.15, therefore, homogenous variances.

Shapiro-Wilk Test		Shapiro-Wilk Test	
	<i>Working Onsite</i>		<i>Work-from-Home</i>
W-stat	0.953412317	W-stat	0.933336013
p-value	0.193760898	p-value	0.054076728
alpha	0.05	alpha	0.05
normal	yes	normal	yes
d'Agostino-Pearson		d'Agostino-Pearson	
DA-stat	7.108253279	DA-stat	9.212134505
p-value	0.028606348	p-value	0.009991033
alpha	0.05	alpha	0.05
normal	no	normal	no

**Table 1.2 - Normality of Distribution between Groups**

Table 1.3 shows the summary of the results from the t-test for independent variables assuming equal variances. For this, the two-tailed probability was the one being considered. The alpha level for the t-test was 0.05, If the two-tailed probability comes out as greater than 0.05, the null hypothesis will be accepted, but if the value comes out as less than 0.05, the null hypothesis will be rejected.

An independent-sample t-test was conducted to compare the Impact of Workplace Set-Up on the Job Performance of an Employee. There was no significant difference in the scores of Working Onsite (M=65.68, SD=6.987546526) and Work-from-Home (M=64.68, SD=6.513509534) Job Performance Scores;  $t(60)=0.58286$ ,  $p = 0.562185854$ , therefore, we accept the null hypothesis and reject alternative hypothesis. Further, cohen’s d is 0.15 indicating a small effect size.

<b>T-Test: Two Independent Samples</b>				
<b>SUMMARY</b>				
<i>Groups</i>	<i>Count</i>	<i>Mean</i>	<i>Variance</i>	<i>Cohen d</i>
Working Onsite	31	65.6774	48.82580645	
Work-from-Home	31	64.6774	42.42580645	
Pooled			45.62580645	0.148045334

<b>T-TEST: Equal Variances</b>									
	<i>std err</i>	<i>t-stat</i>	<i>df</i>	<i>p-value</i>	<i>t-crit</i>	<i>lower</i>	<i>upper</i>	<i>sig</i>	<i>effect r</i>



One Tail	1.7157	0.58286	60	0.281088	1.67065			no	0.0750341
Two Tail	1.7157	0.58286	60	0.562175	2.0003	-2.4319	4.4319	no	0.0750341

**Table 1.3 - Summary of the Results**

**DISCUSSION**

The organizations are still in the process of reviewing the Job Performance of their Employees, working on-site vs. the current set-up of work-from-home set-up. Since the businesses are starting to open and fully operate, due to the lifting of restrictions provided by the government. Other organizations, at present, still have the arrangement of a Work-from-Home setup. Since the Employees may perform and accomplish their Job in their own comfort workplace, with the same output and result. Based on the Researchers’ own organization, their management chose to arrange a Work-from-Home Set-up as the Employees’ work is non-technical in nature, and the task assigned can be accomplished with the same degree level. The results were based on the performance review and feedback of the organizations’ clients.

This study shows that Employees’ work with non-technical in nature has no significant differences, whether their work set-up was On-site or Work-from-Home. Based on the result, the mean job performance scores result was not far from both Workplace Set-up, which is similar to the study done by Bao et. al. (2022), there is no significant difference in the productivity of Employees when working on-site versus work-from-home set-up. Furthermore, in the survey, both Workplace set-ups, have the same scores on the question of “*I managed to plan my work so that I finished it on time.*”. This contrasts with the study of Rupietta & Beckmann (2016), Employees, who can work from home, provide nearly five hours more work effort per week than employees, who always stay in the office. Also based on the result, the Employees actively participated in the meeting which supports the study of Waizenegger et. al. (2020) that team collaboration goals are still achieved during enforced working from home, the affordances largely shifted from workplace environmental affordances to technological affordances.

**Limitations**

The first limitation we can foresee will be the sample size of the respondents, due to the small scale of participants in the survey conducted. Second, will be the nature of work, considering the duties and responsibilities of other employees. Though some Employees have non-technical work, however, the working arrangement may be a great factor in the productivity in terms of executing their duties. Lastly, the survey was a self-rated performance evaluation.

**Recommendations**

To make the research essential and beneficial, it is recommended to gather a bigger sample size to have better statistical power, more credible distributed data, and estimated results. Other factors affecting the Job Performance of the Employees must take into consideration in this study, due to Job Performance have many factors that may affect productivity. The gender of the respondents shall be considered as well. It may also affect the Job Performance of an Employee because both genders have different ways on how they managed and accomplishing their work.

Furthermore, since this is a self-rated performance evaluation, we must consider the Job Performance

evaluations of the Immediate Superior or the management. Whether the Employees are performing well in their positions, in the set metrics of the organization.

### Conclusion

In this paper, we investigate the effect of working arrangements on the Job Performance of Employees. To compare the Job Performance Scores, we have used the Individual Work Performance Questionnaire (IWPQ), which includes Task, Contextual, and Counterproductive Work Behavior. Based on the result, Workplace setup doesn't have any effect on the Employees' Job Performance. Therefore, we may conclude that working set-up, whether working on-site or work-from-home, their productivity doesn't change, and still accomplish what needs to be done.

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