WORK PERFORMANCE AND WORK FROM HOME: THEORETICAL DEVELOPMENT

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Abstract

Employee job performance has been associated with management since its inception as a scientific discipline. The goal of proper management of human activity is to achieve higher job performance. In its current form, job performance is not only associated with quantity, but quality as well. From the point of view of an organization's leadership, managers or supervisors within the work environment, in the past, leading their employees to better job performance was relatively easy. With the progress of science and technology, a gradual change connected with the introduction of information and communication technology can be seen and certain types of work started to shift significantly to the home environment. This trend was greatly accelerated by the Covid-19 pandemic when, as part of interventions to prevent the spread of the virus, organisations had to react by introducing work from home wherever possible. Working from home is gradually becoming a working standard that is being used by more and more employers and employees. Many employers, also thanks to the pandemic period, have found that several kinds of costs can be saved by introducing work-from-home. On the other hand, working from home has become equally convenient for employees, bringing many advantages, but on the other hand also disadvantages, such as loss of social contact or more complicated teamwork. Of course, working from home brings other aspects, such as changing factors and the environment where work is realised, which is also connected to work performance. The aim of this paper is to identify, based on a literature review, key research themes related to work performance and working from home. To identify relevant literature, Web of Science database was selected while this research focuses on peer-reviewed publications published in English language up to April 2023. The total scope of the selected publications analysed based on the Prisma methodology is 14 research articles between 2008 and 2023. The published studies includes the following research directions: 1. Change in work performance in the context of the implementation of Covid-19 interventions, 2. Gender roles and their impact on work from home and work performance, 3. Mental and emotional aspects at home and the allocation of time for work, 4. The use of modern telecommunication technologies their impact on teamwork in the context of work from home. These 14 studies are found in several journals (n-11). The first study in the final set is from 2008. Based on a dataset taken from Web of Science (the keyword string "work performance and work from home"), a map of the keywords and the most cited authors extracted from that string was created. These maps are created using the analytical tool VOSviewer. Based on the publications analysed, the most frequently cited author was identified (Bakker A.B.) The findings of this study contribute to the literature related to work performance and working from home.

KEY WORDS: work performance, work from home, literature review, Prisma, WOS
JEL: M11, M12, M54

Introduction

Performance and working from home exists in the society for a long time, but recently this topic has recently raised many challenges. The implementation of work from home has been accelerated by the pandemic of more available technologies in all work spheres where the type of work has allowed it. Work performance represents the extent to which employees meet their job responsibilities, objectives and achieve expected results. It means that work performance focuses on how well an employee performs his or her job in terms of quality, quantity, as well as time invested in work performance (Mihaleche, 2022; Cooper 2019; Robinson and Judge 2017; Blok et al., 2011; Janssen 2004). These definitions show that, in contrast to traditional management, work performance management does not only focus on the quantity of work, but also on the quality of the results achieved. Most authors agree on the above definition with only slight modification in individual studies. Work performance represents the extent to which an employee successfully fulfils his/her job duties and

goals and achieves the necessary and expected results and can be seen as a way of measuring the quality of the tasks performed by employees, as well as their adaptability, commitment, and job satisfaction (Hajiali et al. 2022; Alnıaçık et al. 2012). Work performance can be measured using objective and subjective indicators, such as a combination of productivity, job quality, job presence and job satisfaction indicators (Darvishmotevali and Ali 2020; Singh et al, 2016). When examining stress and its effects on job performance, it is important to consider not only workplace stress, but to focus on the personal lives of employees as well (Rasool, SF et al. 2020). Such stress was caused by Covid-19 and the economic downturn, which deeply affected work-life balance and had clear implications for employees' work performance (Sarwar et al., 2023; Sun et al. 2022). This study focuses on literature analysis using Prisma statistical method. In the introduction part and literature review section, both new and older studies are listed for better clarification and identification of issues across different researches. The aim is to identify research directions of authors whose studies are available in Web of Science based on the defined criteria described in the methodology section.

Literature review

The first definitions of job performance based on studies available in Web of Science can be attributed to Goodman et al. (1970), Merrens et al. (1975), Sheridan et al. (1975), Terborg (1977). Goodman et al. (1970) dealt with models of motivational orientation, motivational stimulation, work commitment, and the expectancy model. He subsequently applied these models based on self-reports, unpublished technical reports and informal interviews which in turn led to the results that the best predictor of job performance among the mentioned models is the expectancy model. Merrens et al. (1970) in their study looked at the Protestant Ethical Scale as a predictor of repeated work performance. The results of his study conducted with the Protestant Ethics Scale involving 373 people indicated that the group of people with high Protestant Ethics Scale spent significantly more time working on the task and also produced more outputs. Thus, he concluded that the type of work behavior studied is part of the Protestant ethical personality variable. Sheridan et al. (1975) examined the correlational relationships between job performance and four types of job satisfaction measures. A relatively highly cited and the most prominent author in terms of number of studies is Kuvaas B. He conducted research on job performance in relation to perceptions of employee investment and intrinsic motivation. The conclusions of that study show that investment in employees has a positive effect on job performance only when there is a high level of intrinsic motivation (Kuvaas B., et al. 2018, Kuvaas B and Dysvik A., 2009). All definitions of work perfomance emphasize the importance of the results achieved and the quality of work in particular. The studies mentioned above have looked at work perfomance in a specific context and for example on the impact of stress, burnout, social support, fairness in the company or commitment. The mentioned factors largely influence job performance and thus both the quality and quantity of employees' work. Work from home is a relatively newer term compared to work performance and has come to be used by companies mainly in the context of the development of technology and computers while its implementation in practice has not been at a high level (Volokh, 1995; Stanek, 1998). In the context of management, the first study to focus on work from home was by Raghuram and Wiesenfeld (2004), who in their research looked at work and non-work conflict and stress on the 'virtual' employee. In the context of the current global situation, working from home is being implemented in companies at a significantly faster pace than before (Waizenegger, 2020; Feng and Savani, 2020). The pandemic has thus improved and accelerated the adoption of telecommunication and virtual technologies in both the workplace and the home (Jackowska and Lauring, 2021).

The increased interest in implementing work-from-home is also evidenced by the number of studies, 81 in total according to Web of Science, of which 71 have been published from 2020 to 2023. The massive expansion of work-at-home activities and the disparities

in employee performance in this form of work is very relevant for the management. This paper focuses on the literature analysis using Prisma statistical method on the basis of which the selection of researches is processed. The aim of this study is to identify and analyze the research directions of authors whose research contains keywords related to work performance and working from home, and whose studies are available in the Web of Science based on the defined criteria described in the following methodological section.

Methodology

The Web of Science database was selected in the search for relevant literature. The following search string "work performance and work* from home" was used in the initial selection of relevant studies (total number of studies - 10,336). Document type - article (8,432), Web of Science index SSCI (1,199), Web of Science Categories - Management (154 results). In addition, only articles published in journals that are currently (April, 2023) classified at Q1 and Q2 level in the management category were considered. Subsequent selection of studies was done on the basis of their availability, so that they could be used in the context of this study.
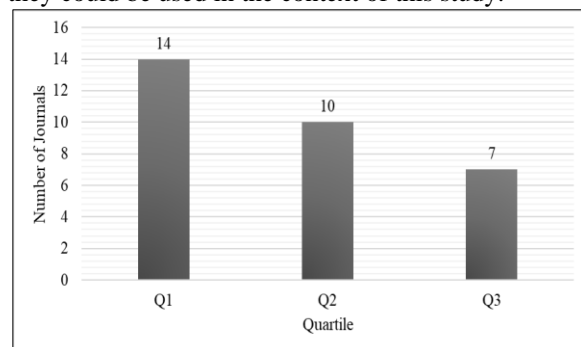
Fig. 1. Distribution of journals by quartiles
Source: Own elaboration

Based on Journal citation reports (JCR) tool, 31 journals that met previous criteria in the search of relevant articles were analyzed. Of the 44 suitable studies, the selection was reduced to articles published in journals classified by the JCR SSCI methodology in Q1 and Q2 (24 journals).
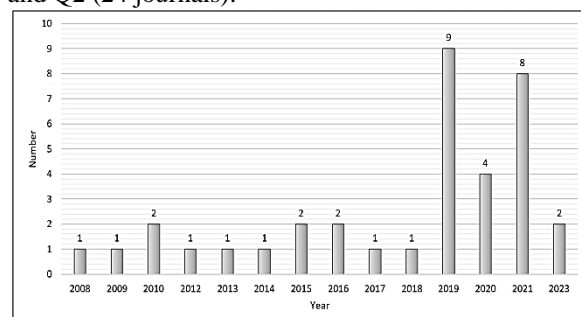

Fig. 2. Number of studies published during 2008-2023
Source: Own elaboration

The final set of research articles of this study with the specified criteria is 14 (open access full-text articles, quantitative analysis of the abstracts confirmed that the

research problems corresponded to the specified aim). The selection of studies based on journals (n11) is as follows: Academy of management journal (1), Career development international (1), European journal of information systems (1), Human relations (2), International journal of human resource management (1), International journal of physical distribution and logistics management (1), Journal of internationalmanagement (1), Journal of occupational and organizational psychology (2), Small business economics (1), Technovation (1), Work aging and retirement (2). The first study from the final set of articles was published in 2008 (1) and the following in 2009 (1), 2010 (1), 2015 (1), 2018 (1), 2019 (2), 2020 (3), 2021 (5), 2023 (1).

The following illustration (Illustration 1) shows a map of the keywords used in the final set of articles. The most used keywords in the researches were: performance, work, management, satisfaction, work from home, motivation, career, gender.
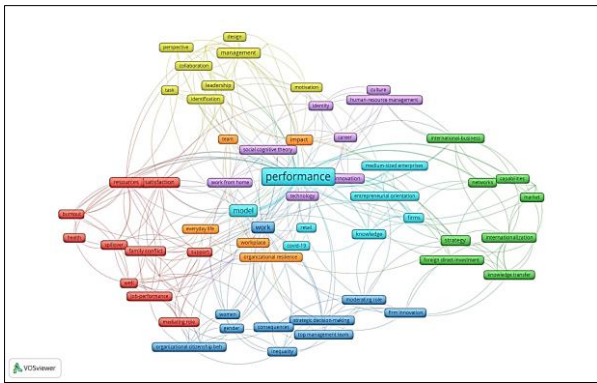

Illustration 1: Map of keywords used
Source: Own elaboration

The most cited authors are shown in Illustration 2. All mentioned authors were the most frequently cited in the literature analyzed. The most cited authors in the studies was Bakker, ab. This author is dealing with the topic of work performance and engagement for a long time, and overall his most cited studies are 1. Daily fluctuations in work engagement: an overview and current directions (Bakker ab., 2014), where he reviewed the literature related to fluctuations in work engagement (n citations = 157). 2. Work Engagement (Bake ab., el al. 2010), where he looked at work engagement and its impact on a single employee as well as the entire organization (n citations = 1731). 3. Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study (Schaufeli and Baker, 2004), in this study he looked at the relationship between burnout, engagement, and employee turnover. In the results of the paper, it states that different strategies need to be chosen whether engagement should be reduced or increased due to the health problems that burnout can cause and which would lead to employee turnover (n citations = 13439). This author is not in the final set. He was the most cited in the available research, but his research was not directly in the review taken from WOS using the given search string.
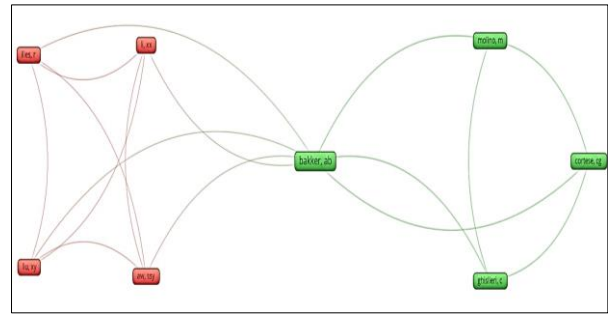
Illustration 2: map of most cited authors
Source: Own elaboration

The procedure to find the final set of relevant publications is shown by the PRISMA model (Illustration 3). This model was designed to help systematic reviewers transparently report why the review was conducted, what the authors did and what they found. It was created based on the methodology already outlined in other publications (Page et al., 2021; Mother 2009).
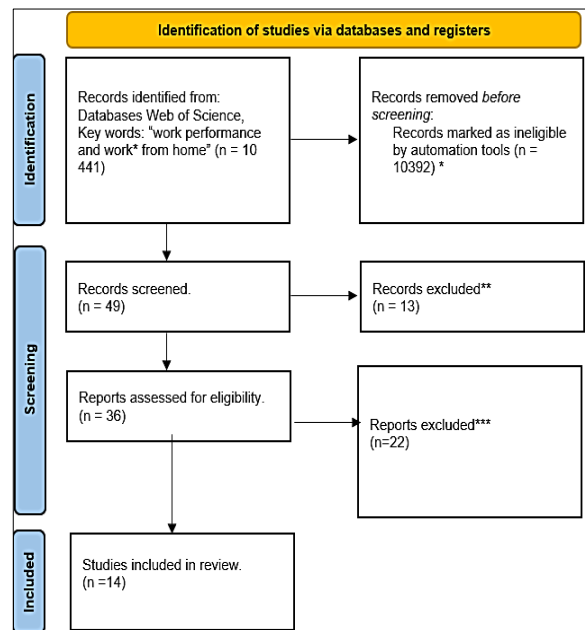
Illustration 3: PRISMA: Flow diagram
Source: Own elaboration

The first selection of research articles was based on the condition for selecting relevant sources, which is described in the introduction part of the methodology. The study has to be from the management category, document type article, Web of Science index (SSCI), language English and open access. The second selection and condition that the research article must meet is the quartile rating of the journal. This rating tells about the quality and level of the journal. Therefore, for the analysis, articles with a journal rating of Q1 and Q2 are used. This selection was done by analysis using the JCR tool. The last selection of articles was based on abstract analysis. The selected research articles were excluded after qualitative analysis of the abstracts due to research topic in the articles, which did not meet the requirements set out in the methodology. Although the research articles contained the required keywords such as work

performance and working from home, but in this context most of the articles were understood in terms of the companies' status, its work performance and working abroad and in the home country.

Results and discussion

The studies are quite different, but certain elements of each study suggest similarities in their research areas. From the final studies (14) listed by Prisma (Figure 3), the following research directions were identified: 1. Change in work performance in the context of the implementation of Covid-19 interventions, 2. Gender roles and their impact on work from home and work performance, 3. Mental and emotional aspects in the home and the division of time for work, 4. The use of modern telecommunication technologies their impacts on teamwork in the context of work from home.

Recently, this research area has become more relevant, especially as a consequence of the covid-19 pandemic, which greatly accelerated the implementation of work from home in all work spheres where the type of work allowed it. The introduction of homeworking continues to be used even after the pandemic has ended. During the Covid-19 crisis, changes in leadership behaviour associated with working from home were associated with changes in the perceived quality and productivity of managers at different organizational levels (Stoker et al. 2022). When conducting work from home, analysing employee performance can be viewed from multiple perspectives such as mental, emotional, technical or innovation, or gender equality in the workplace and at home (Oladipo at al., 2023; Jackowska et al., 2021; Demerouti et al, 2020, Rothman et al. 2014). According to Kováčová and Drahotský (2022), pointing to the results of earlier studies, they report that gender does not play a significant role in work engagement. However, the work environment in work from home is different and there may be changes that affect different genders. From a mental and emotional perspective, it is necessary to consider the impact within co-worker relationships in the virtual space and also the impacts connected with the relationships and cohabitation at home (Oladipo et al., 2023; Hall et al., 2010). When working from home and its impact on the workplace, it is important that there is a change in behaviour between supervisors and subordinates so that it leads to positive intergroup connections in the workplace. Family-supportive behaviour by supervisors and how it is perceived by subordinates reinforces work engagement. Thus, a positive pro-family change in supervisor behaviour leads to a change in subordinate behaviour, which in most cases has effects on engagement and performance in both work and home environments (Rofcani et al., 2019).

Thus, the above studies clearly represent the impact of the functioning of interpersonal relationships. Telework has also been understood in certain studies as communication through telecommunication technologies with the client. This type of work has been greatly expanded by the spread of the Covid-19 pandemic. As a result of the pandemic, there have been a number of constraints that have had impacts on employment (Mura et al., 2022). The pandemic has led to a sudden shift to teleworking. It becomes important when working with clients remotely to increase and reinforce a sense of belonging. Here it is possible to distinguish team communication functions such as coping, learning, planning and positioning , which together create belonging. Based on research findings, increasing belongingness is related to well-being and also productivity and helps to better performance of work tasks (Hafermalz et al., 2021).

The Covid-19 pandemic brought with it a number of difficulties, one of them was the need for increased care of the home and children. This leads to the issue of gender equality. For a long time, overall care was predominantly done by women and this was further affected by the pandemic. The labour market thus prevents women from competing with male workers, who are not as affected by domestic work. In order to be more competitive, they choose the self-employed route and run their business from home. In this way, they are considerably more flexible with their time. By doing so, women gradually become business owners and, by working from home, achieve significant synergies that allow them to narrow the performance gap with men. From the perspective of the overall economy, such productive behaviour by women leads to higher economic performance, but it is important to use policies to do more to support such enterprises (Oladipo et al., 2023).

Working from home brings with it an interaction between employee behaviour within the organization and its side effects on two family outcomes which are family performance and marital behaviour, and there may be a so-called emotional exhaustion which will lead to changes in productivity (Aw et al., 2021, Molino et al., 2015). The introduction of working from home requires a change in management style by the organization's leadership or managers. However, the accelerated introduction of this kind of work in recent years can be seen as a kind of crisis situation. Such crisis situations affect both employees and managers as there is uncertainty which causes stress and internal unrest (Fritsche et al, 2011). However, instead of the required behavioural change, managers react stagnantly to stressful situations, which means that they do not adapt their behaviour to the needs of calming and relieving tension, but instead choose a directive leadership style in all areas (Stoker et al., 2019).

Conclusion

The key concepts mentioned, their clarification and the research directions "work performance" and "working from home" in terms of scale are quite well analyzed. From a management perspective, these concepts have been used for a longer period. However, in terms of the range of literature sources, the combination of the above concepts of 'work performance and work from home' can be considered to be under-researched, as can be seen from the relatively low

number of selected research sources with the above management focus.

The findings of this study contribute to the literature of this field and suggest the need for further exploration of the topic considering that the implementation of working from home is becoming a growing global trend, accelerated by interventions to prevent the spread of the Covid-19 pandemic, as well as the significantly better availability of technological capabilities to businesses, organizations, and individuals as well.

Recommendations for further research, are based on analyses of selected articles (final set), presented in Table 1. Recommendations for further research addressed by the authors of the analysed studies are as follows: Analyze the impact of entrepreneurship and technological advances causing changes in the labor market based on longitudinal observation from a gender role perspective; Analyze how older workers can respond more effectively in the event of another pandemic or crisis; Analyze the motivational value mechanism and measurement focusing on emerging relationships from employee performance to organizational performance; Analyze the impact of different family structures in the home and their impact on work performance when working from home.

An analysis of the final set of research sources is included in the table below.

Table 1. Overview of the analysed literature

N	Authors	Article Title	Year	Keywords	Cited	Objcet
1	Oladipo, O; Platt, K; Shim, HS	Female entrepreneurs managing from home	2023	Female entrepreneurship; Self-employment; Performance; Work from home; Gender gap	0	The study deals with gender roles and entrepreneurship of women from the household of 'female entrepreneurs'
2	Hafermalz, E; Riemer, K	Productive and connected while working from home: what client-facing remote workers can learn from telenurses about 'belonging through technology'	2021	Remote work; COVID-19; belonging; Goffman; client-facing work; backstage	14	The study deals with the belongingness of remote communication as a result of four types of teamwork
3	Movarrei, R; Vessal, SR; Vessal, SR; Aspara, J	The effect of type of company doing home delivery during a pandemic on consumers' quality perceptions and behavior	2021	Last-mile delivery; Retail; COVID-19; Quality perception; Hygienic quality	1	The authors conducted research on home delivery during a pandemic and the impact on retailers
4	Jackowska, M; Lauring, J	What are the effects of working away from the workplace compared to using technology while being at the workplace? Assessing work context and personal context in a global virtual setting	2021	Work from home; Virtual work; Group perceptions; Group efficacy; Knowledge sharing; Global teams	10	The impact of virtuality on group behaviour
5	Aw, SSY; Ilies, R; Li, XX; Bakker, AB; Liu, XY	Work-related helping and family functioning: A work-home resources perspective	2021	organizational citizenship behaviour; helping; work-family interface; work-home resources model	9	Examine the relationships between the provision and receipt of interpersonal behaviours by employees in organisations
6	Demerouti, E; Hewett, R; Haun, VC; De Gieter, S; Rodriguez-Sanchez, A; Skakon, J	From job crafting to home crafting: A daily diary study among six European countries	2020	compensation; diary study; home crafting; job crafting; spillover	33	Home autonomy and home workload strengthened the positive relationship between seeking resources at work and at home.
7	Kooij, DTAM	The Impact of the Covid-19 Pandemic on Older Workers: The Role of Self-Regulation and Organizations	2020	heterogeneity; adaptability; intervention; perspective; performance; management; resources; dynamics; outcomes; design	24	The impact of Covid-19 pandemic interventions and the response of older people
8	Rofcanin, Y; Heras, ML; Bosch, MJ; Wood, G; Mughal, F	A closer look at the positive crossover between supervisors and subordinates: The role of home and work engagement	2019	crossover; FSSB; home engagement; POS; work engagement	6	The main aim of this study is to analyse the mechanisms and boundary conditions for understanding how positive experiences are transferred from supervisors to their subordinates.

9	Audenaert, M; Decramer, A; George, B; Verschuere, B; Van Waeyenberg, T	When employee performance management affects individual innovation in public organizations: the role of consistency and LMX	2019	Employee performance management; LMX; perceived individual innovation; public sector; public residential care	58	Authors contribute by focusing on consistent employee performance management and Leader-Member Exchange (LMX).
10	Bhave, DP; Lefter, AM	the other side: occupational interactional requirements and work-home enrichment	2018	emotional labor demands; off-job activities; family conflict; time allocation; managing emotions; within-person; fade-out; recovery; model; performance	18	Analyse how the demands of work interaction affect work-home enrichment
11	Molino, M; Cortese, CG; Bakker, AB; Ghislieri, C	Do recovery experiences moderate the relationship between workload and work-family conflict?	2015	Work-family conflict; Psychological well-being; Recovery experiences; Workload	34	The purpose of this study is to analyse the role of four recovery experiences (psychological detachment, relaxation, mastery, and control) in preventing work-family conflict (WFC)
12	Hall, GB; Dollard, MF; Tuckey, MR; Winefield, AH; Thompson, BM	Job demands, work-family conflict, and emotional exhaustion in police officers: A longitudinal test of competing theories	2010	reciprocal relations; stress; resources; burnout; satisfaction; performance; experiences; validation; IO/OB; model	139	Authors proposed and tested a complex theory that aims to explain the seemingly contradictory relationships between work demands, emotional exhaustion, and work-family conflict (WFC)
13	Lucas, WA; Cooper, SY; Ward, T; Cave, F	Industry placement, authentic experience and the development of venturing and technology self-efficacy	2009	Self-efficacy; Technology; Venturing; Industry placement; Authentic experience; Higher education	47	Analyse how students learn and how they perform when they learn in school, at home and in external environment
14	Sonnentag, S; Niessen, C	Staying vigorous until work is over: The role of trait vigour, day-specific work experiences and recovery	2008	demands-control model; daily stress; job satisfaction; family conflict; self-regulation; everyday life; well-being; performance; energy; personality	80	This study examined trait vigour (i.e. a person's general level of vigour), day specific workload (time pressure, work hours), and recovery resulting from unwinding during leisure time as predictors of day specific vigour as experienced at the end of the working day.

Source: own elaboration

The table above provides an overview of the final set of studies. The table shows each study in ascending order of year of publication, and for each of the studies, keywords and the exact focus of the research based on abstract analysis are listed.

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