

# The Effect of Work from Home (WFH) Culture on Employee Performance for Consultants in Indonesia

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## ABSTRACT

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COVID-19 has changed the work culture among workers around the world due to its contagious nature. This study aims to address the effect of work-from-home culture on employee performance, specifically for consultants in Indonesia. This study was conducted using a quantitative method with data obtained from 334 respondents through online questionnaires. Furthermore, this study is using multiple regression analysis to know the impact of WFH Culture on Employee Motivation and Employee Satisfaction and the impact of Employee Motivation and Employee Satisfaction on Employee Performance. In this study we found that WFH does positively affect Employee Motivation and Satisfaction, thus increasing the Employee performance of consultants in Indonesia. We further strengthened this by using regression analysis. With this study, we hope to help consulting firms enforce the best workplace scenario to ensure the best possible employee performance. This research paper became the first study in Indonesia to discuss the impact of WFH Culture on Employee Performance with the Mediating Role of Employee Motivation and Employee Satisfaction for consultants in Indonesia

## SARI PATI

*COVID-19 telah mengubah budaya kerja di kalangan pekerja di seluruh dunia akibat sifatnya yang mudah menular. Penelitian ini bertujuan untuk mengkaji pengaruh budaya bekerja dari rumah (Work From Home/WFH) terhadap kinerja karyawan, khususnya bagi para konsultan di Indonesia. Penelitian ini dilakukan menggunakan metode kuantitatif dengan data yang diperoleh dari 334 responden melalui kuesioner daring. Lebih lanjut, penelitian ini menggunakan analisis regresi berganda untuk mengetahui dampak Budaya WFH terhadap Motivasi Karyawan dan Kepuasan Karyawan, serta dampak Motivasi Karyawan dan Kepuasan Karyawan terhadap Kinerja Karyawan. Dalam penelitian ini, kami menemukan bahwa WFH berpengaruh positif terhadap Motivasi dan Kepuasan Karyawan, sehingga meningkatkan kinerja karyawan konsultan di Indonesia. Kami memperkuat temuan ini dengan menggunakan analisis regresi. Melalui penelitian ini, kami berharap*

*dapat membantu perusahaan konsultan dalam menerapkan skenario tempat kerja terbaik guna memastikan kinerja karyawan yang seoptimal mungkin. Makalah penelitian ini menjadi studi pertama di Indonesia yang membahas dampak Budaya WFH terhadap Kinerja Karyawan dengan Peran Mediasi Motivasi Karyawan dan Kepuasan Karyawan bagi para konsultan di Indonesia.*

## INTRODUCTION

On March 11, 2020, the World Health Organization (WHO) declared Covid-19 as a global pandemic due to its contagiousness and may cause respiratory issues in humans. This decision was based on the concern of an increasing number of confirmed cases and confirmed deaths. Covid-19 is not only considered a public health crisis, but also a crisis that impacts every sector in every layer (World Health Organization, 2020). Responses from many countries to the statement were to prevailing lockdown for public areas, such as schools, offices, markets, and all public spaces to limit social interaction except the healthcare facilities.

COVID-19 has changed the economic situation due to the restriction of social interaction. It could be seen that the pandemic took part in the global economic deterioration situation. Many changes in every economic aspect are inevitable. One of the changes is in the work environment. The acceleration of COVID-19 cases number has forced many companies to apply work-from-home (WFH) policy in the workplace due to the Government's instruction. According to the International Labour Organization, approximately 93% of worldwide workers are operating the policy in the first half of 2020 (ILO, 2020). Before the pandemic, the number of workers who worked from home permanently was only 7,9% (ILO, 2020).

The Government of Indonesia has also enacted this kind of policy to prevent the pandemic from spreading under several layers of regulation from the president's official statement,

related ministries, and local regulations. The employees had to limit their direct activities and interaction with other workers. The working culture where the employees were required to attend the workplace during working hours has changed into working in their place, such as a home. Furthermore, interaction among other workers heavily relies upon technology through various online media. This situation has established a new kind of employee's way of working together despite their different whereabouts (Tunk & Kumar, 2022, Work from home – A New Virtual Reality). Some effects of the employee's manner toward their work may have occurred, including their motivation, satisfaction, and performance. The world came through a drastic change due to Covid – 19, the world was introduced to WFH (Working from Home) culture, where we could work directly from our homes without actually needing to go to our offices. This has lasted through 2 years in Indonesia, whereas right now we can do a hybrid approach on going to work/school. During the pandemic, physical and mental health are jeopardized (Dubey and Tripathy, 2020; Purwanto et al., 2020). During the pandemic we may see an increase or decrease in our workload, this shows that WFH will alter your profession. Also, we must be able to adapt to the use of the asynchronous collaboration tools that our company provided.

Many studies have been conducted to examine this WFH situation. Some studies try to grasp the effect of WFH, while other studies focus on WFH's impact on the business condition. It is necessary to also look at the employee's side. To

the author's knowledge, employee motivation is one of the deciding factors on how an employee would react when given a job. On the other hand, employee satisfaction is best explained as how employees would feel when they work in a certain industry. Then, employee performance is the result of how an employee performs in a certain industry. Evidently, those three of the employee's work manners should be studied more to comprehend the effectiveness of the WFH situation during COVID-19.

We also believe that through positive job satisfaction and motivation, the employees would perform better, by previous research (Riyanto et al., 2021) shows that employee motivation and satisfaction would react positively to employee performance, which leads to the question of whether WFH culture could also affect this phenomenon.

In this study we are intrigued to do research on consultants, especially management, auditors and IT Consultants, because most likely their jobs are interconnected in WFO culture, such as doing working papers on clients, brainstorming sessions in the office, and meetings. With the presence of WFH culture, we would like to know whether the consultants who work using WFH culture are being positively or negatively affected on their job performance through employee satisfaction and motivation.

#### **LITERATURE REVIEW & HYPOTHESIS**

Many studies about Work From Home, work type due to the COVID-19 have been conducted. We have gathered some previous studies to help obtain a better understanding of this study. The definition of these related terminologies, Work from Home (WFH) culture, Employee Satisfaction, Employee Motivation, and Employee Performance, are explained below.

#### **Work From Home (WFH) Culture**

COVID-19 established a big scaled social

economic challenge that yielded a new work culture. The new culture emphasizes the shift from employee presence at the office to being available indirectly, using some online technology (Spicer, 2020). The statement is reinforced by the result of some studies that stated attending an office is more likely to get the employee infected with the virus and hold a higher chance of infecting their relatives and others (Barbieri *et al.*, 2021; Mandal *et al.*, 2022).

Regarding the statement above, the business needs to adapt to the current situation to keep itself sustained. Therefore, the companies applied a relatively different working culture method called Work From Home (WFH). This culture is considered the best current solution, where the employees are dedicated and committed to the organization's needs without being present directly to the office on a nine-to-five pace with the aim to protect their families from the pandemic (Mandal *et al.*, 2022). The employees are expected to work from anywhere safe, especially their homes to prevent the virus from spreading. This culture required the employees to maximize the internet-based technology devices and platforms (e.g. zoom, Google Meet, Microsoft teams, etc.) to keep the business running as it is used to (Mandal *et al.*, 2022).

This cultural shift considers a large-scale transition not only for the employees but also for the management. The employee needs to adjust their work pace due to the thin boundary between work and private life from working at home. The management needs to arrange the best feasible method to keep the employees' performance satisfying and consider this as an opportunity rather than a challenge (Spicer, 2021).

#### **Employee Satisfaction**

Employee satisfaction is one of the significant matters in an organization. It could be de-

scribed because of the evaluation or appraisal of an employee's job experience (Spector 1997; Pang *et al.*, 2018). It is closely related to other organizational matters such as motivation, leadership, performance, attitude, conflict, etc (Parvin and Kabir, 2011; Pang and Lu, 2018). Employee satisfaction is including but is not limited to salary, working environment, communication, and employee relation factors (Lane *et al.*, 2010; Pang and Lu, 2018).

According to Spies (2016), there are two kinds of employee satisfaction, intrinsic and extrinsic. Intrinsic satisfaction covers reactions that affect feelings and emotions toward job features related, including expertise, autonomy, and variety. While extrinsic satisfaction includes things such as company management (Spies, 2006; Riyanto *et al.*, 2021). The organization shall give attention to employee satisfaction because it affects employee productivity and contribution toward the organization. Job satisfaction can also be advantageous to forecast organization outcomes, productivity, service quality, customer satisfaction, turnover and absenteeism rates, and financial performance (Holland *et al.*, 2011; Riyanto *et al.*, 2021).

### **Employee Motivation**

The definition of motivation is an internal mechanism that leads to affect a person's behavior (Harackiewicz, 2000). Thus, the motivation of employees is advantageous for an organization to help achieve its goals and objectives. It is an impulse in a person consciously or unconsciously to demand action with a certain goal. Motivation in each employee might be different based on their experience. It might directly or indirectly affect the organization. For example, when an employee is given unfair treatment by the organization, the employee tends to decrease their involvement. Therefore, employees demand the organization to create a balance between their contribution at work and the

work situation (Giaque *et al.*, 2012; Riyanto *et al.*, 2021).

Another source stated that supervisor's support, financial support, and facilities management take part in shaping employee motivation (Ahmad, 2020; Mandal *et al.*, 2022). It could be said that employee motivation is more about personal motives.

The role of the organization in increasing employee motivation could be done by developing an effective motivation system such as, giving fair treatment to employees, using salary increment as a motivation tool, giving the good employees appreciation, etc (Lawler 2005; Pang and Lu, 2018). The organization also should make a firm attitude toward the link between performance and reward (Aguinis *et al.*, 2013; Pang and Lu, 2018).

### **Employee Performance**

Performance is a measurable feature for employees in the organization. Employee performance consists of controlled behavior in terms of the employee role and obligation according to the formal contract that had been signed by them (Biswas, 2009; Riyanto *et al.*, 2021). The employee performance is often to be appraised in order to increase motivation and reinforce them to be actively involved in creating innovation to embody the organization's goals (Minavand and Lorkojouri, 2013). For instance, the appraisal may be formed as a key performance index. In addition, the employee performance appraisal could also yield some employees feedback on program and other related work matters to improve their skills that promote a better performance.

### **Hypothesis**

This study is aimed to capture the effect of WFH culture on building Employee Performance by using Employee Satisfaction and Employee Motivation as supporting variables, specifically

in the consulting industry whereas consultants are needed to engage and cater to client needs. This study has been done before with several results, first of all in the journal released by Santanu Mandal, Payel Das, Gayathri V. Menon, and R. Amritha *et al.*, 2021 finds that WFH culture does increase employee motivation and satisfaction, thus may increase the employee satisfaction, in the next journal that we found by Setyo Riyanto, Endri Endri, and Novita Herlisha *et al.*, 2021 strengthen the theory on employee motivation and satisfaction will affect employee performance but through employee engagement, lastly in the journal by Santiago Melián-González, Jacques Bulchand-Gidumal, dan Beatriz González López-Valcárcel *et al.*, 2014 which further shows the implication on employee satisfaction and employee motivation. Within this study we can formulate 3 possible outcomes which are:

- H1: WFH Culture does affect employee satisfaction
- H2: WFH Culture does affect employee motivation
- H3: Employee satisfaction and Employee Motivation does affect employee performance

**RESEARCH METHOD**

This study uses a quantitative method using an online survey. This study collected 334 qualified respondents as consultants in Indonesia who had worked from home in completing their jobs. This study’s questionnaire is divided into 17 questions that are divided into 4 categories, which explain WFH Culture, Employee Satisfaction, Employee Motivation, and

Employee Performance. To ensure unbiased responses, we promise to keep responses from respondents confidential. Furthermore, this questionnaire’s data will be used for further analysis.

**RESULT AND DISCUSSION**

**Analysis Data Process**

For statistical data analysis, this study employs the statistical software SPSS version 25 to perform exploratory factor analysis (EFA). EFA can determine the validity and dependability of a set given data. The dependent variable affected by the independent variable is then identified using multiple regression analysis in this study. Multiple regression analysis is used in this study to identify employee motivation affected by WFH culture, employee satisfaction affected by WFH culture, and employee performance affected by employee motivation and employee satisfaction.

**Exploratory Factor Analysis (EFA)**

EFA is used to confirm that the construct items correspond to the variables that were previously identified (Akturan & Tezcan, 2012). By identifying latent variables and some factors, this method can summarize the information from the original variables (Oliveira et al., 2020). This study employs the Bartlett’s Sphericity test, along with Kaiser Meyer Olkin (KMO), to validate the sampling adequacy (Oliveira et al., 2020). More than 0.5 for the results and Bartlett’s Test of Sphericity with a p-value of 0.05 for the results determine the KMO criteria (Malhotra et al., 2020). In Table 1, the result of KMO values was 0.620, and Bartlett’s test value was 214,559 for WFH Culture.

Table 1. EFA of WFH Culture

Construct	Items	Factor Loadings	KMO	Bartlett’s sphericity test	p-Value
WFH Culture (Cronbach’s Alpha = 0.708)	1. The WFH, if practised for long, can help in reducing mental stress arising due to inappropriate work-life balance	0.832	0.620	214,559	0.00
	2. THE WFH can help people to achieve an excellent work-life balance	0.863			
	3. The WFH can result in significant cost savings for the employee	0.681			

Source: Enablers of work from home culture: an integrated empirical framework (Beauregard, 2011, as cited in Gayathri V. Menon and R. Amritha, 2022, p. 12)

In Table 2, the result of KMO values from EFA of WFH Culture was 0.629, and Bartlett's test value for Employee Motivation was 122.065.

Table 2. EFA of Employee Motivation

Construct	Items	Factor Loadings	KMO	Bartlett's sphericity test	p-Value
Employee Motivation (Cronbach's Alpha = 0.625)	4. There is a transport allowance	0.691	0.629	122.065	0.00
	5. Safe feeling at work	0.777			
	6. Opportunities to develop skills and abilities	0.800			

Source: Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement (Developed from Riyanto et al., 2021, p. 7)

In Table 3, the KMO value from the EFA of WFH Culture was 0.825, and Bartlett's test value was 390.751 for Employee Satisfaction.

Table 3. EFA of Employee Satisfaction

Construct	Items	Factor Loadings	KMO	Bartlett's sphericity test	p-Value
Employee Satisfaction (Cronbach's Alpha = 0.776)	7. Work as you wish	0.669	0.825	390.751	0.00
	8. There is always work supervision	0.708			
	9. Condition of a comfortable workspace	0.737			
	10. Complete equipment tools for work	0.737			
	11. The state of lighting in a comfortable workspace	0.784			

Source: Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement (Developed from Riyanto et al., 2021, p. 7)

In Table 4, the KMO value from EFA of WFH Culture was 0.848, and Bartlett's test value was 651.222 for Employee Performance.

Table 4. EFA of Employee Performance

Construct	Items	Factor Loadings	KMO	Bartlett's sphericity test	p-Value
Employee Performance (Cronbach's Alpha = 0.828)	12. The quantity of work is according to the expected standard	0.774	0.848	651.222	0.00
	13. Finish the job faster than the specified time	0.735			
	14. Not delaying work	0.797			
	15. Understand the task that must be done	0.78			
	16. Complete work according to a predetermined schedule	0.704			
	17. Be present on time at work	0.602			

Source: Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement (Developed from Riyanto et al., 2021, p. 7)

For all factorizations, it has a p-value of 0.000; this indicates that the Exploratory factor analysis of this study is adequate. Cronbach's alpha  $\alpha$  value of more than 0.6 is met with reliability requirements (Malhotra et al., 2020). The range of Cronbach's alpha  $\alpha$  is 0.625 - 0.828, which means all Cronbach's alpha  $\alpha$  met the reliability requirements. It was concluded that by EFA, the validity and reliability measures for all items in this study were met.

### Multiple Regression Analysis

#### Testing for Multicollinearity

This study examined the problem of multicollinearity before conducting the regression analysis. When two or more independent

variables have a high intercorrelation, this is referred to as multicollinearity (Malhotra et al., 2020). This study employs standard measures to assess multicollinearity: the variance inflation factor (VIF) and tolerance. There is no multicollinearity problem when the variance inflation factor is less than 3.0. (Bhukya & Singh, 2015). Thus, the variance inflation factor ranges from 1.00 to 1.576, indicating that this study does not have multicollinearity issues. The second measurement of multicollinearity is acceptable tolerance value. The acceptable tolerance range is 0.50 - 1.00. (Bhukya & Singh, 2015). This study has a tolerance value range of 0.635 - 1.00, indicating that the tolerance value is acceptable.

**Testing for Model Fit**

This study uses the Durbin-Watson value with a range of 1.5 Durbin-Watson value > 2.5 for acceptable value, no autocorrelation, and non-independence of errors to test the model fit (Yash & Nagendra, 2019). This study compared the independent variable WFH Culture to the dependent variable Employee Motivation, obtaining F = 109.424, adjusted R2 = 0.246, and a Durbin-Watson test value of 1.824, which is shown in Table 5. It means that the WFH Culture to Employee Motivation is acceptable.

In Table 6, the Durbin-Watson test values were 1.847 for the independent variable WFH Culture to the dependent variable Employee Satisfaction and the result F = 145.051, with adjusted R2 = 0.302. It means that the WFH Culture to Employee Satisfaction is acceptable.

The final test (Table 7) compares the independent variables Employee Motivation and Employee Satisfaction to the dependent variable Employee Performance, yielding F = 190.914, with adjusted R2 = 0.533, and Durbin-Watson test values of 1.736. It means that Employee Motivation and Employee Satisfaction to Employee Performance are acceptable.

**Parameter Estimates and Hypothesis Testing**

Multiple regression analysis is used in this study to test hypotheses from WFH Culture, Employee Motivation, Employee Satisfaction, and Employee Performance. Because all variables were measured using the same scale, a comparative scale with scores ranging from 1 to 5, this study relies on regression coefficients ( $\beta$ ) to estimate parameters. The independent variables of WFH Culture significantly influenced Employee Motivation in this study with coefficient value ( $\beta = 0.498$ , sig = 0.00), implying that WFH Culture will influence Employee Motivation. WFH Culture significantly influenced Employee Satisfaction with coefficient value ( $\beta = 0.551$ , sig = 0.00), indicating that WFH Culture will influence Employee Satisfaction. Employee Performance was influenced by this study's independent variables of Employee Motivation and Satisfaction. With coefficient value from Employee Motivation influenced Employee Performance is  $\beta = 0.345$ , sig = 0.00 and the coefficient value from Employee Satisfaction influenced Employee Performance is  $\beta = 0.470$ , sig = 0.00. The highest impact on Employee Performance is Employee Satisfaction influenced by WFH Culture. Data supports all hypotheses (H1–H3) based on these test results.

Table 5. Regression of WFH Culture to Employee Motivation

Independent Variable	Dependent Variable	R Square	Adjusted R Square	F	Durbin-Watson	Standardized Coefficients Beta ( $\beta$ )	Sig.
WFH Culture	Employee Motivation	0.248	0.246	109.424	1.824	0.498	0.000

Table 6. Regression of WFH Culture to Employee Satisfaction

Independent Variable	Dependent Variable	R Square	Adjusted R Square	F	Durbin-Watson	Standardized Coefficients Beta ( $\beta$ )	Sig.
WFH Culture	Employee Satisfaction	0.304	0.302	145.051	1.847	0.551	0.000

Table 7. Regression of Employee Motivation and Employee Satisfaction to Employee

Independent Variable	Dependent Variable	R Square	Adjusted R Square	F	Durbin-Watson	Standardized Coefficients Beta ( $\beta$ )	Sig.
Employee Motivation	Employee Performance	0.536	0.533	190.914	1.736	0.345	0.000
Employee Satisfaction						0.470	0.000

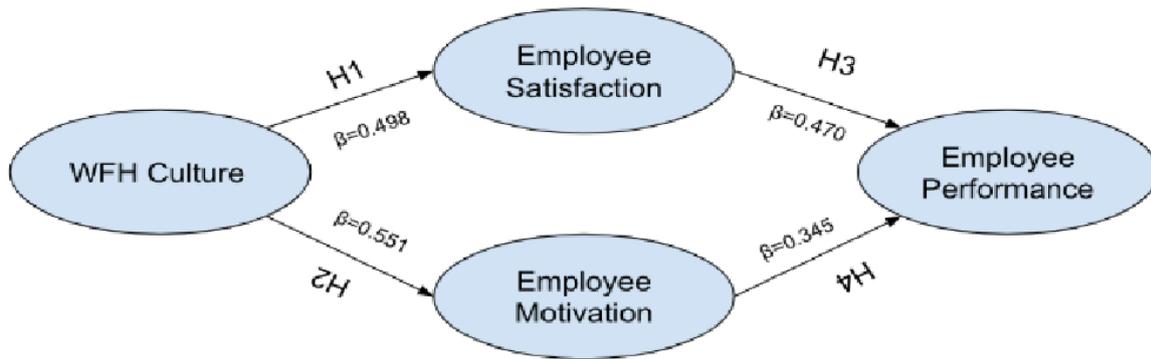


Figure 1. Research Model

## CONCLUSION

In conclusion, the WFH culture has significantly impacted the performance of consultants in Indonesia. The work culture shifted to working from home has led to an increase in employee satisfaction and motivation proven by the positive data gathered from our questionnaire. With the ability to create a comfortable and personalized work environment, employees would feel more productive and less stressed. Additionally, the flexibility of WFH Culture has allowed consultants to better balance their work and personal lives, leading to increased employee satisfaction. The ability to spend more time with family and friends, and avoid the daily commute, which led to more productivity through efficient working hours.

However, it is important to note that WFH culture also has its challenges. Some employees may struggle with the lack of structure and discipline that comes with working from home. Others may feel isolated and disconnected from their colleagues. It is important for employers to provide support and resources to help employees navigate these challenges and maintain their performance and productivity. Employers should also consider investing in technology

and tools to facilitate remote collaboration such as teams and other collaboration tools, communication and project management to make the transition to WFH Culture as seamless as possible.

Moreover, it's important to note that WFH culture is not one-size-fit-all, some people may prefer working in an office, while others might do better working from home. Employers should consider the individual needs of their employees and provide them with the flexibility to choose their working environment, this way employees will feel valued, and they will be more productive as they are working in a setting that they are comfortable with.

Overall, the WFH culture has had a positive impact on consultants' performance and satisfaction, but it is important for employers to continue to monitor and support their employees to ensure that the benefits of WFH are maximized. Employers should keep an open mind to the idea of WFH and be willing to make necessary adjustments to their policies, procedures and technology to ensure that their employees are able to work productively and efficiently from home. ▽

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