ISTANBUL SABAHATTIN ZAIM UNIVERSITY
GRADUATE EDUCATION INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION

THE IMPACT OF WORKING FROM HOME ON EMPLOYEE PERFORMANCE DURING LOCKDOWNS. A PERSPECTIVE TO REFORM WORKING POLICIES

MA THESIS

Mazna AKIDE

Istanbul
August-2021

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This study has been approved in partial fulfillment of the requirements for MA Degree in Master of Business Administration.

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DECLARATION OF SCIENTIFIC ETHICS AND ORIGINALITY

This is to certify that this MA thesis titled “The Impact of Working from Home on Employee Performance during Lockdowns. A Perspective to Reform Working Policies” is my own work and I have acted according to scientific ethics and academic rules while producing it. I have collected and used all information and data according to scientific ethics and guidelines on thesis writing of Sabahattin Zaim University. I have fully referenced, in both the text and bibliography, all direct and indirect quotations and all sources I have used in this work.

Mazna AKIDE

Istanbul, August 2021

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ABSTRACT

THE IMPACT OF WORKING FROM HOME ON EMPLOYEE PERFORMANCE DURING LOCKDOWNS. A PERSPECTIVE TO REFORM WORKING POLICIES

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With the lockdowns caused by the Covid-19 pandemic, many organizations became forced to adopt and adapt to working from home. It was essential to explore the impact of this overall experience on employees' performance and employees' future aspirations regarding working location.

This paper is proposed to investigate the impact of working from home during the lockdowns on Arab employees' performance in Istanbul/Turkey and to analyze their preferences in terms of proceeding working from home or the workplace after the pandemic ends.

The data were collected using an online semi-structured questionnaire, and the sample of research included 255 Arab respondents residing in Istanbul/ Turkey. Virtual snowball sampling was used for collecting data. The explanatory factor analysis (EFA) technique was used to reduce the number of variables. While the ordinal logistic regression analysis was used to analyze the effect of respondents' characteristics, Socio-demographic, socio-economic variables on the performance of employees, the multinomial logistic regression analysis was used to investigate the impact of the same factors on the target employees' preferences towards working place after working from home experience during the lockdowns.

The results find that the variables of age, experience years, colleagues' and managers' motivation had a statistical influence on the performance. However, the variables of gender, number of children, motivation, family effects, physical work environment, and the working sector had no statistically significant influence on employee performance during the lockdown. According to our results, the variables of parental status, experience years, colleagues' and managers' motivation, and physical work environment had a statistical influence on the working place preference. On the other side, the variables of distance from the workplace, gender, number of children, and age did not significantly impact the working place preference.

Keywords: Employee Performance, Working Place Preferences, Working from Home, Covid-19, Telework, Home-Working, Lockdown

ÖZET

SOKAĞA ÇIKMA YASAĞI SIRASINDA EVDEN ÇALIŞMANIN PERFORMANSİ ÜZERİNDEKİ ETKİSİ: ÇALIŞMA POLİTİKALARINDA REFORM PERSPEKTİFİ

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Covid-19 pandemisinin yol açtığı kapanma tedbirleri ile, birçok kuruluş evden çalışmayı benimsemek ve uyum sağlamak zorunda kaldı. Bu deneyimin genel olarak, çalışanların performansı ve gelecekteki çalışma yerleri ile ilgili beklentileri üzerindeki etkiyi araştırmak önemli idi.

Bu makale, kapanma tedbirleri sırasında, evden çalışmanın İstanbul/Türkiye'deki Arap çalışanların performansı üzerindeki etkiyi araştırmak ile pandemiden sonrası için evden veya işyerinden çalışmaya devam etme tercihlerini analiz etmek için önerilmiştir.

Veri online olarak yarı-yapılandırılmış anket kullanılarak toplandı ve araştırmanın örneklemi İstanbul/Türkiye'de ikamet eden 255 Arap katılımcıyı içerdi. Veri toplamak için sanal kartopu örneklenmesi kullanılmıştır. Değişkenlerin sayısını düşürmek için açımlayıcı faktör analizi (AFA) kullanılmıştır. Çalışanların nitelik, sosyo-demografik ve sosyo-ekonomik değişkenlerinin, çalışanların performansı üzerindeki etkilerini analiz etmek için, ordinal lojistik regresyon analizi kullanılmıştır. Çok terimli lojistik regresyon analizi ise, aynı faktörlerin, kapanma tedbirleri süresince evden çalışma tecrübesinden sonra, örneklem çalışanların çalışma yeri tercihi üzerindeki etkisini araştırmak için kullanılıştır.

Sonuçlara göre, çalışanların yaşı, deneyim yılları, ve meslektaşları ve yöneticilerinden gelen motivasyonun, performans üzerinde istatistiksel bir etkiye sahiptir. Ancak çalışanların cinsiyeti, sahip oldukları çocuk sayısı, motivasyonu, aile koşulları, çalışma ortamı ve çalıştıkları sektör, kapanma tedbirleri süresince performansları üzerinde istatistiksel olarak belirgin bir etkiye sahip değildi. Elde ettiğimiz sonuçlara göre, çalışanların işyeri tercihi üzerinde ebeveynlik durumu, deneyim yılları, çalışma arkadaşları ve yöneticilerinde gelen motivasyon, ve çalışma ortamının istatistiksel etkisi olmuştur. Öte yandan, çalışanların evinden işyerine olan uzaklığı, cinsiyeti, çocuk sayısı, ve yaşı işyeri tercihini önemli ölçüde etkilemedi.

Anahtar Kelimeler: Çalışan Performansı, İş Yeri Tercihleri, Evden Çalışma, Covid-19, Tele İş, Karantina, Kapanma Tedbirleri.

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CHAPTER I

INTRODUCTION

1.1. Nontheatrical Introduction

With the recent technological changes and modern communication tools, the business world witnessed new methods and mechanisms for working and performing tasks. As a result, the previously adopted traditional conditions such as physical presence in the workplace and face-to-face communication began to be dispensable.

These changes have led to an alteration in employees' aspirations and preferences for working conditions, especially those who work in specific sectors or specializations that enable them to implement their tasks from home with flexible conditions. However, even in the jobs that can be performed remotely by the employees, many organizations did not have the courage to move to this type of work, and did not adopt working from home or flexible working as a policy, and remained stuck in the traditional work methods that require a physical presence in the workplace.

Latterly, during the lockdowns caused by the Covid-19 pandemic, the same organizations were forced to adopt and adapt working from home to continue their activities. As the pandemic progressed, the proportion of workers who could do all tasks from home increased even more in those occupations in which the pre-existing quota was already high. (Adams-Prassl et al., 2020:1). This mandatory worldwide experience must have created a change in employee performance, and contributed to creating employees' awareness towards a new policy of working under different conditions

Working from home may lead to an absence of oversight, lack of communication, the difficulty of commitment, and inability to evaluate performance in some jobs, which negatively affects the employee's performance and the organization's productivity in which he/she works. On the contrary, the employee can find his/ her home a comfortable environment that stimulates him/her to be more productive.

Regardless of how the telework during lockdowns affected employees' performance, the same employees might have different preferences for working from home or office after working from home experience during the lockdowns.

1.2. Statement of the Problem and Research Questions

The thesis focuses on researching the factors that affected employees' performance when employees worked from home and if the employee prefers to work from home or the workplace after the lockdown experience. Regarding the thesis' topic, there are two fundamental questions that are significant to underline as follows:

1. What are the factors that influenced employees’ performance by the lockdown?

2. What is the preferable place to work for employees after working from home experience during the lockdowns (home or office or cof both)?

1.3. Research Objectives

This thesis aims to investigate the effect of lockdown on work performance for Arab employees working in Istanbul province, Turkey, and their future preferences to working place after working from home experience during the lockdown. In addition to a group of sub-objectives as following:

- To explore the socio-demographic, socio-economic factors of the Arab employees,
- To assess employee performance at home through different scales,
- To investigate the preferences of employees towards working place,
- To determine the factors influencing the change in performance,
- To determine the factors influencing employees future preferences of working place,

1.4. Importance

Employee performance is the cornerstone of organizations' success. Factors impacting employee performance gain a great interest in the business world. However, considering that a Covid-19 pandemic is a new event, the literature is still lacking in studies related to the effects of this pandemic and its consequences on employee performance and labor markets. Among these fundamental changes is the new trend of working from home for vast numbers of employees who used to work from offices. These new work conditions will lead to changes regarding employee performance and the future aspirations towards working place, and this paper will investigate the impact of those changes. In addition, this study will enable employers and managers to understand the preferable working place of employees thus, increases job satisfaction consequently enhancing the performance of employees. Also, it can be a light to adopting new policies regarding the previously imposed work conditions.

1.5. Limitation

The generalizability of the results is limited by: the specified target group, as this study targeted Arab employees in Istanbul province. Also, it is restricted by and the limited covered sectors. In addition, our data were collected during Turkey's third lockdown by a questionnaire conducted according to the changes caused by COVID-19 and the conditions imposed by the lockdowns. The data's reliability can be impacted by the method depended for measuring the employee performance, which was based on the self-reported evaluation. In addition, the data are liable to be biased regarding the future preference towards the working place, as the data were collected during the third lockdown in Istanbul province under the pressures of the lockdown procedures and the consequent pressure of staying home.

1.6. Research Hypotheses

The researcher developed four main hypotheses and other sub-hypotheses based on the research objectives and questions. The first hypothesis aimed to examine the effects of respondents' socio-economic and socio-economic characteristics on work performance. The second was intended to investigate the effect of socio-economic and socio-economic on working place preferences. The third main hypothesis aimed to research the impact of the work conditions on employee performance. The fourth main hypothesis aimed to research the impact of the work conditions on place preference. Finally, the fourth main hypothesis aimed to explore the differences among employees regarding the change in performance and employees' working place preferences.

H1. Socio-economic and socio-demographic variables have a significant effect on performance during home-working.

H1a. Gender has a significant effect on home-working performance.

H1b. The number of children has a significant effect on home-working performance.

H1c. Years of experience have a significant effect on home-working performance.

H2. Socio-economic and socio-demographic variables have a significant influence on employee preferences with regards to working place.

H2a. Gender has a significant influence on place preferences.

H2b. The number of children has a significant effect on place preference.

H2c. Distance from home to working place has a significant influence on working place preference.

H2d. Years of experience have a significant effect on home-working performance

H3. Work conditions have a significant effect on employee performance.

H3a. The physical work environment has a significant effect on employee performance.

H3b. Staff motivation has a significant effect on employee performance.

H4. Work conditions have a significant effect on place preference.

H4a. The physical work environment has a significant effect on place preference.

H4b. Staff motivation has a significant effect on place preference.

H5. There are significant differences among employees regarding the change in performance and the working place preferences during the lockdown.

1.7. Thesis Structure

The structure of the thesis is divided into several chapters. The first chapter was the introduction in which the objective of the thesis, its questions, importance, and hypotheses were discussed. In the second chapter, the literature review and the previous studies in the same field were presented. The third chapter is the methodology chapter, in which the research methods and methodology were clarified. In the last chapter, which is the discussion of the results, the research results were presented, interpreted, and compared with the results of previous studies. Finally, in conclusion, all thesis findings and outcomes reached were explained with a summary of the thesis in general.

CHAPTER II

LITERATURE REVIEW

2.1. Employee Performance and Productivity and Definitions

Both the terms performance and productivity are closely correlated terms. Employee job performance refers to the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes (Sarwar, Ketavan, and Butt, 2015: 5). According to Oriane (2018), "if we want to measure the performance of an individual (i.e., his or her output), we should employ the term of "efficiency" and Depend on the nature of an employee's work, his or her productivity is identifiable in different ways.

Performance and productivity gained considerable interest in previous studies. Many studies sought to define these two concepts due to their importance in macro and microeconomic activities. According to Tangen (2002: 1), the productivity concept has been known for over two centuries and applied in different circumstances on various levels of aggregation in the economic system. Also, it was argued that productivity is one of the essential variables governing economic production activities or can be the most important one.

For productivity, its definitions briefly were about the ratio of output to input in the literature. Thus, while Rogers (1998: 5) defined productivity as the ratio of output to input for a specific production situation, Tangen (2002: 1) defined productivity as the relation between output and input.

In the literature, performance definitions were generally about an individual's carrying out a job or a mission according to pre-defined goals and conditions by the organization. For example, Juliarti et al. (2018: 20555) defined performance as the result or the level of a person's success as a whole during a specific period in carrying out duties under a variety of sizes, such as standard work, targets, goals, or criteria that have been determined in advance and agreed together. On the other side, Tangen (2002: 2) defined performance as a term that includes almost any objective of competition and manufacturing excellence such as cost, flexibility, speed, dependability, and quality. For (Oriane, 2018) performance was the ability of an employee to accomplish his or her mission based on the expectations of an organization.

There is a clear relationship between performance measurement, management practices, employee engagement, and performance (Smith & Bititci, 2017: 14). Performance improvement depends on sound HR practices, fair appraisal practices, effective performance management, and an awareness of an organization's overall strategic goals (De & Pritchard, 2006: 271). Performance appraisal aims to access and summarize employee performance and develop future work, performance goals, and expectations. Therefore performance appraisal is an essential human resources function, which provides management with a systematic basis for effectively recognizing and evaluating the present and potential capabilities for human resources (Akinbowale et al., 2014: 345)

2.2. Factors Influencing Employee Performance

Different factors have influenced employee's performance, such as work environment, job satisfaction, motivation, institutional belonging, administration and management, flexibility and work-family balance, and other factors.

The administration had a statistically impact on employee performance (Kazan & Gumus, 2013: 429), and management support was one of the factors that had the most substantial impacts (direct and indirect) on job performance (Diamantidis & Chatzoglou, 2019: 171). Also, Smith & Bititci (2017:14) could establish a clear relationship between management practices, employee engagement, and performance. Institutional belonging was also a factor affecting employee performance and impacting it (Kazan & Gumus, 2013: 429).

Giuliarty et al. (2018: 20561) proved that job satisfaction has a significant positive impact on employee performance. On the contrary, Kazan & Gumus (2013: 429) found that job satisfaction did not impact employee performance.

Motivation also impacted employee performance (Kazan & Gumus, 2013: 429), and intrinsic motivation directly affected job performance (Diamantidis & Chatzoglou, 2019: 171). Owoyele (2017: 50) stated that motivation is considered a predictor of job performance, and employee motivation helps boost employee morale. In addition, the multiplier effects of employee motivation on employee performance impacts directly on employee performance.

2.3. Work Environment and Work Flexibility as Factors Influencing Employee Performance

The work environment has occupied an important place in the literature as a factor affecting employee performance. It was one of the most on factors that affected the performance in the previous studies. The work environment is anything that is around employees and can affect employees (Sitohang, 2020: 37). It was a factor that had the strongest impact on the job performance directly and indirectly (Diamantidis & Chatzoglou, 2019: 171). Furthermore, there is a strong enough influence of the work environment on Employee Performance (Sitohang, 2020: 37).

Putri et al. (2019: 132) determined work environment as a factor that influences employee performance .According to (Juliarti et al., 2018: 20561; Diamantidis & Chatzoglou, 2019: 37), the work environment positively impacted performance directly and/ or indirectly. For (Juliarti et al., 2018: 20561), the work environment also impacted job satisfaction, which impacted employee performance. Work environment proved to be a significant positive effect on job satisfaction, and job satisfaction has a significant positive impact on employee performance. Therefore, the work environment proved positive and significant effects on employee performance (Ibid: 20561).

The influence of the work environment is known as everything or element that can affect the company directly or indirectly and have a good or bad impact on employee performance. When employees feel comfortable with the environment in which they work, they will be more disciplined, enabling them to improve their performance in achieving organization goals (Putri et al., 2019: 132 /135). That is why work environment conditions need to be improved to make it a more conducive working atmosphere so that it can provide a comfortable and positive impact on the development of employee performance (Chandra & Priyono, 2015: 137).

There are two types of work environments: Physical and non-physical work environments. The physical work environment is about all the physical conditions around the workplace and can affect the performance of employees directly and indirectly (Sedarmayanti, 2001).

Kazan & Gumus (2013: 429) were particular and specified the physical working environment as a factor that impacts employee performance. Moreover, the workplace design was significantly correlated with employee job performance. Mendis (2016: 148) indicated a strong positive relationship between workplace design and job performance of operational-level employees.

Many studies have focused on work flexibility (including flexibility in the workplace) and its impact on employee performance. Flexible working is defined as working arrangements that allow employees to vary the amount, timing, or location of their work, usually to the mutual benefit of the individual and organization. (The Flexible Working Task Force, 2018: 1). There are three types of work-life flexibility differentiated as (time, timing, and place) (Kossek & Dyne, 2008: 326).

Despite that, previous research has demonstrated that time-spatial flexibility can have both positive and negative effects on well-being, performance, and work-life balance (Wessels et al., 2019: 1). According to (The Flexible Working Task Force, 2018: 2), employees and managers agreed that flexible working increases individual performance and is more motivating even than a bonus and emphasizes that flexibility helps more people manage caring responsibilities and work-life balance. In turn, there is a statistically significant positive relationship between work-family balance and job performance. (Vithanage & Bhadra, 2015: 1)

When employees are free to work outside of the office, this is defined as telework. This working mechanism is usually facilitated by virtual communication tools such as teleconferences, videoconferences, and intranets with remote log-in (Coenen & Kok, 2014: 1). Thus, telework is one of the most commonly known and applied workplace flexibility practices. Whereas workplace flexibility entails the ability of workers to make choices and providing them with the freedom to make decisions when, where, and for how long they engage in work-related tasks (Jeffrey Hill et al., 2008: 149).

2.4. Working from Home and Employee Performance

While flexible working and telework are widely adopted recently, the different impacts, advantages, and disadvantages of these practices have been studied.

As was stated by Hunton & Norman (2010: 83), when employees were allowed to choose between working at the office or home, the organizational commitment was significantly higher, and task performance was positively associated with organizational commitment and organizational commitment mediated the relationship between the telework conditions and task performance.

Moreover, factors such as reduced communication with co-workers, a suitable working place at home, supervisor's trust and support (Nakrošienė et al., 2019: 1), appropriate telework hours (Kazekami, 2020: 1) had an impact on employee performance.

Reduced communication with co-workers played an essential role in improving teleworkers' performance, and this factor was a vital telework factor that impacts telework outcomes. Higher self-reported productivity was related to reduced communication with co-workers (Nakrošienė et al., 2019: 1).

Kazekami (2020: 1) indicated that telework had an insignificantly larger effect on workers who have more probability of trivial duties. Supervisors and colleagues often ask others to perform trivial and additional tasks out of schedules, and telecommuting may enable workers to avoid this kind of duties and increase work productivity. On the other side, the supervisor's trust and support are still among the most critical telework factors impacting different telework outcomes, and higher self-reported productivity was related to this factor (Nakrošienė et al., 2019: 1).

Besides, working from home has impacted the performance of employees who were forced to engage in traffic congestion at peak times to reach the workplace or those who resided in places relatively far from their place of work. Following Kazekami (2020: 1), telework was most efficient for improving work productivity if workers traveled more than an hour or commuted on highly crowded transportation during peak hours. In addition, telework leads to reduced travel demand, more use of active transport modes, and congestion relief (Elldér, 2020: 2). However, Reduced travel expenses had no significant effect on telework outcomes (Nakrošienė et al., 2019: 12).

As Kazan & Gumus (2013: 429) specified, the physical working environment as a factor impacts employee performance. Likewise, Nakrošienė et al. (2019: 1) mentioned that self-reported productivity was related to a suitable working place at home. Also, it was related to the possibility of taking care of family members when teleworking. In addition, the possibility of working when a person is sick increases teleworkers' satisfaction with telework (Nakrošienė et al., 2019: 14).

Contrary to previous research in the area, Wicks (2002: 679) aimed to determine how telework can benefit organizations and their members. And indicated that individuals are unlikely to engage in remote work either to reduce their commute time or due to the demands of a large family. More specifically, the ability to reduce distractions by working remotely, reduce absenteeism by teleworking, create a stronger sense of belonging to the organization, increase involvement and commitment to the job, and satisfaction with the remote work environment were the reasons for workers' willingness to telework. It appears, then, that the decision to work remotely is more likely to be made based on individuals' beliefs about how it affects their careers than their personal comfort or increased ability to balance the demands of work and family. This finding appears to put career ambition and other financial incentives ahead of various motives for remote work, contrary to common explanations for saving time and balancing more easily between work and family demands.

However, telework increases happiness and work satisfaction and life satisfaction. Although happiness and work satisfaction factors do not influence labor productivity, life satisfaction improves workers' productivity. However, telework increases the stress of balancing work and domestic chores, and the stress decreases life satisfaction (Kazekami, 2020: 1).

It is worth mentioning that appropriate telework hours increase workers' productivity, but if telework hours are too long, then telework decreases workers' productivity (Ibid: 1).

2.5. Who Can Work from Home?

Definitely, before studying the impact of home-working, it was needed to identify the segments of the workforce that can plausibly work from home and the type of works that can be performed remotely or home-based. As Adams-Prassl et al. (2020: 1) indicated, the share of tasks that can be done from home varies considerably both across and within occupations and industries.

Understanding the ability of employees to work from home is essential for several reasons. Firstly, home-working can limit job losses and the associated economic contraction. Secondly, as public health measures ease and economies reopen, ensuring that as many people as possible work from home will help control another spike in virus cases. Thirdly, the ability to work from home may alleviate short-term childcare pressures in light of school and crèche closures. However, combining working from home with childminding is not a sustainable long-term option (Redmond & McGuinness, 2020: 1).

Telework feasibility was found primarily in companies with more tasks that could be teleworked and companies that used more Information and Communication Technologies (Pérez et al., 2002: 781).

According to Redmond & McGuinness, (2020: 1), the incidence of home-working is highest in the ICT, finance, and education sectors and lowest in accommodation and food. (Yasenov, 2020: 1) emphasized that lower levels of education and are concentrated in occupations that are less likely to be performed from home

The workforce segments that can work from home vary in the literature according to education level, work wage level, ethnic backgrounds, gender, age level, nationality, and parental status.

Adams-Prassl et al. (2020: 1) stated that women could do fewer tasks from home, even within occupations and industries. Also, male workers are more likely to work from home (Redmond & McGuinness, 2020: 6/7). Furthermore, women workers perceived fewer advantages of telework (Nakrošienė et al., 2019: 13).

Redmond & McGuinness (2020: 1) highlighted that the likelihood of home-working could change according to parental status. Also, couples with children are more likely to work from home than lone couples, and that the ability to work from home may mitigate short-term childcare pressures induced by school and kindergarten closures. However, combining working from home with childminding is not a sustainable long-term option.

For (Redmond & McGuinness, 2020: 6/7; Yasenov 2020: 5), the higher paid workers, national and older workers, are more likely to work from home, while the lower-paid workers, immigrants, and younger adults workers are less likely to work from home. On the contrary**,** Nakrošienė et al. (2019: 13) found that older workers perceived fewer advantages of telework. In addition, ethnic minorities are concentrated in occupations that are less likely to be performed from home. (Yasenov, 2020: 1)

The type of job also had an impact on the probability of working from home. Redmond & McGuinness, (2020: 6/7) indicated that full-time employees have a higher probability of working from home, as do non-essential employees relative to essential employees.

Where the likelihood of males' remotely working was higher in the developed countries, as mentioned by (Adams-Prassl et al., 2020: 1; Redmond & McGuinness, 2020: 6/7), which were conducted in the US, the UK, and Ireland, respectively, the like likelihood of working remotely in Pakistan as a developing country was different, and Hasan et al. (2021: 1) turns it to economic conditions. According to (Ibid: 1), only 10% of jobs in Pakistan can be done from home. In addition, many of Pakistan's male workers are in low-skill, low-paying service industries and cannot work from home. At the same time, occupations with a higher female employment share have a relatively higher work-from-home share despite a lower percentage of prior internet use.

The ability to work from home also depended on the modern state of the areas and technological and social developments that facilitate working from home and make it more accepting and familiar. For (Ibid: 1), megacities have much higher rates of jobs that can be done from home, and rural areas have lower rates in Pakistan.

2.6. Enforced Homeworking During the Pandemic

As the pandemic progressed, the proportion of workers who could do all tasks from home increased even more in those occupations in which the pre-existing quota was already high. Thus, working from home or "enforced work from home," as Waizenegger et al. (2020:1) have called, can be a positive (or, at least, not so negative) solution for a large part of employees (Bolisani et al., 2020: 473).

However, working from home may imply longer and more stressful working hours, and it is not always a positive factor for employees: instead, it depends on the specific personal conditions (Ibid: 474). Telework is highly doable for some positions and employees but not for others (Fujii, 2020: 28).

Employee performance may be affected by diverse factors, and those factors need to be stated. Whereby different employees in the same company may have different work environments and conditions at home like family size, marital status, technological and communication instruments, noise, and other distractions based on the location of the home.) (Radcliffe et al., 2020: 1). Workers in industries and occupations less suitable for working from home are less productive than before the pandemic (Etheridge et al., 2020:1).

2.7. Factors Affected Employee Teleworking Performance during the Lockdowns.

Bolisani et al. (2020: 473) specified teleworking as a positive solution for the knowledge workers who can perform their duties in substantial autonomy, and Bartsch et al. (2020: 71) emphasized the positive impact of employee autonomy and indicated the mediating effects of employees' job autonomy and team cohesiveness. (Fujii, 2020: 29) attributed of telework role as an enhancer and a contributor to productivity to the autonomy in the direct work environment. The obtained autonomy during remote work had a positive role even before the pandemic. Schall (2019: 42) indicated that the higher perceived autonomy with remote working was a reason to increase job satisfaction. Thus, remote work had a positive relationship with job satisfaction.

Bolisani et al. (2020: 474) confirmed that technology is crucial for employee performance during working from home. Through technology, e-training and e-leadership can be applied, and WOLOR et al. (2020: 449) proved a positive and significant impact of e-training and e-leadership practices on employee performance. Bartsch et al. (2020: 71) stated the importance of leadership behavior to maintain employees' work performance in a virtual environment during crises. Work motivation also had a significant positive impact on employee performance. (WOLOR et al., 2020: 449)

Teleworking can be an effective way to increase the levels of job satisfaction of employees. That is because remote work affects employees to reduce conflict between work and family (Schall, 2019: 42). Also, Gajendran & Harrison (2006: 5) emphasized a significant negative correlation between telecommuting and work-family conflict. Also, it was noted that a higher perceived work-life balance has a positive and significant impact on employee performance. (WOLOR et al., 2020: 449)

Despite the beneficial outcomes from teleworking for the work-family interface (Gajendran & Harrison, 2006: 6), there is no "one-fits-all" solution. ,In additionit was indicated by (Adams-Prassl et al., 2020:1; Redmond & McGuinness, 2020: 8), gender, and by Redmond & McGuinness (2020: 8), parental status affected performance and the likelihood of working from home. Etheridge et al. (2020: 21) aimed to examine the self-reported productivity of home-workers during the lockdown. They confirmed that females reported lower productivity at home. This lower productivity was due not only to the characteristics of their jobs but also to the fact that they were disproportionately affected by the presence of children.

According to (Ibid: 21) ,low-income workers who worked remotely after the pandemic were also less productive, and Bolisani et al. (2020: 474) pointed out that the type of job and the competencies associated with employees is a discriminatory factor where those who cannot work in autonomy, are not associated with communication technologies or are unable to maintain productive relations with colleagues from teleworking, may be less productive in the case of working from home. As teleworking was negatively related to the quality of co-worker relationship (Gajendran & Harrison, 2006: 5), the shifting of affordances during enforced home-working yielded positive and negative effects on team collaboration (Waizenegger et al., 2020: 429). In addition, the difficulty during enforced working from home in performing one's job causes lower mental well-being (Etheridge et al., 2020: 21), but according to Bartsch et al. (2020: 71), it was surprising that work-related tension did not impact employees' work performance

Finally, home-working itself was advantageous and compensated for the other negative effects of the pandemic on productivity (Etheridge et al., 2020: 21).

2.8. Preferences of Working Place

According to the previously mentioned studies, the effects of home-working varied according to employees' characteristics, circumstances, and the nature of their work. The effects of the remote work experience were not limited to performance only but also affected their future preferences towards flexible work and working from home. Radcliffe et al. (2020: 6) examined some positive and negative experiences of home working during the lockdown. According to their study, employees identified the ability to: take care of children, do housework and spend more time with their partners as positive aspects of working from home. On the other side, the blurred boundaries between work/home were identified as a main negative aspect. Each lack of equipment, space to work during home-working home, and missing interactions with colleagues were key negative aspects of working from home during the COVID-19 lockdown. Reducing commute times, spending more time with family, increasing productivity, and improving well-being were the main reasons employees identified for wanting to work from home more in the future. (Ibid: 7)

2.9. Recommendations for Teleworking

Lopez-Leon et al. (2020: 371) provided several recommendations for working from home. They identified each creating routines, being organized, having an adequate home office, enhancing self-productivity, being responsible, avoiding extreme multitasking, facilitating communication and networking, being balanced, using available computer programs and platforms, being creative with remote working, exploring options for remote research and learning from the challenges, as recommendations of how to work from home. Also, Bartsch et al. (2020: 71) pointed out the value of relation-oriented leadership behavior to maintain employees' performance in a virtual environment during crises.

CHAPTER III

RESEARCH METHODOLOGY

In this chapter, we will discuss the material and methods that will be used in this research. The purpose of this section is to show the material and methods to meet the study objectives. This chapter will include two main sections, presented as materials and methods, and other sub-sections.

3.1. Material

3.1.1. The study area

Istanbul province was chosen as a study area of the research. The majority of foreign immigrants in Turkey are living in Istanbul. The data collection will be carried in Istanbul due to different reasons, such as Istanbul is considered the economic capital of Turkey, and Istanbul is hosting a large number of Arab immigrants. Arab employees living in Istanbul province represent the research population to determine sample households.

3.1.2 Research design

This study aims to investigate the change in employee performance through home-working and to examine the factors influencing home-working performance. In addition, to explore the employees' preferences to working place and the factors influencing. The research design should be identified to answer previous questions. According to the study questions, the Qualitative approach, which means using attitudes and behaviors to collect data, is the main approach. Also, the quantitative approach was followed in the current study for collecting data.

3.1.3. Sample size and data collection

Defining the study population is an essential step to determine the sample size. It is not possible to determine sample size unless determining the targeted population. Defining the population and defining population size is a crucial element for sample size. The population for the current study is the Arab employees working in Istanbul province, Turkey. In addition, they must undertake lockdown situations. Due to difficulties access to official statistics regarding the Arab employees in Turkey, it was hard to use the formula to estimate the sample size. Therefore, and depending on approximate statistics, we estimated the sample size by 213 respondents. The sample size in our study was 255 respondents. All of them were from Arab countries. 255 employees have participated in the questionnaire. Only 213 participants completed all the questionnaire questions, and the remaining 42 questionnaires were uncompleted or unrelated to our target group. Therefore the researcher rejected those questionnaires. As a result, 213 questionnaires have been completed and analyzed. After determining of sample size and designing of questionnaire data collection stage comes. It was expected that 15 days are enough for collecting the primary data. The virtual snowball sampling was used for collecting data as the questionnaire was shared on many social media groups, and groups' members also shared it on their groups. The primary data was collected by an electronic survey during the lockdown from 01 to 17 June 2021. The target population represents Arab employees residing in Istanbul province, Turkey.

3.1.4. Questionnaire design and pre-testing of the questionnaire

The primary data was the single resource of our data in the current study. The questionnaire is an instrument for collecting data from respondents, which is designed by the researcher based on a review of similar studies. Due to Turkey's lockdown and difficult conditions, it was challenging to collect our data using traditional methods. Therefore, an online survey was used as a data collection instrument. First, the questionnaire was shown to a group of experts to evaluate its validation. Then, the questionnaire was written in English and later on was translated into the formal Arabic language to avoid any distortion.

The data was collected on different variables. Socio-economic variables, Socio-demographic variables, work conditions variables, performance variables, and employee preferences variables. The questionnaire was divided into four sections:

1). Socio-economic and Socio-demographic variables, including different variables related to respondents.

2). Work conditions different variables.

3). The change in performance of the respondents during the lockdown.

4). The preference of employees towards working place which had three responses.

After designing the questionnaire, it was necessary to implement pre-testing before starting with data collection. Pre-testing has different functions, such as: investigating whether each question is understandable by the respondents. In addition, to examine if there are problems or misunderstandings in the questions and correct them.

The questionnaire was pre-tested and did not encounter any problems. Then we started with the new stage, which was data collection.

3.1.5. Development of Conceptual Models

The current study aims to investigate the effect of lockdowns on employee performance through the home-working period. In addition, to investigate the employees' preferences towards working place. Therefore, the researcher developed a conceptual framework to determine the relationship among variables based on previous studies in similar fields. The researcher developed a model for this study. The conceptual framework describes the relationship among socio-economic and socio-demographic variables, work conditions, and the change in performance. Also, the conceptual framework is shown in figure 3.1 below describes the relationship among socio-economic and socio-economic variables, working place preferences, and work conditions.

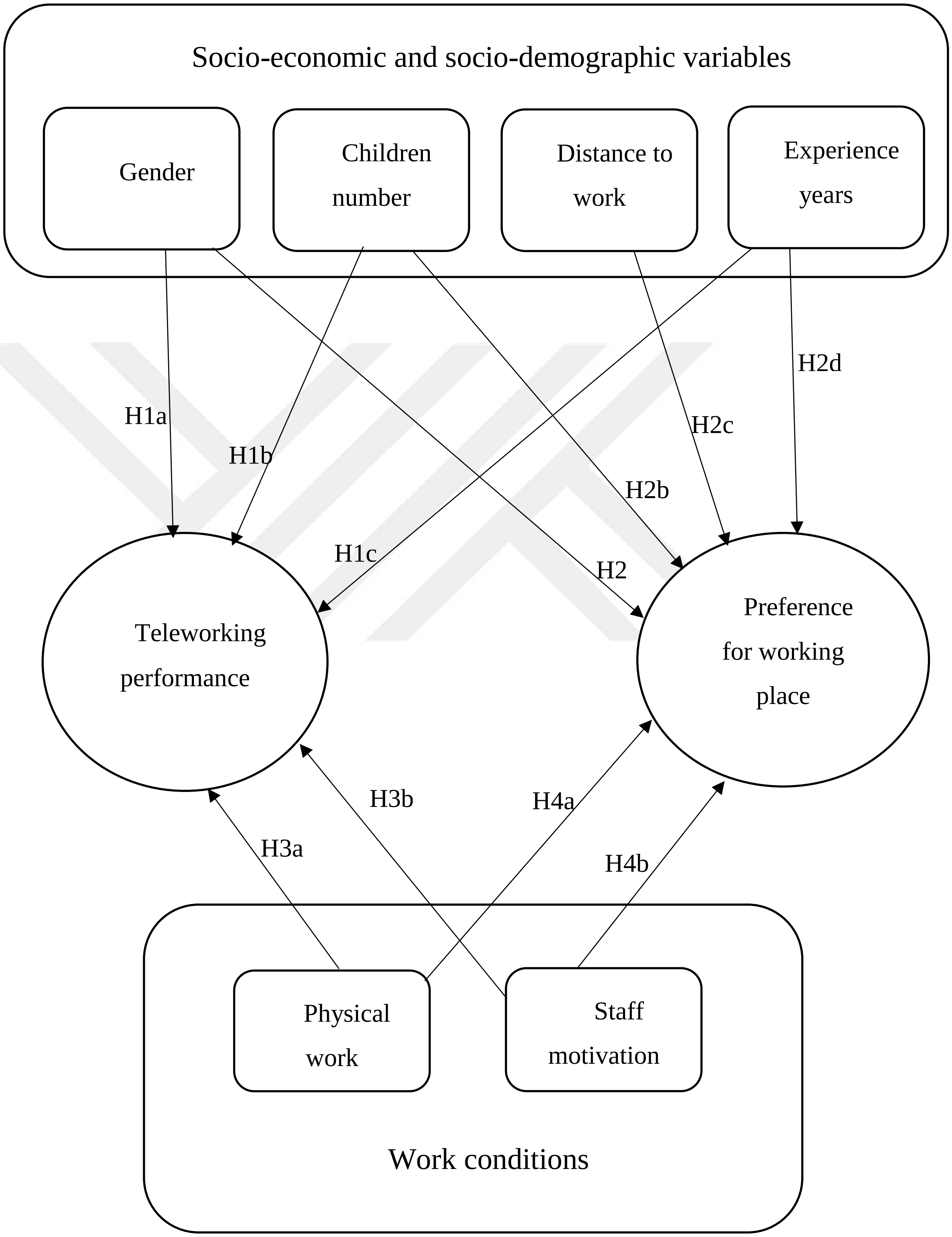

Figure 3.1. The conceptual framework of home-working performance and Preference for working place

3.1.6. Ethical considerations

It is necessary to apply ethical considerations in all research related to human subjects. The importance of ethical considerations comes from decreasing the negative impacts associated with respondents in the study. To ensure ethical considerations, the researcher applied for the Research Ethics Committee of Sabahattin Zaim University to get approval.

The researcher emphasizes that respondents' participation was voluntary with their consent, without any pressure, as it is not ethical to survey people without their consent. The researcher avoided any sensitive questions or biases. The researcher also ensures that respondents' answers and data will not be published. Only the research results will be published, and no information will be shared with any party for any reason.

3.1.7. Definition of Variables

In this study, we investigated the correlation among variables. Therefore, it was necessary to determine the nature of the variables. The current study presented two main kinds of variables, dependent and independent variables. Home-working performance and employee preferences for working place were represented as dependent variables. Whereas, socio-economic and socio-demographic variables, work conditions variables were represented as independent variables. We aimed in our study to explore the effect of the independent variables on the dependent variables.

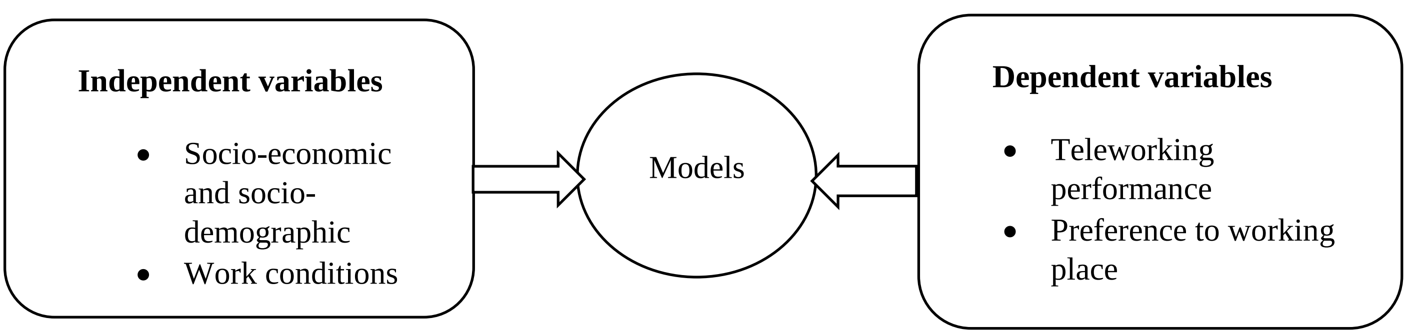

Figure 3.2. The variables used in the study

3.2. Methods

3.2.1. Measurement of the change in performance

This study aims to investigate the impact of different variables on employee home-working performance during the lockdown. Furthermore, to explore employees' future preferences towards working place. It was crucial to determine the measurement of performance to obtain these two objectives. The five scales question was used to measure the change in performance. The responses were as follows in table 3.1.

Table 3.1. The scale of performance change

Response to the statement	Code of statement
Get much less done	5
Get a little less done	4
Is the same	3
Get a little more done	2
Get much more done	1

To measure the impact of work condition variables on performance, the Likert scale was conducted to measure the weight of responses table 3.2.

Table 3.2. Five Likert scale

Response to the statement	Code of statement
Strongly agree	5
Agree	4
Uncertain	3
Disagree	2
Strongly disagree	1

3.2.2. Measurement of employee preferences towards working place

The second objective of our study is to investigate the employees' preferences for working place and explore the factors influencing it. For measuring employees' preferences towards the working place, a scale with three responses were applied. The score of 1 classified employee into home preference, 2 classified employees into a combination of home and workplace, and the score of 3 refers to office preference.

Table 3.3 below shows the measurement of employees' preferences towards working place.

Table 3.3 Employees' preferences towards working place

Response to the statement	Code of statement
working from home	1
Combination of both	2
Working from Office	3

3.2.3. Reliability

Reliability refers to the degree of consistency and stability in an instrument. This measure is considered essential. Under a high degree of reliability, we can get the results after repeating measurements under similar conditions. There are different ways to evaluate reliability. The most common one is the Cronbach alpha coefficient which will be used in the study. Cronbach alpha coefficient values range from zero to 1. A value less than 0.6 is considered unacceptable reliability, a value above 0.6 is acceptable reliability, and a value more than 0.7 is excellent reliability. If the variables' reliability value less than 0.60 means that the variables will be removed from the analysis.

3.2.4. Data analysis techniques

Data analysis techniques include a set of techniques are applied to get results. Our data were analyzed after editing, coding, and cleaning processes. The techniques applied to data analysis were as follows:

3.2.4.1.Descriptive Analysis

Descriptive analysis is used to present results after data analysis. Descriptive analysis can be used to describe, organize, and explain data. Different indicators can be used in descriptive analysis, such as average, maximum, minimum, standard deviation, standard error, graphs, charts, etc.

3.2.4.2. Independent Sample t-test and Mann Whitney U test

The Independent sample t-test technique compares the means of two independent samples under normal distribution assumptions. This technique is applied to determine the differences between two groups and whether these differences are statistically significant. Whereas, Mann-Whitney U test in case of no normal distribution assumptions. In this study, based on the variables presented in the previous sections, this test was used to test the differences among employees in the performance change and their preferences towards working place.

3.2.4.3.Analysis of Variance (ANOVA) and Kruskal-Wallis test

Analysis of variance or one-way (ANOVA) technique compares the means of more than two independent groups. This technique is applied to determine the differences among the groups and whether these differences are significant under normal distribution assumptions, whereas the Kruskal-Wallis test in the case of nonnormal distribution assumptions. In this study, based on the variables presented in the previous sections, this test was used to test the differences among employees in the performance change and their preferences towards working place.

3.2.4.4.Factor Analysis

According to regression models' assumptions, there are one dependent variable and a set of independent variables. We measure the effect of the independent variables on one dependent variable. Here, the number of independent variables is essential. In models with many independent variables, making inferences will be hard. This problem can be solved by applying the factor analysis technique. We aim to investigate the impact of socio-economic and socio-demographic variables and work condition variables on employee performance during the lockdown. In addition, to investigate those variables on the preferences of the employees with regards to working place. With many independent variables (19 work variables), making inferences will be problematic and inaccurate. Therefore, to avoid this, it was necessary to conduct the factor analysis FA procedure.

Several work variables were used to explore their effects on performance and employees' preferences in the current study. Explanatory factor analysis can be applied to reduce the number of variables. The explanatory factor analysis (EFA) technique is used to reduce the number of work variables. The purpose of this procedure is to reduce work factors using the factor analysis (FA) technique. Sample size and the number of observations are important factors in the factor analysis. At least and larger than 100 observations. This technique includes two tests. The Kaiser-Meyer-Olkin (KMO) test is used to check whether the sample is adequate or not. KMO value must be greater than 0.6 to conduct factor analysis. Bartlett's sphericity is another test to check whether the factor analysis procedure is available or not. Bartlett's sphericity test must be less than 0.05, and the factor analysis can be used (Hair et al., 2014). There are many methods for conducting factor analysis: maximum likelihood, minimum residual, principal axis, weighted least squares, generalized weighted least squares, etc. For this study, the principal axis method was used.

Latent root criterion or eigenvalue is the most common technique in factor analysis. This technique determines the factors that will be extracted from the total variables intended in the study. The value of eigenvalue is greater than one; this means significant, whereas if they are less than one, this means insignificant. Another criterion is applied in factor analysis is called the percentage of total variance. This approach refers to achieving a cumulative percentage of total variance extracted by factors. The percentage value must be more than 60% to be considered satisfactory (Hair et al., 2014). This means that the factors extracting from factor analysis represent 60% of the total variance. Therefore, the greater variance of extracted factors means more satisfactory.

Factor rotation or factor loadings is applied to express the correlation between variables and extracted factors. Several variables are uploaded on each factor with different values. These values or loadings explain the correspondence between factor from side and loading variables from another side. The correspondence is high between factors and variables when the loading values are high. The significance level of loading values can be determined according to the sample size. The table below shows the significance level of loading values according to sample size (Hair et al., 2014).

Table 3.4 Significance factor loadings by sample size

Factor loading	The sample size needed for significance
0.30	350
0.35	250
0.40	200
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

3.2.4.5. Ordinal logistic regression analysis

To determine the effect of different variables on one variable, we used the regression technique. Regression analysis will be used in the current study to estimate the relationship between the dependent variable and independent variables. When the analysis includes one dependent variable with more than one independent variable, we apply the multiple regression techniques. The Ordinal multiple regression (OMR) analysis is a statistical technique for understanding the impact of independents variables on one ordinal dependent variable(s). The first stage is to divide the variables into dependents variable(s) and independents variables (Hair et al., 2014). One dependent variable (Y) with five ordinal responses and more than one independent variable as a set of explanatory variables (X1, X2…Xp). The first dependent variable is the change in employee performance during lockdowns. The independent variables are the four variables extracting from factor analysis in addition to socio-economic variables.

The following regression equation was used to estimate the regression model,

$$Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \beta5X5 + \varepsilon i \qquad (1)$$

While Y represents the change in performance of employees during the lockdown period, the dependent variables were represented as follows: X1 represents motivation effect, X2 represents family effect, X3 represents physical work environment, X4 represents staff motivation, X5 represents a group of socio-economic variables such as (gender, number of children, years of experience, work sector) .... $\beta 0$ refers to a constant value.

$\beta 1$, $\beta 2$, $\beta 3$, $\beta 4$, $\beta 5$, represent regression coefficients

Whereas i denotes the error terms.

3.2.4.6.Multinomial logistic regression analysis

The multinomial regression technique can determine the effect of different variables on one dependent variable with more than two non-ordinal responses. In our study, the dependent variable was employee's working place preference. The independent variables were only two variables (out of four variables) extracting from factor analysis and a group of socio-economic variables related to the study objectives and hypotheses.

The following regression equation was used to estimate the regression model,

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon i \qquad (2)$$

Where Y represents the preferences of employees of working place after lockdown period, X1 represents work environment, X2 represents staff motivation, X3 represents a group of socio-economic variables such as (gender, number of children, years of experience, distance from workplace) .... $\beta 0$ refers to a constant value.

$\beta 1$, $\beta 2$, $\beta 3$, represent regression coefficients

Whereas εi denotes the error terms.

CHAPTER IV

RESULTS AND DISSCUSION

4.1. Introduction

The empirical findings of the factors influencing the home-working performance during the lockdown and future preferences towards the working place were presented and discussed in this chapter. In this chapter, the study results were presented by using texts, graphs, and tables. This chapter shows the results of statistical analyses and consists of several sub-sections. The first section of this chapter is the introduction, whereas section 2 presents the profile of the respondents. Section 3 illustrates the results of factor analysis to identify the factors influencing employee performance. For section 4, it presents the results of the employees' preferences towards working place. Section 5 explains the results of differences among respondents concerning work performance and working place preferences.

4.2. Profile of Respondents

4.2.1. Socio-demographic characteristics

Descriptive statistics for respondents' socio-economics and socio-demographic characteristics were given in Table 4.1. The results show that 90.1% of the respondents were Syrian and 9.8% were from other Arabian nationalities verified between Egyptian, Iraqi, Jordanian, Palestinian, and others. The questionnaire succeeded in attracting close numbers of both genders, with 118 males and 95 females. Most of our respondents were from the younger categories, where 78% of participants were from 18 to 37 years old, and that attributed to the fact that teleworkable positions are most common among young employees who have technological skills that enable them to implement their tasks remotely. Most of our respondents were married with a 56.8% share for the marital status, as single respondents represented 37.6% of our participants, where each divorced and widower respondents occupied a 2.8% share of the total. As more than half of our respondents were young and single, they mostly did not have children (50.2%) or had less than two children (32%). About the education level, our participants mainly were with bachelor degree by 70.4% whereas 23% were with high education, 6.1% with secondary school, 0% intermediate school, and .5% with primary school. For the experience years, our respondents varied between the low-experienced employees who had less than 4 experience years, and the high-experienced with more than 12 experience years. While 68.5% of our respondents were full-time employees, 31.5% were part-time employees. Logically, the share of participants from the industrial sector was low (2.3%), given that very few positions in this sector can be worked remotely. Likewise, the health sector, which had the lowest percentage of participants from the service sectors. In contrast, other service sectors such as education, media and NGOs had the highest percentage among the sectors covered in the survey and the highest share was for education sector, with 27% of respondents. The shares of respondents' working role were 27.6% for managers, 71% for employees, and the lowest share was for trainers. The income level varied as less than 2800, from 2800 to 3500, from 3500 to 5000, more than 5000 with shares of 23.5%, 21.1%, 21.6%, and 33.8%, respectively. In our study, the duration from home to the workplace was identified by minutes, and 31.9% of participants needed less than 20 m to reach their workplace, 20.6% needed From 20 to 35 m, 30.4% needed From 35 to 60 m, and 17.2% needed more than 60 m to reach their workplace. More than half of our respondents did not face any change regarding their income on the contrary 42.9% of participants' income decreased, and only 5.7% increased. 3/4 of the respondents agreed or strongly agreed that working from the workplace entails additional expenses, as 34.3% strongly agreed, 41.3 % agreed. On the other side, 12.2% were neutral, 10.3% disagreed, and 1.9% were strongly disagreed.

Table 4.1. Socio- economic and socio- demographic variables

Socio-demographic variables	Sub-variables/ means	No. of respondents	Percent (%)
Nationality	Syrian	192	90.1
	Egyptian	3	1.4
	Iraqi	3	1.4
	Jordanian	3	1.4
	Yemeni	0	0.0
	Palestinian	3	1.4
	Other	9	4.2
Gender	Male	118	55.4

	female	95	44.6
Age group	18 to 26 26 to 31 31 to 37 More than 37	54 67 45 45	25.6 31.8 21.3 21.3
Marital status	Single Married Divorced Widower	80 121 6 6	37.6 56.8 2.8 2.8
Parental status	Yes No	106 107	49.8 50.2
Children number	0 From 1 to 2 More than 2	107 68 37	50.2 32 17.3
Level of education	Primary school Intermediate school Secondary school Bachelor degree Master or doctorate	1 0 13 150 49	0.5 0 6.1 70.4 23
Experience years	Less than 4 From 4 to 7 From 7 to 12 More than 12	71 39 53 49	33.5 18.4 25 23.1
Job type	Full time Part-time	146 67	68.5 31.5
Sector	Commercial Industrial Services Health Educational Media NGO	28 5 43 2 59 51 25	13.1 2.3 20.2 0.9 27.7 23.9 11.7
Role in work	Manager Employee Trainer	58 149 3	27.6 71 1.4
Income level	Less than 2800 From 2800 to 3500 From 3500 to 5000 More than 5000	50 45 46 72	23.5 21.1 21.6 33.8
Duration to work	less than 20 m From 20 to 35 m From 35 to 60 m More than 60 m	65 42 62 35	31.9 20.6 30.4 17.2
Home-working effect on income	Increased Decreased Not changed	12 90 108	5.7 42.9 51.4

Expenses increase during office work	Strongly disagree Disagree Neutral Agree Strongly agree	4 22 26 88 73	1.9 10.3 12.2 41.3 34.3

4.2.2. The change in work performance during home-working in the lockdown period

The results of performance change during the lockdown period were presented in Table 4.2 below. According to our results, 38% of the employees did not witness any change in their performance, and 38.5% had a higher or much higher performance during lockdown home-working and about 23.5% indicated that their performance was much lower or much lower than before. (Table 4.2, figure 4.1 below).

Table 4.2. Work performance of employees during home working

Performance change	No. of respondents	Percent (%)
Performance is much higher	40	18.8
Performance is higher	42	19.7
Performance is the same	81	38
Performance is lower	45	21.1
Performance is much lower	5	2.3
Total	213	100

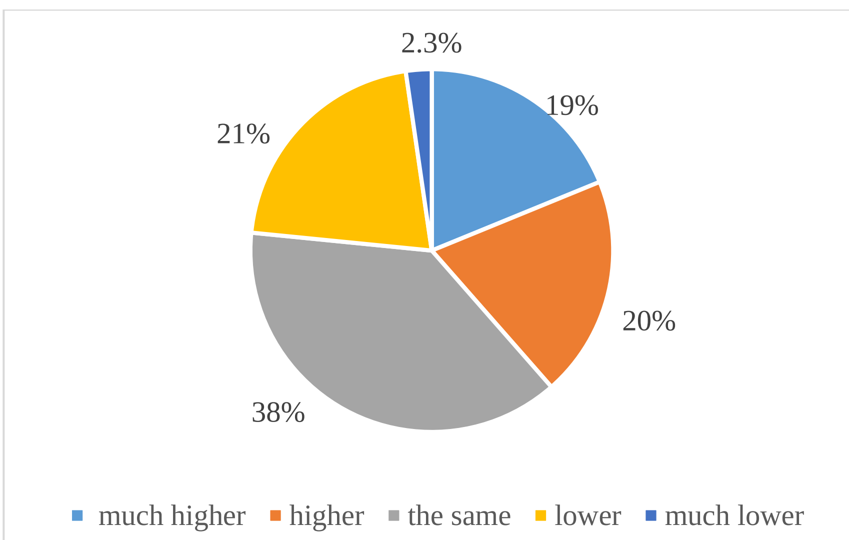

Figure 4.1. The change in employee performance during the lockdown

4.2.3. Employees' preferences towards working place

In this section, the employee's preference towards the working place was investigated. The results of employees' preferences of working place were presented in Table 4.3 below. According to the results, the combination working policy was the preferable way for working, as was stated by 53% of respondents. (Table 4.3, figure 4.2. below)

Table 4.3. Employees' attitudes towards working place

Working place preferences	No. of respondents	Percent (%)
I prefer working from home	32	15
I prefer mixed working	113	53.1
I prefer office working	68	31.9
Total	213	100

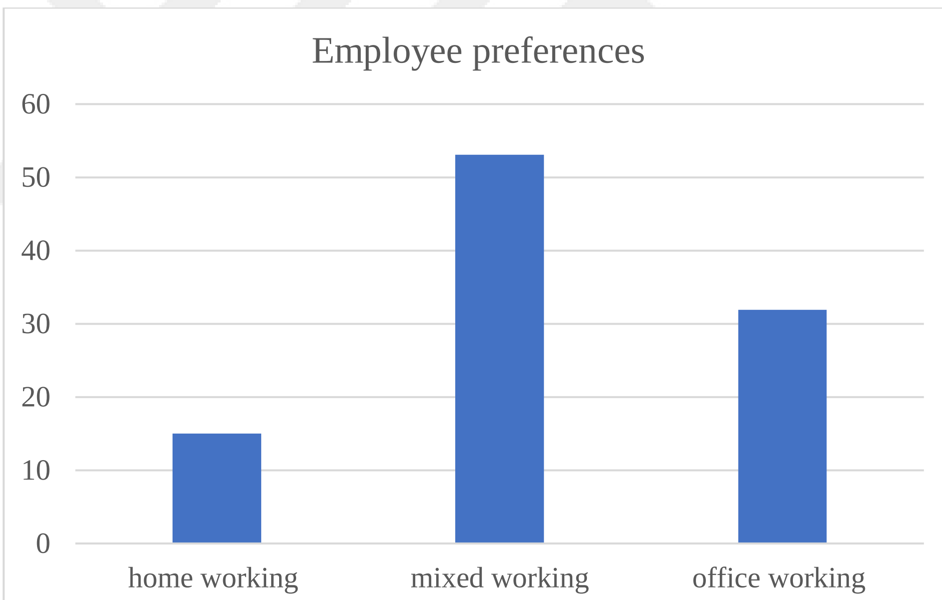

Figure 4.2. Employee preferences of work location

4.3. Results of the EFA and Factors Influencing Performance during Home-Working

Several factors can influence employee performance. In this research, four groups of variables were used to achieve the research objectives. The family effect, social effect, physical work environment, and motivation were the main variables groups used to investigate their effects on employee performance. Every group is divided into sub-factors. In total, four groups with 19 factors were used. The factor analysis technique is used to investigate the most important factors influencing employee performance during home-working. Table 4.4 shows the results of EFA related to employee performance during working from home.

The results of Kaiser-Meyer-Olkin (KMO) or measure of sampling adequacy indicate that the data is suitable to apply factor analysis. Bartlett's test or test of sphericity indicates whether a given correlation matrix is an identity matrix or the variables are unrelated. The significance level must be less than 0.05 for these values meaning that there is a significant relationship among the variables. The value of Kaiser-Meyer-Olkin (KMO) was 0.783, greater than the recommended value of 0.6. Bartlett's test of sphericity was significant ($p = 0.000$). Based on these results that factor analysis is an appropriate method for our data. The current study consists of 213 respondents, so factor loadings of 0.40 and above are significant (Hair et al., 2014). The results show that out of 19 variables, and five factors had eigenvalues greater than one, and their cumulative value indicates that five factors explain 59.39% of the total variance table (4.4.)

The reliability or Cronbach's Alpha must have values greater than 0.60 to mean that they have acceptable reliability, whereas the values that are less than 0.60 will be deleted (Hair et al., 2014). The first factor labeled as social effect with Eigenvalue of 4.932 and Cronbach's alpha of 0.409 includes four variables: balance between family and work, a balance between social life and work, feeling comfortable, and routine problem. Cronbach's alpha of 0.409 less than 0.60; therefore, this factor was deleted for the following analysis. The second factor labeled as motivation with an Eigenvalue of 2.301 and Cronbach's alpha of 0.776 greater than 0.60 includes five variables as supportive manager, suitable income, job satisfaction, suitable work hours, and my colleagues are very helpful. The third factor labeled as family effect and the physical environment with Eigenvalue of 1.839 and Cronbach's alpha of 0.755 includes six variables: homeschooling, childcare, family around, noise, more work, and work stress. The fourth factor labeled as work environment with an Eigenvalue of 1.584 and Cronbach's alpha of 0.780 includes three variables: internet connection, equipment, and access to work resources. Finally, the fifth factor labeled as work interaction with an Eigenvalue of

1.001, and no need for Cronbach's alpha includes a single variable as interaction with colleagues and staff table (4.4.)

Table 4.4. Factor analysis: Rotation of factor rotated component matrix

Work Variables	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Social effect					
Home-working made a balance between family and work.	0.846				
Home-working made a balance with my social life.	0.812				
Home-working made me feel comfortable.	0.790				
I am facing a home routine problem.	-0.442				
Motivation					
Supportive manager		0.820			
Suitable income		0.755			
Job satisfaction		0.750			
Suitable work hours		0.650			
My colleagues are very helpful.		0.587			
Family effect					
I have had to provide homeschooling.			0.759		
I have had to provide childcare.			0.744		
Family around decrease performance			0.641		
More noise made by others			0.571		
I have more work to do at home.			0.526		
There is more work stress.			0.469		
Physical Work environment					
Internet connection is limited.				0.840	
The equipment is not enough.				0.737	
Access to workplace resources is limited.				0.647	
Colleagues and manager motivation /Staff motivation					
Interaction with colleagues and staff is limited.					0.832
Eigenvalue Total variance	4.932 22.57	2.301 34.08	1.839 43.49	1.584 52.07	1.001 59.39
Cronbach's Alpha	0.41	o.776	0.755	o.780	
Bartlett's Test of Sphericity	Chi-square ($\chi 2$) = 1376.031, df = 171, $p < 0.05$				

KMO	0.783

THE FACTORS INFLUENCING THE CHANGE IN PERFORMANCE

Table 4.5. shows the result of the Chi-square test to examine the validity of the parallelism assumption. The value of the Chi-square test (=64.820, $p>0.05$) means that the parallelism assumption is validated and our data is suitable for the ordinal regression.

Table 4.6. also shows the model fitness information. This model examines the relationship between the dependent variables and independent variables. According to the results ($p<0.05$) which means that there is a significant association between the dependent variable and independent variables. In other words, the ordinal logistic regression can be applied to our data.

The results of ordinal regression were presented in table 4.7. the regression model expresses the effects of socio-economic and work factors on employee performance. Table 4.7. shows the Wald test results. The Wald test clarify if there is a significant relationship between the dependent and independent variables. If the significance value is less than 0.05, there is a significant relationship between the dependent and independent variables. According to the results, various variables had a statistical effect on the performance. In general, the variable of age had a statistically positive influence on the performance ($p<0.01$); when age increases, the performance increases. The experience years also had a statistically negative influence on the performance ($p<0.01$); when experience years increase, the performance decreases. Finally, staff motivation or (work interaction) had a statistically positive influence on the performance ($p<0.01$); when interaction increases, the performance increases.

However, the variables of gender, number of children, motivation, family effect, work environment, and the sector did not significantly influence employee performance during the lockdown.

According to the findings, gender had no statistically significant associations with employee home-working performance during the lockdown. Therefore, H1a. Hypothesis, gender variable has a significant influence on employee performance during the lockdown, is rejected. The number of children also had no statistically significant associations with employee home-working performance during the lockdown. Therefore, hypothesis H1b. as the variable significantly influences performance, is rejected. Work experience had statistically significant associations on performance. Therefore, hypothesis H1c. Work experience has a significant influence on performance, can be accepted. Regarding work conditions variables, while staff motivation had statistically significant associations with employee home-working performance during the lockdown, the physical work environment had no statically significant impact on performance. Therefore, hypothesis H3b regarding the significant influence of staff motivation on employee performance is accepted. On the contrary H3a as physical work environment has a significant influence on performance is rejected.

Table 4.5. The result of the Parallel Lines test

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	541.952			
General	477.131[b]	64.820c	57	.223

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

Table 4.6. Model fitness information 1

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	589.549			
Final	541.952	47.597	19	.000

Link function: Logit.

Table 4.7. The results of the ordinal regression model

		Estimate	Std. Error	Wald	df	Sig.
Threshold	[PerformanceChange = 1.00]	-1.686	.582	8.391	1	.004*
	[PerformanceChange = 2.00]	-.510	.571	.799	1	.371
	[PerformanceChange = 3.00]	1.437	.578	6.187	1	.013*

	[PerformanceChange = 4.00]	4.337	.753	33.186	1	.000*
Location	Motivation	-.180	.137	1.728	1	.189
	Family effect	-.064	.140	.211	1	.646
	Physical Work environment	.031	.135	.053	1	.818
	Work interaction	.362	.135	7.222	1	.007*
	[Gender=1.00]	-.163	.283	.332	1	.564
	[Gender=2.00]	0^a	.	.	0	.
	[Age=1.00]	-1.920	.681	7.963	1	.005*
	[Age=2.00]	-1.358	.589	5.307	1	.021**
	[Age=3.00]	-1.503	.473	10.116	1	.001*
	[Age=4.00]	0^a	.	.	0	.
	[ChildrenNumber=1.00]	.141	.438	.104	1	.747
	[ChildrenNumber=2.00]	.620	.457	1.839	1	.175
	[ChildrenNumber=3.00]	0^a	.	.	0	.
	[ExperienceYears=1.00]	2.300	.600	14.705	1	.000*
	[ExperienceYears=2.00]	2.658	.613	18.775	1	.000*
	[ExperienceYears=3.00]	1.070	.467	5.237	1	.022**
	[ExperienceYears=4.00]	0^a	.	.	0	.
	[Sector=1.00]	.019	.519	.001	1	.971
	[Sector=2.00]	-.646	.944	.468	1	.494
	[Sector=3.00]	-.427	.480	.792	1	.373
	[Sector=4.00]	.106	1.393	.006	1	.940
	[Sector=5.00]	-.772	.465	2.761	1	.097
	[Sector=6.00]	-.300	.461	.422	1	.516
	[Sector=7.00]	0^a	.	.	0	.

*, **, *** mean that significant difference at 1%, 5%, and 10%, respectively.

4.4. The Factors Influencing the Preference of Working Place

The research aims to investigate the factors influencing working place preferences. Several independent variables eight variables) with one dependent variable (the dependent variable has three non-ordinal responses). Therefore, the multinomial logistic regression model is considered suitable for our study. To estimate the multinomial regression model, and the regression equation was used.

Table 4.8 shows the result of the Nagelkerke test to examine the variation in the dependent variable. The value of the Chi-square test (0.217) which means that, the variables in the model explain 21.7% from the variation in the dependent variable. Table 4.8 also shows the model fitness information. This model examines the relationship between the dependent variable and independent variables. According to the results ($p<0.05$) and this means that there is a significant association between the dependent variable and independent variables. In other words, the multinomial logistic regression can be applied to our data.

Table 4.8. Model fitness information 2

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	393.247			
Final	351.895	41.352	26	.029**
Nagelkerke	.217			

The results of multinomial logistic regression were presented in table 4.9 below. The regression model expresses the impacts of socio-economic, physical work environment, and staff motivation on the working place preference. Table 4.9 shows the Wald test results. The Wald test clarify if there is a significant relationship between the dependent and independent variables. If the significance value is less than 0.05, so there is a significant relationship between the dependent and independent variables. Here, we compare the respondents' preferences as following: firstly, comparing respondents' preferences among home-working and office working. Secondly, comparing respondents' preferences among combination working and office working. First, the preferences between home-working and office working, according to the results, four variables out of eight variables had a statistically effect on the working place preferences. In general, the variable of parental status had a statistical influence on the working place preference ($p<0.10$). Having children makes employees prefer home-working. The years of experience also had a statistical influence on working place preference ($p<0.05$). If work experience increases, employees prefer to work from the office. Staff motivation had a statistical influence on the working place preference ($p<0.05$), and the lack of interaction lead employees to prefer office working. Finally, the physical work environment had a statistical influence on the working place preference ($p<0.05$). The limitation of equipment and resources during home-working makes employees prefer to work from the office.

Secondly, the preferences between combination working and office working, according to the results only one variable (physical work environment) had statistically influenced the working place preference ($p<0.05$). The physical work environment encourages respondents to prefer office working.

However, the variables of distance to work, gender, number of children, and age had no statistically significant influences on the working place preference.

According to the findings, gender had no statistically significant associations with home-working performance. Therefore, H2a. Hypothesis, gender variable has a significant influence on working place preferences, is rejected. The number of children had no statistically significant associations with working place preferences .Therefore, hypothesis H2b. the number of children variable has a significant influence on working place preferences, is rejected. Distance from work had no statistically significant associations with working place preference. Therefore, hypothesis H2c. The distance to work has a significant influence on working place preference, is rejected. The years of experience also had a statistical influence on working place preference which match with H2d. Hypothesis and it can be accepted. About work conditions variable, physical work environment had statistically significant associations with working place preference. Therefore, hypothesis H4a is accepted. On the contrary, Staff motivation had also a significant influence on working place preference thus H4b hypothesis is accepted.

Table 4.9. The results of the multinomial regression model

Working placepreference[a]		B	Std. Error	Wald	df	Sig.	Exp(B)
Home-working	Intercept	2.010	1.558	1.664	1	.197	
	Staff motivation	-.569	.252	5.100	1	.024**	.566
	Physical work environment	-.646	.266	5.923	1	.015**	.524
	distance	.007	.009	.613	1	.434	1.007
	[Gender=1.00]	-.676	.521	1.685	1	.194	.508
	[Gender=2.00]	0^b	.	.	0	.	.

	[ChildrenNumber=1.00]	-1.278	1.308	.954	1	.329	.279
	[ChildrenNumber=2.00]	.680	.857	.630	1	.427	1.974
	[ChildrenNumber=3.00]	0^b	.	.	0	.	.
	[HaveChildren=1.00]	-2.243	1.270	3.117	1	.077***	.106
	[HaveChildren=2.00]	0^b	.	.	0	.	.
	[Age=1.00]	2.057	1.354	2.308	1	.129	7.824
	[Age=2.00]	.554	1.169	.225	1	.635	1.740
	[Age=3.00]	-.461	.841	.300	1	.584	.631
	[Age=4.00]	0^b	.	.	0	.	.
	[ExperienceYears=1.00]	-3.150	1.214	6.731	1	.009*	.043
	[ExperienceYears=2.00]	-2.459	1.224	4.036	1	.045**	.086
	[ExperienceYears=3.00]	-1.502	.880	2.909	1	.088***	.223
	[ExperienceYears=4.00]	0^b	.	.	0	.	.
Partly	Intercept	.839	.871	.928	1	.335	
	Staff motivation	-.257	.178	2.088	1	.148	.773
	Physical work environment	-.370	.173	4.567	1	.033**	.690
	distance	.010	.006	2.682	1	.101	1.010
	[Gender=1.00]	-.098	.362	.073	1	.787	.907
	[Gender=2.00]	0^b	.	.	0	.	.
	[ChildrenNumber=1.00]	.133	.626	.045	1	.831	1.143
	[ChildrenNumber=2.00]	-.763	.591	1.670	1	.196	.466
	[ChildrenNumber=3.00]	0^b	.	.	0	.	.
	[HaveChildren=1.00]	-.075	.558	.018	1	.893	.928
	[HaveChildren=2.00]	0^b	.	.	0	.	.
	[Age=1.00]	.412	.859	.230	1	.631	1.510
	[Age=2.00]	.224	.741	.092	1	.762	1.252
	[Age=3.00]	-.716	.585	1.497	1	.221	.489
	[Age=4.00]	0^b	.	.	0	.	.
	[ExperienceYears=1.00]	-1.054	.743	2.012	1	.156	.349
	[ExperienceYears=2.00]	-.807	.762	1.121	1	.290	.446
	[ExperienceYears=3.00]	-.380	.578	.432	1	.511	.684
	[ExperienceYears=4.00]	0^b	.	.	0	.	.

a. The reference category is: office working.

b. This parameter is set to zero because it is redundant.

*, **, *** mean that significant difference at 1%, 5%, and 10%, respectively.

4.5. The Differences among Respondents towards the Work Performance and Working Place Preferences

The measurement of employee performance was measured using five response scales. The change in employee performance ranges from 1 to 5 responses to investigate the significant differences among the employees towards the change in performance. Table 4.10 shows the differences in performance based on socio-economic variables. The results illustrate that nationality, gender, marital status, parental status, level of education, sector, job role, the level of income, and expenses attributed to working in the office had no statistically significant differences related to employee performance. However, there are statistically significant differences among age groups, experience years, distance to work, and job status ($p < 0.01$).

Regarding the differences among employees towards their working place preferences, nationality, gender, age, marital status, parental status, the number of children, level of education, experience years, job type, sector, job role, the level of income, and distance to work had no statistically significant differences related to the working place. In comparison, only expenses attributed to working in the office had statistically significant differences related to the working place. Therefore, hypothesis H5. There are significant differences among employees regarding the change in performance, and the working place preferences during lockdown can be partially accepted. Table 4.10 shows the differences in employee performance and employee preferences according to socio-economic characteristics

Table 4.10. The differences in employee performance and employee preferences according to socio-economic characteristics

Socio-economic Variables	Employee performance		Employee preferences	
	Mean Rank	*p-value*	Mean Rank	*p-value*
Nationality				
Syrian	106.8	0.406	106.52	0.783
Egyptian	103		119.17	
Iraqi	173.33		119.17	
Jordanian	102.5		89	
Palestinian	123		149.33	
Other	86.72		101.06	
Gender				

Male	106.86	0.968	111.08	0.233
Female	107.18		101.94	
Age group				
18 to 26	108.95		97.04	
26 to 31	121.87	0.006*	110.37	0.152
31 to 37	82.34		118.68	
More than 37	102.48		97.58	
Marital status				
Single	114.14		104.37	
Married	104.42	0.259	112.17	0.330
Divorced	85.42		52.75	
Widower	85.42		92	
Do you have children?				
Yes	103.5	0.391	111.87	0.204
No	110.46		102.18	
Children number	108.37		103.61	
	117.33	0.076***	112.96	0.580
	87.65		110.50	
Level of education				
Primary school	186		179.5	
Intermediate school	122		107.08	
Secondary school	0	0.304	0	0.288
Bachelor degree	107.9		109.86	
Master or doctorate	98.65		96.73	
Experience years				
Less than 4	117.22		109.8	
From 4 to 7	128.19	0.000*	103.27	0.355
From 7 to 12	102.17		114.31	
More than 12	78.39		95.85	
Job type				
Full time	112.85	0.033**	108.82	0.480
Part-time	94.25		103.03	
Sector				
Commercial	113.34		94.8	
Industrial	94.9		107.1	
Services	113.55	0.527	98.66	0.362
Health	123.75		52.75	
Educational	92.97		117.82	
Media	112.65		109.57	
NGO	111.3		108.54	
Your role				
Manager	104.24		111.29	
Employee	106.09	0.969	104.08	0.295
Trainer	100.67		64.17	
Income level				
Less than 2800	100.9		112.52	

From 2800 to 3500 From 3500 to 5000 More than 5000	113.31 100.6 111.38	0.577	109.09 105.51 102.81	0.802
Duration to work Less than 20 20 to 35 35 to 6o More than 60	 95.85 90.17 103.98 127.01	0.023**	 109.47 103.71 100.97 90.81	0.409
Expenses increase during office work Strongly disagree Disagree Neutral Agree Strongly agree	 104.32 108.03 116.6 109.64 56.38	0.429	 92.2 109.97 109.17 150.7 57.25	0.000*

*, **, *** mean that significant difference at 1%, 5%, and 10%, respectively.

Our study finds that gender had no statistically significant influence on employee performance during the lockdown. This was not consistent with the former research where Adams-Prassl et al. (2020: 1) stated that women could do fewer tasks from home, even within occupations and industries. Moreover, Etheridge et al. (2020: 21) aimed to examine the self-reported productivity of home workers during the lockdown and confirmed that females reported lower productivity during the lockdown.

Surprisingly, our study finds that motivation factors which included: manager support, Suitable income, job satisfaction, fair work hours, and colleague collaboration, have no statistically significant impact on employee performance during the lockdown. On the contrary, in the literature, motivation had an impact on employee performance (Kazan & Gumus, 2013: 429), and intrinsic motivation directly affected job performance (Diamantidis & Chatzoglou, 2019: 171). Furthermore, Owoyele (2017: 50) supported the presence of an impact of motivation on employee performance and indicated that motivation is considered a predictor of job performance. In addition, the multiplier effects of employee motivation on employee performance are that it impacts directly on employee performance. However, we found that motivation had partly a statistically significant influence on employee performance. In other words, colleague and management motivation which included (manager support and colleagues' collaboration) was, in particular, statically impacting employee performance. This result is supported by many studies in the literature where Kazan & Gumus (2013: 429) mentioned that administration had a statistically impact on employee performance. According to Diamantidis & Chatzoglou, (2019: 171), management support was one of the factors that had the strongest impacts (directly and indirectly) on job performance. Also, Smith & Bititci (2017:14) could establish a clear relationship between management practices, employee engagement, and performance. And for Radcliffe et al. (2020: 6), missing interactions with colleagues was a key negative aspect of working from home during the COVID-19 lockdown.

Incompatible with the previous studies, our findings indicate that the physical work environment (which was represented by obtaining Internet connection, equipment, and other resources in our study) had no statistically significant impact on employee performance. In comparison, Kazan & Gumus (2013: 429) specified that the physical working environment as a factor has an impact on employee performance. Also, Sitohang (2020: 37) found a strong enough influence of the work environment on employee performance. In addition, Putri et al. (2019: 132) determined the work environment as a factor that influences employee performance. And for (Juliarti et al., 2018: 20561; Diamantidis & Chatzoglou, 2019: 37) work environment had a positive impact on performance directly and/ or indirectly. Juliarti et al., (2018: 20561) indicated that work environment proved to be a significant positive effect on job satisfaction and job satisfaction proved to be a significant positive effect on employee performance, and work environment proved positive and significant effect employee performance (Juliarti et al., 2018: 20561). Thus our study is not in agreement with the previously conducted research in the area.

According to our findings, age and years of experience variables had a significant effect on employee performance. Our study found that the decline in performance is less when employees are older, but it was higher when employees had more years of experience. This result can be interpreted that when employees have more years of experience and work from the office, they would probably adapt to working under specific conditions. The absence of those conditions may impact their performance.

Despite Nakrošienė et al. (2019: 1) mentioned that self-reported productivity was related to the possibility to take care of family members when teleworking, our study finds that the family effect had no statistically significant influence on employee performance during the lockdown. Likewise, respondents' children number had no statistically significant influence on employee performance throughout working from home during the lockdown.

Our study also found that the working sector had no statistically significant influence on employee performance during the lockdown. This result was not in line with Etheridge et al. (2020:1), which found that workers in industries and occupations less suitable for working from home were less productive than before the pandemic (Etheridge et al., 2020:1). Although our results were not consistent with (Etheridge et al., 2020), it is worth mentioning that, (Etheridge et al., 2020) study included different sectors and industries that were not included in our study, such as (agriculture, construction, industry, education, administration, services, etc.). Whereas our study was limited in studying the sectors of services, media, commercial, Education, and NGOs, by 96.6 percent, as for industrial and health sectors, it was only by 3.2 percent in our study.

Based on the study and analysis of the data, the variables of parental status, experience years, colleagues' and managers' motivation, and physical work environment had a statistical influence on the working place preference. However, the variables of distance from work, gender, number of children, and age had not a statistically significant influence on the working place preference.

According to (Adams-Prassl et al., 2020: 1; Redmond & McGuinness, 2020: 6/7), the likelihood of males' remotely working was higher. Otherwise, gender had no statistically significant influence on the preference of working place in our results.

However, our results indicate that parental status and couples with children more prefer to work from home. This finding is in agreement with Redmond & McGuinness (2020: 1), which highlighted that the likelihood of working from home could also change according to parental status and found that couples with children are more likely to work from home compared to lone couples. This can be attributed to employees' ability to spend more time with their children. In addition, Radcliffe et al. (2020: 6) emphasized that spending more time with family was one of the main reasons employees identified for wanting to work from home more in the future.

Although the parental status had an impact on the employees for the workplace, the number of children had no impact on the employees' preference for the place of working, according to our study.

Previous studies researched the effect of age on the likelihood of working from home and found that older workers were more likely to work from home (Redmond & McGuinness, 2020: 6/7; Yasenov 2020: 5). And Nakrošienė et al. (2019: 13) found that older workers perceived less advantages of telework. Regarding our research, there is no significant effect of age on employee working place preferences. On the contrary, experience years significantly affect employees' preferences for the working location, and our results indicate that when work experience increases, employees prefer to work from the office. This can be explained by the fact that employees with long years of experience used to work under specific conditions. The absence of those conditions may negatively affect employees’ willingness to work from home.

According to our results, the physical work environment (obtaining Internet connection, equipment, and other resources) has no statistical influence on employee performance, never the less it has a statistical influence on employee working place preference. And this result was in line with Radcliffe et al. (2020: 6) when determined the lack of equipment as a negative aspect of working from home during the COVID-19 lockdown.

Likewise, colleagues' and managers' motivation factor has a statistical influence on working place preference. Furthermore, the lack of motivation by colleagues and supervisors leads employees to prefer office working.

Even though participants in our study spent on average more than 84 minutes per day to and from work, distance from home to work had no statistically significant effect on working place preference. Nevertheless, 37.5 percent of the respondents who preferred to work from home

CHAPTER V

CONCLUDING REMARKS

5.1. Conclusion

Working from home started to gain more interest after the ongoing health and economic crisis related to the COVID-19 pandemic. Because of the required physical distancing measures, many firms were forced to introduce telework (working from home) on a large scale. However, this leads to an absence of oversight, lack of communication, the difficulty of commitment, and the inability to evaluate performance in some jobs, which negatively affects employee performance. Thus the total productivity of the organization in which he/she works will be affected. On the contrary, employees may find at home a comfortable environment that stimulates them to be more productive, especially in those crowded cities such as Istanbul, whose residents spend much time on transportation to go to and from work. Employee performance may be affected by diverse factors, and those factors need to be stated. For example, different employees in the same company may have disparate work environments and conditions at home like family size, marital status, technological and communication instruments, noise, and other distractions) (Radcliffe et al., 2020: 1). Regardless of how the telework during lockdowns affected employees' performance, employees might have different preferences for working location (from home or office).

This paper used primary data to examine the impact of working from home during the lockdowns on employees' performance following employees' different work conditions, socio-demographic, and socio-economic characteristics. Also, this paper investigated the impact of different work conditions, socio-demographic and socio-economic characteristics on the employers' preferences towards working location (from the workplace or home or combination of both) after working from home experience during lockdowns. The primary data was collected by using an online self-administrated questionnaire. Conducted questionnaire was a semi-structured questionnaire that included open and closed questions. The explanatory factor analysis (EFA) technique was used to reduce the number of variables The ordinal logistic regression analysis was used to analyze the effect of respondents' characteristics, Socio-demographic, socio-economic on the performance of Arab employees residing in Istanbul after working from home experience during the lockdowns, and the multinomial logistic regression analysis was used to investigate the impact of the same factors on the target employees' preferences towards working place after working from home experience during the lockdowns.

According to the results, the change in employee home-working performance during the lockdown was as follows about 2/5 of employees expressed that their performance was higher or much higher during home-working, more than the third expressed that there was no change in their work performance. On the other side, less than the quarter mentioned that their performance was lower or much lower. Although the lowest percentage of respondents preferred to work from home completely, the results of employees' preferences towards working place show that more than half of employees preferred to work in a combination of office and home, and approximately the third preferred to work in the office. Our results indicate that the variables of age, experience years and, colleagues' and managers' motivation had a statistical influence on the performance. However, the variables of gender, number of children, motivation, family effect, physical work environment, and the working sector had no statistically significant influence on employee performance during the lockdown. Based on the study and analysis of the data, the variables of parental status, experience years, colleagues' and managers' motivation, and physical work environment had a statistical influence on the working place preference. However, the variables of distance from work, gender, number of children, and age did not significantly influence the working place preference. This paper aimed to examine the impact of working from home during the lockdowns on employees' performance following employees' different work conditions, socio-demographic, and socio-economic characteristics. Also, this paper was proposed to investigate the impact of different work conditions, socio-demographic and socio-economic characteristics on the employers' preferences towards working location (from the workplace or home or combination of both) after working from home experience during lockdowns.

5.2. Research Contribution

As the pandemic has progressed, organizations were forced to adopt working from home to continue their activities. This mandatory worldwide experience must have created a change in employee performance, and contributed to creating employees' awareness towards a new policy of working under different conditions. This research will **contribute** significantly to assisting the organizations and employers (governmental or private) in understanding the impact of the home-working policy during the lockdown on employee performance and understand employees’ future aspirations preferences towards the appropriate working place. This helps employers reformulate work, employment, and selection policies where the nature of the job fits employees’ backgrounds and characteristics. In addition, the finding of this research will help organizations that adopt remote work mainly in understanding the factors that affect employee performance. The essential contribution of this study lies in its focusing not only on researching employee performance which is important for employers and business owners, but also on investigating employees’ aspirations and preferences regarding the appropriate working place. Thus, this study represents a link between employers and employees. The original contribution of this study lies in its data which was collected according to the changes caused by COVID-19 and the conditions imposed by the lockdown.

5.3. Recommendations

According to our study, most of the employees did not witness any change in their performance, or their performance was higher in home-working during the lockdown by 76.5%, organizations and employers should take seriously reformulate their working policies, especially that 53% of respondents stated the combination working policy as a preferable way for working. Based on these conclusions, organizations and employers should consider new policies in terms of work location, taking into account employees' preferences. To better understand the implications of these results, future studies could address the impact of working place preferences on employee performance with more wideness in terms of covered sectors. In addition, further research is needed to determine the causes of prefer working place than other.

Based on our results the new polices of workıng can be as follows

- Organizations should be more open to flexible and remotely working especially that with fewer people in the office every day, organizations do not need as much office space which save money and reduces costs. For example when Dell formalized its flexibility policy it could save $12 million in annually since 2014.
- Colleagues and Managers Motivation had an impact on both performance and preferences in our research so we have concentrate on it when organization adopt teleworking it should maintain procedures to maintain working interaction
- Physical work environment had no a significant impact on employee performance but it had an impact on their preferences and the lack of equipment made them prefer to work from office The physical work environment at home and the limited resources and equipment led respondents to prefer office working so its important when organization adopt teleworking it should provide its employees with suitable equipment and resources
- While parental status had a significant impact on employees preferences towards working place and employees with children were more preferring to work from home, and Family Effect had no impact on employee performance organizations should prioritize to allow parent employees to work from home
- While Experience years had a significant impact on future working place preferences Age had no significant impact on the preferences which indicate that experience years should be considered as the virtual age of employee and it needs to get more attention in the labor market future research.

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APPENDICIES

English Survey

The impact of working from home on performance during lockdowns. A perspective to reform working policies in Istanbul / Turkey.

The researcher is preparing a master research entitled as: **The impact of working from home on performance during lockdowns. A perspective to reform working policies in Istanbul / Turkey.** The study aims to identify the impact of lockdown on **Arab employee's** performance in **Istanbul / Turkey.**

Researcher Name: Mazna Akide

We thank you for your efforts and cooperation

SECTION ONE: PROFILE OF RESPONDENTS

Socio-economic Variables

1. Nationality

☐Syrian

☐Egyptian

☐Iraqi

☐Yemeni

☐ Jordanian

☐ Palestinian

☐Other

2. **Gender**

☐ Male

☐Female

3. **Age**

…………………. Years

4. **Marital status**

☐Single

☐Married

☐Divorced

☐ Widow

5. **What is your parental status?**

☐ I have children

☐ I am not a parent

6. **If you are a parent, enter the number of children you are caring for**

………………… children

7. **Level of Education**

☐Primary school

☐Secondary school

☐High school

☐University (Bachelor)

☐Master or Doctorate

8. Years of experience in your job

……………….. Years

9. Did you work from home during Covid -19 pandemic?

☐Yes

☐No

10. Job type

☐Full time

☐Part time

11. The sector that you work

☐Commercial sector

☐Industrial sector

☐Service sector

☐Health sector

☐ Media

☐Educational sector

☐ NGOs

12. Your role in the organization

☐Manager

☐Employee

☐Intern

13. Your monthly Income in Turk lira

☐Less than 2800

☐2800– 3500

☐3500 – 5000

☐More than 5000

14. How your income influenced by lockdown?

☐Increased

☐Decreased

☐ Didn’t influence

15. The distance from your house to your job in minutes

.... Minutes

16. Do you think that working from the workplace will result in significant additional expenses? (e.g. food, clothing, or transportation, childcare)

☐ Strongly agree

☐ Agree

☐ Neither Disagree nor Agree

☐ Disagree

☐ Strongly disagree

Work conditions variables and performance

Please state the opinion by using the scale from the following statement given below.

'5' if you **Strongly Agree** with the statement
'4' if you **Agree** with the statement
'3' if you have **Neither Disagree nor Agree** about the Statement
'2' if you **Disagree** with the statement
'1' if you **Strongly Disagree** with the statement.

How the work conditions influence performance?	**1. SD**	**2. D**	**3. NA/**	**4. A**	**5. SA**
Factor1: family effect					
I have more work to do at home					
I have had to provide childcare					
I have had to provide the support for home schooling					
Family was around to decrease my performance					
Factor 2: social effect (work-life balance)					

Home-working made for me a balance between family and work					
Home-working made a balance between my work and my social life					
Home-working made me feel comfortable					
Factor 3: work environment					
The equipments are not enough in home-working					
I have had to share space and equipment in home-working					
internet connection are limited					
Limited access to workplace resources					
limited interaction with others					
More noise made by others					
More work stress					
I face home routine problem					
Factor 4: the level of motivation					
Collaborated colleagues					
Supportive manager					
Fair Income					
Fair Work hours					

I have Job satisfaction					

How was your home-working performance during the lockdown?

☐My work performance was much higher

☐My work performance was higher

☐My work performance was the same

☐My work performance was lower

☐My work performance was much lower

How do you like to continue working after the pandamic ends?

☐ Work from home

☐ Flexible schedules (a combination between working from home and form workplace)

☐ Working from workplace

If you like to continue work from home what are the main reason/reasons?

…………………………………

Arabic Survey

تأثير العمل من المنزل على الأداء أثناء عمليات الإغلاق .منظور لإعادة صياغة سياسات العمل في اسطنبول / تركيا.

يقوم الباحث بإعداد بحث بعنوان :**تأثير العمل من المنزل على الأداء أثناء الإغلاق .منظور لإعادة صياغة سياسات العمل في اسطنبول / تركيا** .تهدف الدراسة إلى تحديد تأثير الإغلاق على أداء **الموظف العربي** في اسطنبول **/تركيا.**

اسم الباحث: مزنة عكيدي

نشكركم على جهودكم وتعاونكم

القسم الأول: نبذة عن المجيبين

المتغيرات الاجتماعية والاقتصادية

1. **الجنسية**

☐سوري
☐مصري
☐عراقي
☐يمني
☐أردني
☐فلسطيني
☐آخر

2. **الجنس**

☐ذكر
☐أنثى

3. **العمر**

......................اعوام

4. الحالة الاجتماعية

☐أعزب

☐متزوج

☐مطلق

☐ أرمل

5. ما هي حالتك الأبوية؟

☐لدي أطفال

☐ليس لدي أطفال

6. إذا كان لديك أطفال أدخل عدد الأطفال الذين تؤمن الرعاية لهم

....................أطفال

7. مستوى التعليم

☐إبتدائي

☐ إعدادي

☐ الثانوية

☐تعليم جامعي (بكالوريوس)

☐دراسات عليا (ماجستير أو دكتوراه)

8. سنوات من الخبرة في عملك

...................اعوام

9. هل عملت من المنزل خلال كوفيد -19 وباء؟

☐نعم

☐لا

10. نوع الوظيفة

☐دوام كامل

☐دوام جزئي

11. القطاع الذي تعمل فيه

☐القطاع التجاري
☐القطاع الصناعي
☐قطاع الخدمات
☐قطاع الصحة
☐ملتي ميديا
☐قطاع التعليم
☐المنظمات غير الحكومية

12. دورك في مؤسستك

☐مدير
☐موظف
☐متدرب

13. دخلك الشهري بالليرة التركية

☐أقل من 2800
☐2800- 3500
☐3500 – 5000
☐أكثر من 5000

14. كيف يتأثر دخلك بالإغلاق؟

☐ازداد
☐انخفض
☐لم يتأثر

15. المسافة من منزلك إلى عملك بالدقائق

......................محضر

16. هل تعتقد أن العمل من مكان العمل يؤدي إلى نفقات إضافية ملحوظة؟ مثل نفقات الطعام أو الملابس أو النقل أو رعاية الأطفال

☐أوافق بشدة

☐أوافق

☐محايد

☐أعارض
☐أعارض بشدة

متغيرات وظروف العمل والأداء

يرجى ذكر الرأي باستخدام المقياس من البيان التالي المقدم ادناه.

'5'إذا كنت توافق **بشدة على** البيان

'4'إذا كنت توافق **على** البيان

'3'إذا كنت لا **توافق ولا تعارض** على البيان

'2'إذا كنت **تعارض** البيان

'1'إذا كنت **تعارض بشدة** للبيان.

كيف تؤثر ظروف العمل على الأداء؟	*1. اعارض بشدة*	*2.* **اعارض**	*.3* **محايد**	*4. أوافق*	*5.* **أوافق بشدة**
العامل الأول: تأثير الأسرة					
لدي المزيد من العمل للقيام به في المنزل					
كان علي توفير رعاية الأطفال					
اضطررت إلى تقديم الدعم في التعليم المنزلي					
كانت العائلة موجودة لتقليل أدائي					
العامل الثاني: الأثر الاجتماعي (التوازن بين العمل والحياة)					
العمل المنزلي جعل لي توازنا بين الأسرة والعمل					
العمل المنزلي حقق توازنا بين عملي وحياتي الاجتماعية					
العمل المنزلي جعلني أشعر بالراحة					
العامل الثالث: بيئة العمل					
المعدات ليست كافية في العمل المنزلي					
لقد كان لتقاسم الفضاء والمعدات في العمل المنزلي					
اتصال الإنترنت محدود					
محدودية الوصول إلى موارد مكان العمل					

تفاعل محدود مع الآخرين					
المزيد من الضوضاء التي أدلى بها الآخرون					
المزيد من الإجهاد العمل					
أواجه مشكلة روتينية المنزل					
	العامل الرابع: مستوى التحفيز				
زملائي متعاونون					
مديير داعم					
أتمتع بدخل عادل					
أحظى بساعات عمل عادلة					
أتمتع بالرضا الوظيفي					

كيف كان أداء عملك المنزلي أثناء الإغلاق؟

☐كان أدائي في العمل أعلى بكثير

☐كان أداء عملي أعلى

☐كان أداء عملي هو نفسه

☐كان أداء عملي أقل

☐كان أداء عملي أقل بكثير

كيف ترغب في مواصلة العمل بعد انتهاء الباندا؟

☐العمل من المنزل

☐جداول مرنة (تمشيط بين العمل من المنزل ومكان العمل الشكل)

☐يعملون من مكان العمل

إذا كنت ترغب في مواصلة العمل من المنزل ما هي السبب الرئيسي / الأسباب؟

....

CV

MAZNA AKIDE

Tel:

Ema

EDUCATION

- Faculty of Economics/ Aleppo University, 09/2010 - 2013
- Faculty of Economics/ Istanbul University, 09/2014 - 06/2018.
- Master of Business Administration/ Istanbul Sbahattin Zaim University, 09/2019 – Present
- .

WORK EXPERIENCE

- **Programs Coordinator**/ Atlas Relief and Development International, 01/2021 - 02/2021
- **Intern as project coordinato**r/ Atlas Relief and Development International 08/2020 - 12/2020,
- **Trainer/** Atlas Relief and Development International - 11/2020
  Conducting trainings regarding leadership, negotiation, and communication skills.
- **Volunteer as a Trainer/** Social Center in Kilis Camp for Syrian Refugees, 2012 – 2013.
- **Volunteer as a Teacher/** Kilis Camp School for the Syrian Refugees 2012 – 2014.
-

COURSES AND CERTIFICATES

- **Journalism (106 hours):** Editing News - Writing Reports - Photography & Editing Video/ Uzum Dali Dernegi
- **Podcast Creating/** Podlines Club
- **Human Resources Management/** Imaar Foundation
- **Graphic Design/** Istanbul Aydin university
- **TOT**/ Masak Foundation
- **Leadership/** KEDV
- **Communication Skills/** Atlas Relief and Development International

- **Certficate as persenter in The International Conference on Education and Service Sciences** (ICESS 2021)
-

LANGUAGES

- **Arabic:** Native
- **English:** Professional
- **Turkish:** Professional

SKILLS

- Supervision and Management
- Arabic linguistic skills
- Leadership
- Journalism Skills
- Presentation skills
- Excellent interpersonal and communications skills