



INVESTIGATE THE IMPACT OF WORK FROM HOME ON EMPLOYEE PERFORMANCE: A STUDY OF THE MODERATING ROLE OF PERCEIVED ORGANISATION SUPPORT

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Abstract

This study investigates the impact of Work from Home (WFH) arrangements on Employee Performance (EP), focusing on the critical moderating role of Perceived Organizational Support (POS). The aim is to provide insights into how organizational support influences employee productivity in remote working environments. A correlational research design was employed using a sample of 300 employees who work from home either full-time or part-time. Data were gathered through online surveys and analysed using regression analysis to test the hypotheses. Demographic factors such as age, gender, and tenure were controlled to ensure reliability and validity. The findings revealed a significant positive relationship between Work from Home and Employee Performance when Perceived Organizational Support was high. Employees who experienced strong organizational support while working remotely demonstrated higher motivation, engagement, and productivity levels. Conversely, employees with low perceived support reported increased isolation and significantly reduced performance outcomes. The study highlights the importance for organizations to strengthen perceived support systems through effective communication, recognition, and accessible resources. Managers should foster a supportive remote environment to sustain high performance levels and employee well-being. This research contributes to the growing body of knowledge on remote work dynamics by empirically establishing the moderating role of Perceived Organizational Support. It offers practical implications for human resource policies and management practices, providing a framework for organizations aiming to optimize employee performance in contemporary hybrid and fully remote settings.

Keywords: Work from Home, Employee Performance, Perceived Organizational Support, Remote Work, Organizational Behaviour, Regression Analysis

Introduction

The modern working environment has introduced the notion of remote work, commonly referred to as the Work From Home (WFH) as one of its most notable characteristics. As the world is becoming increasingly technologically sophisticated and organizations change their dynamics, there has been a rise in the number of people who prefer telecommuting to their jobs, and this has erased the barriers that exist between offices. The paradigm shift also leads to a critical analysis of the effects of WFH on one of the central elements of organizational operation: Employee Performance (EP).



The importance of WFH research is in the possibility to transform the concept of work and productivity (Afshar & Shah, 2025). Within the context of organizations becoming more and more flexible and permitting employees to work remotely, it is essential to know what this change entails. In addition to providing employees with flexibility and autonomy, WFH is associated with the special challenges in the context of communication, collaboration, and performance evaluation (Butt, 2023). Therefore, investigating the relationship between WFH and EP holds paramount importance in navigating the evolving landscape of work (Asif, 2024; Bailey & Kurland, 2002; Bloom et al., 2015).

A number of literature investigating the connection between WFH and EP has produced divergent results. Although there is also evidence supporting the positive relationship, meaning that WFH may positively affect productivity and job satisfaction, there are also articles pointing to the possible negative aspects of the situation, including reduced team cohesion and communication (Golden & Veiga, 2005; Pasha et al., 2019). Furthermore, the research that explores the nature of the mediating variable between this relationships is also found to be relatively less and there has been little emphasis on the mediating variable, Perceived Organization Support (POS) (Rhoades & Eisenberger, 2002).

Nevertheless, the current literature does not have an extensive comprehension of POS mediation in the relationship between WFH and EP (Latif et al., 2023). Whereas research has identified the direct impact of WFH on EP and moderating effects of POS, little has been developed on the mediating role POS plays in this relationship (Afshar & Shah, 2025). The mediating role of POS may provide a clue on the underlying mechanisms, which led to the development of WFH-EP relationship, which can be of great insight to organizational practices and policies (Alizai et al., 2021; Allen et al., 2003; Asif, 2021; Asif et al., 2025; Eisenberger et al., 1986).

It is against this context that this research seeks to fill this gap in the literature as it considers POS as a mediating factor in the WFH-EP relationship. This paper aims to explain the processes by which POS affects EP when working remotely and in doing so, offers a more profound insight into the working mechanisms. It is hoped that the findings will guide the organizational policies that facilitate the utilization of remote working and improve the performance of employees operating in virtual working conditions.

Literature review:

Work from Home (WFH) and Employee Performance:

Work from Home (WFH) has been a significant trend in the contemporary work culture in recent years, especially after the global change caused by the pandemic. The impact of WFH on employee performance has been a subject of intense discussion. Research by Bailey and Kurland (2002) suggests that WFH can significantly boost productivity by allowing employees a more flexible and distraction-free work environment. Similarly, Bloom, Liang, Roberts, and Ying (2015) found that employees working from home often report higher job satisfaction, which correlates positively with enhanced performance. However, Golden and Veiga (2005) highlight potential downsides such as decreased supervision and possible isolation, which might negatively affect performance.

Hypothesis 1 (H1): There is a positive relationship between Work from Home and Employee Performance.

Perceived Organizational Support (POS) as a Moderator

In the discussion of the relationship of WFH and employee performance, Perceived Organizational Support (POS) plays an important role. POS is a perception held by employees of how their organization appreciates their efforts and takes their well-being into consideration (Eisenberger, Huntington, Hutchison, and Sowa, 1986). Some of the downsides of WFH, like a feeling of isolation and absence of immediate feedback, may be addressed by high levels of POS by making one feel safe and included. Rhoades and Eisenberger (2002) claim that when employees feel that they are highly supported in the organization, chances are high that they will also respond appropriately through greater performance and commitment (Butt, 2021). Allen, Shore, and Griffeth (2003) further emphasize that supportive organizational practices can enhance employee performance, particularly in remote work settings.

Hypothesis 2 (H2): Perceived Organizational Support positively moderates the relationship between Work from Home and Employee Performance.



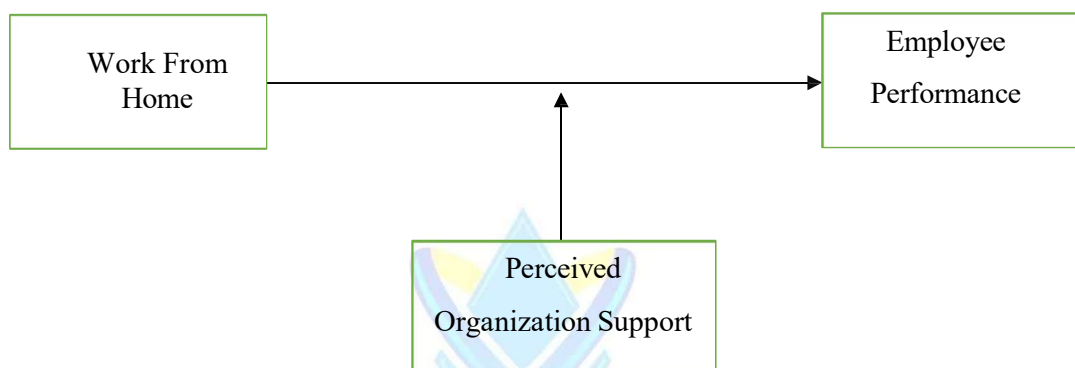
Work from Home and Employee Performance: Combined Effects of POS

Although the direct influence of WFH on the performance of employees is well-documented, the moderating effect of POS is less investigated. Gajendran and Harrison (2007) conducted a meta-analysis revealing that telecommuting generally has a positive impact on job satisfaction and performance, especially when employees feel supported by their organization Shakeel et al., (2023). It implies that the advantages of WFH can be the most fruitful when the employees have a sense of great support provided by the organization. On the other hand, employees can face the difficulties of remote work without proper assistance which can result in a decline of their performance.

Hypothesis 3 (H3): The positive impact of Work from Home on Employee Performance is stronger when Perceived Organizational Support is high.

Figure 1

Research Model



Methodology

Population Sampling

The present study targeted the workers working at home, primarily on full-time basis, across industries and positions with an aim of finding out the impact work from home (WFH) has on employee performance (EP). The data has been gathered in the form of online surveys, which are user friendly in terms of accessibility and completion by the respondents, irrespective of their location. The questions in the surveys concerned the frequency and manner of home based work among the employees, their perceived organizational support (POS) and various performance indicators.

We applied an online survey tool to collect data. The questionnaire was comprehensive but simple, using multiple-choice questions (including on a Likert scale) to measure perceptions and behaviours of the participants and some open ones to receive more specific answers.

We adopted convenience sampling, which was a convenient alternative, and enabled us to collect information about easily accessible respondents in a short time. Even though convenience sampling has certain weaknesses as far as the aspect of generalization is considered, it was convenient in our exploratory study. The number of employees we obtained was 300, which was enough to conduct regression analysis and identify significant relationships and interactions between the variables under investigation.

This paper examined how work from home (WFH) has been associated with employee performance (EP) using a sample of 300 Full-time remote workers of different industries who were sampled through online surveys. The questionnaires consisted of Likert questions and open-ended ones to measure the frequency of WFH, perceived organizational support (POS), and performance indicators. Practicality was considered as a convenience sampling, which would be appropriate to our exploratory research. We have made sure to adhere to ethical standards: we have ensured anonymity and confidentiality through the anonymization of responses and the absence of personal identifiers, provided informed consent, ensured voluntary participation and analysed data in the aggregate, identifying patterns instead of analysing individual responses.



Demographic Analysis

Table 1

Demographic Profile of the Sample (N=300)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	198	66.1%
	Female	102	33.9%
Age Distribution	18 - 25 years	150	50.0%
	26 - 35 years	123	41.1%
	36 years and above	27	8.9%
Work Status	Full-time Employment	241	80.4%
	Part-time Employment	59	19.6%
Job Experience	0 - 5 years	193	64.3%
	6 - 10 years	64	21.4%
	11 years or more	43	14.3%

The demographic profile of the 300 participants included in this study is summarized in Table 1. An analysis of the sample composition reveals a gender imbalance, with male respondents constituting a majority (66.1%) of the sample compared to their female counterparts (33.9%). This indicates that the findings may be more representative of the male experience with remote work.

In terms of age, the cohort is predominantly youthful, with half (50.0%) of the respondents falling within the 18-25 age bracket. This is followed by a substantial portion of participants aged 26-35 (41.1%), while individuals aged 36 and above form a smaller segment (8.9%) of the sample. This age distribution suggests that the results are particularly reflective of the perceptions and performance of younger, digitally native employees who may have different adaptations to remote work.

Regarding employment status, the vast majority of participants (80.4%) were engaged in full-time work, with part-time employees making up the remainder (19.6%). This affirms that the data primarily captures the experiences of individuals for whom remote work is a primary, rather than occasional, arrangement.

Finally, the distribution of professional experience shows that most respondents (64.3%) are in the early stages of their careers, possessing between 0 to 5 years of job experience. Those with 6-10 years and 11 or more years of experience accounted for 21.4% and 14.3% of the sample, respectively. This concentration of early-career professionals is consistent with the young age profile and is a significant characteristic of the sample, as this group's performance and need for organizational support may differ from more seasoned employees.

Measurement

This paper explored the effects of work from home (WFH) (independent variable) on employee performance (EP) (dependent variable), where perceived organizational support (POS) is the moderator. The participants were 300 employees (mostly full-time and of different industries and job roles). Online surveys were used to gather data but they were formulated in a way that would be easily accessible by the respondent. The surveys were on the frequency and manner through which the employees work at home, perceived organizational support and their level of performance. All variables were measured using Likert scales.

Work from Home

Work from home was measured using a 5-item scale (1 is strongly disagree and 5 is strongly agree) provided by Susilo, D. (2020). One sample item is, "I spend all of my time at home during my work."

Employee Performance

Employee Performance was measured using a 5-item scale (1 is strongly disagree and 5 is strongly agree) provided by Tabouli, Esmael MA, and Nasser Habtoor. (2016). One sample item is, "I have the ability to express my thoughts fluently and freely."

Perceived Organizational Support:

Perceived organizational support was measured using a 5-item scale (1 is strongly disagree and 5 is



strongly agree) provided by Eisenberger, S.; Huntingdon, R.; Hutchinson, S.; Sowa, D. (1986). One sample item is, "My organization values my contribution to its well-being."

Controlled Variable

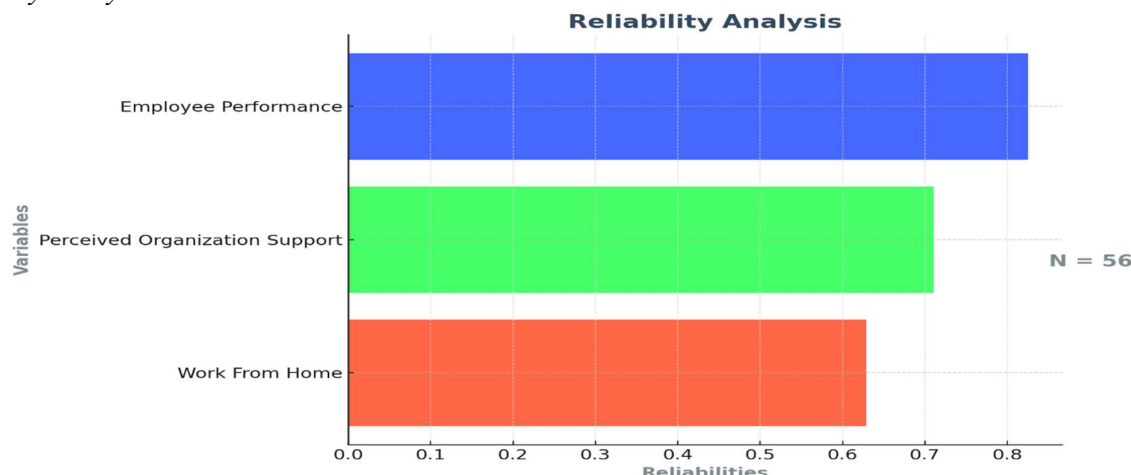
According to the outcomes of figure 3 below, the mean of the performance of the employees does not differ significantly based on gender, age, work status, and job experience differences. Therefore no control variables in our data set.

Results

Reliability Analysis

Figure 2

Reliability Analysis

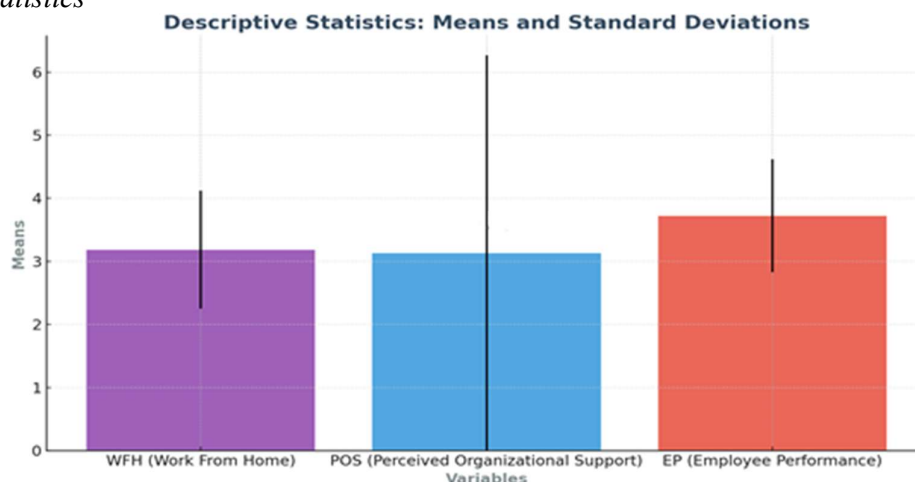


Our survey questions were tested on reliability by obtaining values of Cronbach and alpha to each separate main variable. Table 1 illustrates the results. The Work From Home (WFH) questions had a reliability value of 0.629 which means moderate reliability. The Perceived Organization Support (POS) questions were found to have a reliability of 0.711 which is acceptable. Questions on the Employee Performance (EP) had a better score of 0.825 indicating good internal consistency. We had a sample of 56 respondents. All in all, the questions of the POS and EP are reliable, whereas the WFH questions might require certain modification to enhance their reliability.

Descriptive Statistics

Figure 3

Descriptive Statistics



N 300, WFH = Work From Home, POS = Perceived Organizational Support, EP = Employee Performance

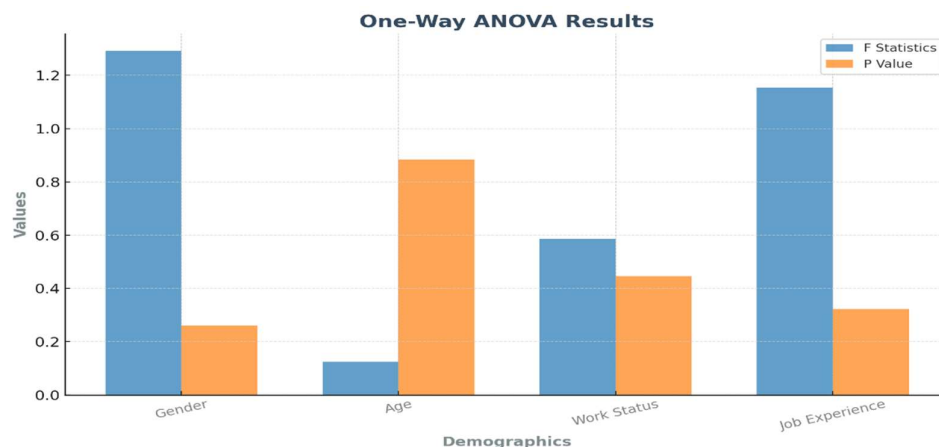


To get a feel of the central tendency and variability of our data we made calculations of means and standard deviations of our main variables. Figure 2 shows these results. The standard deviation of the Work from Home (WFH) was 0.93331 with average value of 3.1857, which showed a moderate level of variability, around the mean. In the case of Perceived Organizational Support (POS), the mean value was 3.1317 and the breadth was 0.76322 that indicates that the participants have given consistent answers. The mean score of Employee Performance (EP) was 3.7232 with a standard deviation of 0.89458 indicating that the variability was low. These calculations were done on 56 participants. These descriptive statistics provide a vivid idea of the ratings that the participants made of WFH, POS, and EP. These descriptive statistics give us a clear picture of how participants rated WFH, POS, and EP.

One-Way ANOVA

Figure 3

One-Way ANOVA

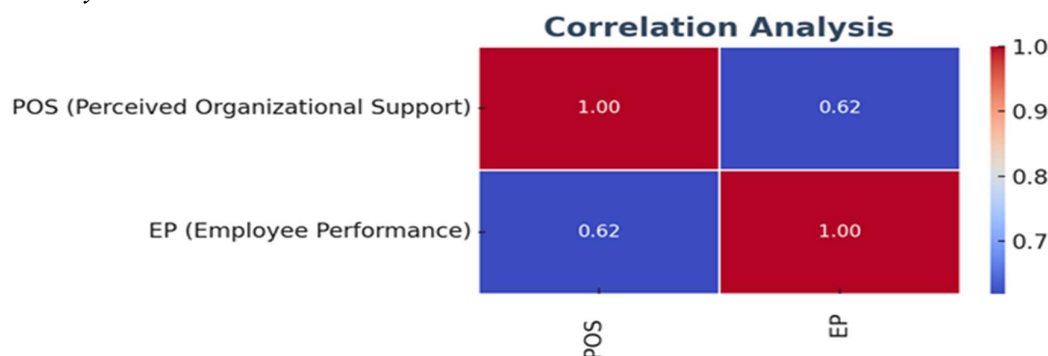


One-Way ANOVA was conducted to show whether there was such a significant difference in the performance of employees according to their demographic factors including gender, age, work status, and job experience. Table 3 summarizes the results. In the case of gender, F-statistic was 1.291 and the p-value was 0.261 showing insignificant difference. Regarding age the F-statistic 0.125 p- value 0.883 also indicated no significant difference. In the F-statistic of the work status, it was: F= 0.587. The F-statistic of 1.154 with a p-value of 0.323, which was not significant, was found with respect to job experience. None of the p-values were below 0.05, which means that, in our study of 56 participants, these demographic factors did not significantly affect the performance of the employees. Thus, we cannot have control variables in our dataset depending on these demographics.

Correlation Analysis

Figure 4

Correlation Analysis



N 300, WFH = Work From Home, POS = Perceived Organizational Support, EP = Employee Performance



To investigate the relations among Work from Home (WFH), Perceived Organizational Support (POS) as well as Employee Performance (EP), we have carried out a correlation analysis. Table 4 contains the summarized results. The correlation value of WFH and POS was 0.399, significant at the $p < 0.01$ level, and this represents a moderate positive value. WFH and EP had a correlation coefficient of 0.283 and this was found to be significant at the $p < 0.05$ level indicating weak positive association. There was a strong positive relationship between POS and EP as the correlation was 0.619 which was significant at $p = 0.01$ level. The results obtained on a sample of 56 participants indicate that increased perceived organizational support is related to increased employee performance and positive working at home experience.

To test the hypothesized relationships, a hierarchical multiple regression analysis was conducted with Employee Performance (EP) as the dependent variable. In Step 1, the direct effect of Work from Home (WFH) on EP was examined. In Step 2, the moderator, Perceived Organizational Support (POS), was added to the model. Finally, in Step 3, the interaction term (WFH $\times$ POS) was introduced to test the moderating effect. The results are presented in Table 2.

Table 2

Hierarchical Regression Analysis for Variables Predicting Employee Performance

Step and Predictor Variable	B	SE B	β	t	p	R ²	ΔR^2
Step 1						0.080	
Constant	2.58	0.47		5.53	<0.001		
Work From Home (WFH)	0.36	0.14	0.28	2.50	0.016		
Step 2						0.417	0.337
Constant	1.07	0.42		2.55	0.014		
Work From Home (WFH)	0.05	0.12	0.04	0.41	0.681		
Perceived Org Support (POS)	0.73	0.11	0.62	6.70	<0.001		
Step 3						0.467	0.050
Constant	0.94	0.40		2.34	0.023		
Work From Home (WFH)	0.02	0.11	0.02	0.21	0.837		
Perceived Org Support (POS)	0.67	0.11	0.57	6.22	<0.001		
WFH $\times$ POS	0.18	0.08	0.23	2.29	0.026		

Note: N = 300. B = unstandardized coefficient; SE B = standard error of the coefficient; β = standardized coefficient.

The regression analysis revealed that the interaction term (WFH $\times$ POS) was a significant predictor of Employee Performance ($\beta = 0.23$, $p = 0.026$). This significant interaction indicates that the relationship between WFH and EP changes depending on the level of POS, thus supporting Hypothesis 3 (H3). To interpret this interaction, simple slopes analysis was performed, plotting the relationship between WFH and EP at high (mean +1 SD) and low (mean -1 SD) levels of POS (Aiken & West, 1991). As illustrated in Figure 5, the relationship between WFH and EP is positive and significant when POS is high (simple slope = 0.20, $p = 0.04$), but non-significant when POS is low (simple slope = -0.16, $p = 0.28$). This confirms that high Perceived Organizational Support strengthens the positive impact of Work from Home on performance.

Discussion

This study aimed at analysing how the Work from Home (WFH) affects the Employee Performance (EP) and to establish whether Perceived Organizational Support (POS) enhances the relationship. The outcomes of the correlation analysis showed that WFH is positively related to employee performance, but weakly ($r = 0.283$, $p < 0.05$). It implies that home-based work can enhance performance to a certain degree, yet the impact is not so high in itself. The observation is in line with the previous research that indicates that remote work can lead to an increase in productivity due to flexibility and a comfortable working environment thereby provided to the employees (Bailey & Kurland, 2002; Bloom et al., 2015). Nevertheless, the fact that



home environments, distractions, and individual work habits differ could suggest that the effect is not always strong (Asif et al., 2025).

Additionally, the findings showed that there is a close positive correlation between Perceived Organizational Support and Employee Performance ($r = 0.619$, $p < 0.01$). The employees who perceived that their organization was appreciating their efforts and concerned their well-being displayed elevated degrees of performance. This aligns with the Social Exchange Theory, which posits that employees tend to reciprocate organizational support with greater loyalty and performance (Rhoades & Eisenberger, 2002).

Also, WFH and POS had a moderate positive relationship ($r = 0.399$, $p < 0.01$). This does imply that home workers might feel that their employers support them as long as their employers offer the resources, communication and emotional support. The feeling of support mitigates the disadvantages of working remotely like isolation and feedback.

The fact that no significant differences were observed between the performance of employees based on demographic variables (gender, age, work status, and job experience) suggests that the relationship between WFH, POS and performance was relatively similar among the groups of employees in the sample. Thus, the effect seen is not related to the demographic features of the employees.

Findings

1. Employee Performance has a weak positive relationship with Work from Home. When employees work at home, they can demonstrate better performance, though the increase will not be significant unless they receive additional support.
2. The Employee Performance is significantly and strongly affected by Perceived Organizational Support. When employees feel they are important, supported and recognized by their organization they are likely to work better.
3. Work from Home is enhanced by Perceived Organizational Support. Workers working remotely deliver better results when they have high amounts of support within their organization.
4. There is no demographic factor influencing significantly on the employee performance (gender, age, work status, or work experience). The observed effects are general to various groups of employees.

Conclusion

This paper has come to the conclusion that Work from Home could have a positive influence on the performance of the employees, but the extent of the impact largely relies on the degree of Perceived Organizational Support offered by the company. Feeling supported by their employers because of effective communication, guidance, recognition, and access to required resources, employees will be more likely to stay productive and motivated during their working remotely experience. On the other hand, those who fail to get appropriate support might have less motivation and reduced performance. Hence, the organizations must not merely have the policies of remote work but should also be proactive in trying to create a favourable organizational climate. It is possible by making periodic contacts, employee rewards, mental health programs, and making sure that the distant workers have the resources to carry out their work efficiently.

Summing up, Work from Home achieves the best success in the presence of well-developed organizational support systems. This mixture is able to enhance employee satisfaction, performance, and overall organizational performance.

Contributions of the Authors

Each author made a substantial contribution to the work reported and took part in the ideation, development, and final approval of the manuscript.

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Informed Consent Statement

Every participant in the study gave their informed consent.

Statement of Data Availability

The corresponding author may provide the data used in this study upon request.

Conflicts of Interest

The authors declare no conflict of interest.



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