

Working Remotely, Social Isolation and Access To Support And Communication During Covid-19 Its Influence on Job Performance

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Abstract

This study investigates the impact of (lack of access to support and communication, social isolation, and working remotely) on job performance, with a particular focus on Engineering Pte. LTD). Much of the interest in analyzing job performance comes from worry about the consequences (lack of access to assistance and communication, social isolation, and working remotely) that are thought to result from it. To collect data, a questionnaire is developed. A total of 226 members of Engineering Pte. LTD. Due to the effects of COVID-19, the researcher extracts data from online surveys as the safest way to collect data. The study uses non-probability convenience sampling approach to select the sample and SPSS 25, and Smartpls3 processed the gathered data. The result shows that: all dependent variables impacted the level of job performance of the Staff of Engineering Pte. LTD is very high; there is a fairly high relationship between in WR->JP has a positive and significant impact on job performance at the level of 0.01 ($\beta = .225$, $\mu = .244$ $t=2.336$, $p= .020$); there is also positive and significant impact in H2SI -> JP was supported at the level of 0.01 ($\beta = .328$, $\mu = .322$ $t= 4.325$, $p= .000$). H3 LSC->JP indicated as the best positively impacted job performance among the three dimensions of dependent variables at the level of significance of 0.01 ($\beta = .444$, $\mu = .432$ $t= 6.184$, $p=0.000$). while $f^2 = 29\%$ is regarded an exceptional effect size and $R^2 = 92\%$ considered a good fit to data. Based on the findings, recommendations are made to raise the degree of enhancing its abilities to move forward practicing a higher level of productive job performance and increasing satisfaction among its employees.

Keywords: Lack of Access to Support and Communication, Social Isolation, Working Remotely, Job Performance

1. Introduction

The COVID-19 pandemic led to a loss of millions of lives, shattered economies, both developed and developing alike and has created major disruptions in the society as we now today. One of the spheres that COVID-19 targeted is the work sphere. It is estimated that around 56% of the US workforce can work remotely on a partial basis (Brammer, S., Branicki, L., & Linnenluecke 2020). Furthermore, due to the calamities caused by the COVID-19 outbreak, which lead to the shifting paradigm from working at the office to working remotely, analysts predict that “Our best estimate is that 25-30% of the workforce will be working-from-home multiple days a week by the end of 2021” (Brammer et al., 2020).

Therefore, it is very important to note that even different cultures and also values can be shared among many different attitudes. Hence, many companies have forged different approaches in dealing with their employees; however, these approaches are guided by the companies’ code of conduct and ethics. Although data suggests in June a whopping 42% of US workforce works from home (Ting, D. S. W., Carin, L., Dzau, V., & Wong 2020). there are questions about on-the-job performance of the said remote workers.

Due to the sudden imposed economic lockdowns, both the employers and employees were not entirely prepared in laying foundations for establishing clear remote-work policies that are able to sustain the same level of productivity as in the office. There are several challenges to working remotely that adversely affect job performance. Firstly, there is a lack of face-to-face supervision. Although developed countries like the USA have long practiced “telework” policies, many developing countries, including Uzbekistan fear that the employees will not work as hard or efficient as within a physical office.

Many employees might face struggles in their daily routine, since they receive less access to support and communication from their supervisors. Secondly, recruits who were not enabled to establish strong bonds between their team members face the difficulty of collecting information from their workers. Collecting information requires more time, which might be frustrating for the individual worker and can, as a result, decrease the productivity of the entire team. Thirdly, workers suffer from social isolation, as face-to-face contacts are severely restricted. With time, the increasing social isolation causes an employee to also lose the touch with the company, which can force him to look for other vacancies. Lastly, the work conditions at a physical office can be a challenge for some to replicate at a remote

location. Employees can be often distracted utilizing a suboptimal work environment, childcare or other house' duties. This is particularly poignant in the face of the closure of schools and daycare centers (Larson, Vroman, and Makarius 2020).

On the other hand, a survey of 30,000 users indicated that remote workers were 47% more productive than working in a physical office. They managed to do so by creating a suitable work environment, fixed working schedule and reaching out to colleagues via productivity apps such as Slack (Gold, Green, and Westfall 2020). This does not necessarily mean that the future of employment will be singlehandedly addressed by working from home. Satya Nadella, Microsoft's CEO warned about the short-spiked productivity gains from working remotely – in return, the human contact is sacrificed (Crucho al., 2020). Therefore, a question arises whether working remotely increases job performance and whether the effect has been short-term or long-term.

2. Research Problem and Objectives

Job performance in a remote-work setting is becoming an ever more alarming issue, since managers are facing a unique situation where they cannot supervise and manage their staff in a traditional office setting. Organizations are now required to adapt to a new working culture and environment however productivity should not suffer. IT giants, such as Twitter have already announced a permanent remote-work policy. What started as a necessary prerequisite to combat the spread of COVID-19, followed establishing permanent remote work policy. The unintended consequence was that it was met with resounding success from both employees and executives alike (Juno al., 2020).

However, this might not be the case across all industries, since the IT industry was arguably the most prepared in the wake of working remotely. More traditional industries, such as Oil & Gas and construction had significant less time to prepare for work disruption as this pandemic has presented itself. As such, this study will examine how working remotely affects job performance during the unprecedented times of the COVID-19 pandemic at the Uzbekistan Oil & Gas industry, under the Enter Engineering Pte LTD as a case study.

In an attempt to evaluate the impact of working remotely under COVID-19, this study explores the relationship between feeling of social isolation, disruption in information flow, motivational factors, and job satisfaction on job performance. The following objectives were used formulated for the purpose of this research paper:

1. To examine if working remotely have influence on the job performance while working from home in Uzbekistan.
2. To examine the relationship between lack of access to support and communication, job performance.
3. To examine how social isolation influence job performance.

3. Significance of the Study

Although similar models studied the relationship between working remotely and job performance, this debate has become more relevant in the wake of COVID-19 among academia and business executives alike. Researchers have produced conflicting studies on the relationship between remote work and job performance, where different authors highlight various variables, that range from job satisfaction to financial compensation. Business executives also have mixed feelings towards working remotely. Some, like Twitter CEO Jack Dorsey advocates for a permanent remote work policy, whereas others, such as Microsoft CEO, Satya Nadella, warn about the short-term effects on productivity gains.

This research focuses on the study gap relating to variables that affect job performance, mainly the motivational factors. From the literature reviewed, the effect of the significance of job satisfaction relative to other motivational factors on job performance is a relatively unexplored region. The researcher hopes to expand the existing theoretical framework on the importance of job satisfaction in relation to other motivational factors. Overall, the researcher hopes to add to the existing theoretical framework of the debate between the effectiveness of remote work.

In a remote work setting, it is pivotal for the HR management to reduce the communications gap between the managerial staff that has previously worked in an office environment as opposed to a remote work area. The researcher hopes that this study can serve as a backbone for implementing more progressive HR practices that are aimed to understanding the behavioral patterns of employees, the challenges they are facing and how these can be dealt with from a practical standpoint. Moreover, the researcher hopes to explore current HR practices and provide sound recommendations on implementing a more progressive rules and procedures.

4. Definitions of Terms

The following definitions are used to describe the key terms used in this study:

i. Working Remotely

A remote employee is someone who is employed by a company but works outside of a traditional office environment. This could mean working from a local co-working space, from home, at a coffee shop, or in a city across the world (Kogan et al. 2021).

ii. Feeling of Social Isolation

It is defined as being more prone to experiencing loneliness which leads to decreased work performance (Ozcelik 2018).

5. Literature Review

This study will focus into delving into the existing theoretical background of the topic of job performance. The study is structured in the following way: Job performance is an important metric used in management however organizations rarely measure in which particular areas of work it becomes important. One of the main objectives of a working professional is to deliver high-quality work while also supporting co-workers. Job performance consists of two major components: task and contextual performance, which are interplayed. This chapter also looks at previous research conducted by academics in this field, in particular on job performance. The study also leads to the statement of the hypothesis development.

5.1. Job Performance

Job performance is a measure of productivity which consists of two major components: task and contextual performance, which are interplayed. Task performance and contextual performance are considered to be two distinct dimensions of behavior at a workplace that offer substantial different contributions towards effectiveness outcomes for firms (Ali 2022).

Task performance describes the core work responsibilities of a working professional. It is often reflected in specific work outcomes and measures on quality and quantity of work performed (Sajjadi et al. 2019).

Contextual performance covers a range of activities such as communication practices within a team, team building and building social networks within the company to deliver its business goals (Wamba, Kamdjoug, and Robert 2020).

5.2. Working Remotely

Working remotely is defined by Papanikolaou & Schmidt (Papanikolaou, D., & Schmidt 2022) as a working style that allows professionals to work outside the traditional office work environment. The researchers noted that due to COVID-19 and the resulting imposed travel and personal movement restrictions, the number of professionals who began working remotely has dramatically increased. The question remains if working remotely has a positive effect on productivity and hence job performance (Papanikolaou & Schmidt, 2022).

Studies on analyzing supply-side of COVID-19 disruptions have shown that not all employers in the USA have adopted to remote work. In those industries, there were significant reductions in revenue, production and worse stock performance. In terms of industry, 64% of computer and information systems managers were able to work remotely. Workers that are employed in white-collar occupations are more likely to work remotely. However, women with children were the most demographically exposed fraction among the employees exposed to COVID-19 (Papanikolaou et al., 2022).

McCarthy (2020) states that regular morning check-in meetings can help employers to monitor their workers. This can make the employees feel accountable which can help to improve job performance. Since more employees find themselves adjusting to a new reality of working from home. Therefore, their immediate supervisor's ought to tweak their strategies to ensure their staff remains connected, motivated, and productive while at the same time promoting physical and mental well-being. BoingBoing point out the difficulties in managing a team remotely. 46% of managers they surveyed have explained that remote supervision remains the largest challenge at hand. The challenges listed included the interactions through information and communication technologies rather than the standard verbal and non-verbal cues – thus reducing the supervisor ability to effectively monitor, control and assess the output of the worker. Another issue that arises is that supervisors are not always able to offer support at times of distress. To test the hypothesis, they run a study of collecting 13,435 software maintenance tasks over two years showed that remote supervision leads to superior work performance. In a world where millions of workers are assigned tasks by managers remotely, manager-worker separation can be improved if there is closer communication between the two parties (Bonet, & Salvador, 2017). Another term for working remotely is telecommuting. As it has been mentioned above, telecommuting became a new norm under COVID-19 pandemic.

A 2021 study by Mani (2020) explored the effects of working remotely on job performance. The term telecommuting stems from employees working remotely using appropriate telecommunication technology. The assumption posed by Gunasekara & Nishanthi, (2021) is that businesses benefit from teleworking since it reduces operational overheads (cutting costs on running an office) as well as increasing the productivity of the workers. Many previous studies by Ahmed Ateeq, (2022) stress a positive relationship between job performance and working remotely. Veronica argues that most of telecommuting studies are cross-sectional and at least two studies indicate a causal relationship between the said working remotely arrangement and administrative workers' productivity. Furthermore, another flexible working arrangement correlates with telecommuting and increases productivity. Having another flexible working arrangement (defined as compressed workweek) was found to have no statistically significant impact on productivity but showed high

supervisor-rated performance. When working remotely was offered as means of flexible working arrangement it showed to improve performance. The theoretical framework shows that working remotely boosts performance because of the instrumental benefits it brings to the table. However, employees who opt to work remotely are required to meet the work and non-work demand even beyond normal working hours, meaning that some continue to work overtime.

Further studies have shown how employees' value flexible work arrangements, with working remotely being one of the viable options. The American Psychological Association (2011) study revealed that just 36% of US employees were satisfied with the offered work-life balance programs (Griggs et al., 2020). Other survey has shown a positive correlation between flexible work arrangement practices with organizational outcomes in Punjab, Pakistan (Ongaki 2019). There is reasonable ground to assume that working remotely, being a part of flexible work arrangement practices has the potential to show superior returns for meeting the company's goals which shows how productive an employee can become.

An academic investigation held by Shifrin & Michel, (2022) regarding the effects of flexible working arrangements further revealed the link with better practices generating higher returns in employees' productivity (Ongaki 2019). According to a research-based consulting company, known as Global Workplace Analytics (GWA), 80-90% of US employees have indicated their willingness to work remotely at least on some part-time basis (Latest Telecommuting Statistics, 2017). Therefore, one could argue that with time, the expectations for more flexible work arrangements are increasing which can have a plethora of effects on first and foremost job performance, job satisfaction, work-life balance, and turnover rates.

Recent years produced certain disagreements even among business executives. The camps are divided into those that believe that working home results in fewer office distractions whereas others believe that working from home is not the best environment due to inferior working conditions and distractions posed at home. Marissa Mayer, former CEO of the Internet giant Yahoo, ended the remote work policy back in 2013 and stated "to become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side". However, more recent studies, in particular the Gallup report on the State American Workplace has shown that "people who work remotely are more engaged, enthusiastic, and committed to their work only if they work outside the office 20% of the time or less" (Gallup 2021). Researchers from earlier studies (Schall, 2019; Yang et al., & Teevan, 2022) believe that the body of existing academic literature on working remotely is based on a set of problematic assumptions regarding the telecommuting's impact on the individual and organizational level alike. These problematic assumptions are employees working remotely full-time, employees working remotely permanently and that remote work impacts the firm in a post way via cost savings. The last 20 years of academic research revealed inconsistent results linking working remotely on job performance, satisfaction, and work-life balance (Bellmann and Hübler 2021; Irawanto, Novianti, and Roz 2021).

Academia have become concerned that executives and researchers in this field do not have reliable guidance in literature on how working remotely affects individual employees. Therefore, to fill the literature gap, many researchers have begun to study the consequences, positive or negative that remote work brings on an individual level due to the ever-changing working dynamics and rise in information technology e.g., (Caligiuri et al., 2020). The idea is that for employees, having flexible working arrangements such as teleworking provides cost savings since less time, money and effort is spent for transportation, logistics and commuting to the office daily. Therefore, employees tend to value employers that offer flexible working from home arrangements in order to meet the need of the workers. As a result, workers perceive this as the firm's way to show appreciation for its workers by modifying the organizational processes to meet the needs and wants of the employees. It is for these reasons that authors have opted to study on one consequence of working remotely, namely job satisfaction (Schall 2019).

5.3. Access to Support and Communication

Social capital theory dictates, that organizations with a well-established network of internal relationships in place can vastly benefit from the uninterrupted flow of technology, interaction, exchange of resources and ideas and as a result, improved teamwork performance (Wu, L., & Chiu 2018). Thus, an environment where support and communication are easily accessible from both up and down, can act an effective knowledge sharing hub (Döring, H., & Witt 2020). A leader that encourages such environment positively boosts the productivity of his subordinates, thereby increasing both the job performance of the individual employees as well as helping to achieve the organizational goals.

When researchers use the term communication, it refers to the processes involved in the coordination of work routines. Prime examples of communication are supervisor feedback, participative decision-making processes, quality and frequency of communication. The argument here is that open, honest and transparent communication leads to the reduction of stressful situations, uncertainties and miscommunication that arise in the work information through the available communication flows (Syallow 2019).

Kurdi, Alshurideh & Alnaser (2020) have mentioned how the uninterrupted flow of ideas and interexchange among colleagues and supervisors can generate improved work performance. In more detail, access to support and communications is often viewed as an important aspect relating to job performance. Leaders, supervisors, and employers that can deliver clear communication can build trust in the employees that can lead to increase in productivity, output and morale in general (Al-Zoriqi 2019). According to social capital theory, a network of internal relationships is vital for employees to feel comfortable in a work setting because employees who have closer relational ties with others gain better

access to job-related resources (training, critical information). As a result, their job performance is likely to increase (Swanson et al. 2020). This phenomenon occurs since employees feel safe and secure in a new environment where they have a positive relationship with the colleagues and immediate supervisor, thereby able to better focus on the job.

5.4. Social Isolation

Social isolation is defined as the absenteeism of “social interactions, contacts, and relationships with family and friends, with neighbors on an individual level, and with society at large on a broader level”. Social support can be defined as providing emotional, social, physical, financial, and other types of care which can be covered either by the individuals or by the state or both (Bourne et al. 2021).

Social isolation became particularly poignant during the pandemic, where increasing number of employees switched to a remote work setting. Social isolation is defined and subsequently measured by the strength of the existing social network of an individual and how the responsible institutions ought to provide support to him. When these social support networks are weak or non-existent, then the individual could be described as someone who is socially isolated. In other words, meaningful relationships are cut off. Therefore, researchers are able to use social support as a proxy for measuring the degree of social isolation, thereby playing the role of a major independent variable in various social studies (Palamar & Acosta, 2020).

The decision by the governments to impose a lockdown to prevent the spread of lockdown has created new social, economic and health challenges across all sectors. In order for the universities to continue providing education, they would have to adopt to the new reality by relying on communication technology as well as retraining their teaching staff to face the new unprecedented working conditions on the imposed online education. This new challenging environment required to look for new ways of adjusting to the working conditions, assuming that the teaching staff had to self-isolate themselves at their houses. Previous studies looked at the negative impact of social isolation across a range of individual and organizational outcomes, with drastic effect on emotional and mental health (Al Issa and Jaleel 2021; Lai, J., Ma, S., Wang, Y., Cai, Z., Hu, J., Wei, N. 2020). Study critically examines emotional intelligence (EI) as a mediator that can improve a person’s well-being and thereby reduce social isolation (Basu, E., Pradhan, R. K., & Tewari 2017).

Researchers (Guerra-Bustamante et al., 2019; Blustein et al., 2019) in the past have indicated that EI is positively associated with wellbeing, however its role as a mediator between social isolation (SI) and psychological wellbeing (PWB) has not been fully explored. The argument is that increasing social isolation leads to mental health issues which result in a drop of productivity and job satisfaction of an everyday employee. Thereby, a range of researchers and academia (Chen, X., Zhang, S. X., Jahanshahi, A. A., Alvarez-Risco, A., Dai, H., Li, J., & Ibarra 2020; Giorgi et al. 2020) believe that mental health directly attributes to increased job performance. Previous research carried out on social produced conflicting results on the development of SI within different contexts (Al Issa & Jaleel, 2021). Furthermore, Jaleel et al., (2021) believed that wellbeing is the main outcome of social isolation. However, there is a lack of academic research that explored the effect of social isolation on wellbeing during actual lockdown-imposed conditions. Loneliness, one of the possible results of prolonged social isolation, is defined as “a complex set of feelings that occurs when intimate and social needs are not adequately met” is an acute psychological state (Gorenko et al. 2021).

However, not much research has critically examined the effects of loneliness on job performance. Loneliness can be considered to be a subjective experience: an employee cannot be necessarily felt lonely by being alone, and lonely employees can feel lonely even when their colleagues surround them. The feeling of loneliness that employees feel depend on the level of closeness, security and support they receive in the interpersonal relationships. There are grounds to believe that the same work environment can fulfill the loneliness void for some, whereas it can leave other people in this fragile psychological state (Ozcelik 2018).

6. Conceptual Framework and Hypotheses

The researcher, having thoroughly examined past authors' contributions to the debate on job performance and reviewed their studies, has concluded that three independent variables affect job performance, with job satisfaction acting as a mediator. Thus, three hypotheses were developed to measure directions and magnitudes of effects of these variables on the dependent variable job performance. The hypotheses are provided below:

- **Hypothesis 1:** There is a significant impact of working remotely on job performance.
- **Hypothesis 2:** There is a significant impact of Feeling of social isolation on job performance.
- **Hypothesis 3:** There is a significant impact of Lack of access to support and communication from colleagues on job performance.

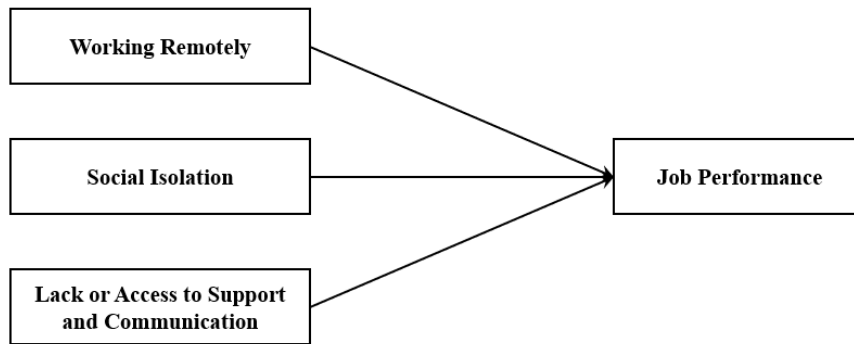


Fig. 1. Conceptual Framework of the Study

7. Research Methodology

This study utilizes quantitative research methods. Data collected via a structured online questionnaire, in which the questions that are designed to collect data. Analysis of primary data acquired during questionnaires will be executed via quantitative analytical software. For this topic, a descriptive study is chosen that allows for an accurate and valid representation of factors relevant to the research question. Furthermore, this study has used a co-relational research design in an effort to explore the statistical relationship between the identified variables of the study.

As it has been discussed earlier, Enter Engineering is an Uzbek company that specializes in oil & gas construction projects. The company's hierarchy is broken down into several blocks, each with its HR department that manages the said employees. All of the HR units report to the top management that then uses this information to direct the whole vast enterprise. It is important to note that this study is undertaken under an unprecedented pandemic which has created many financial constraints for both individuals and companies alike. In the beginning of the first national lockdown in March, only the top management tier was working at the office whereas everyone else were either working remotely or released from their work contracts. Based on the statistics gained from the website, the total number of office and management personnel is 1,683 people that are distributed across various sites and projects. According to the information obtained from the HR department, there are around 550 people located in the main office, which will serve as the population of the current study.

To determine the sample size out of a known number of the population of the study (550 people), the researcher used Krejcie and Morgan (1970) estimation. Therefore, the sample size of this study is 226. The study uses non-probability convenience sampling approach to select the sample. As a result, the study gathered 273 valid responses.

Due to the effects of COVID-19, the researcher extracts data from online surveys as the safest way to collect data. The questionnaire contains two sections: background questions (with questions on age, gender and whether the employee works remotely) and the main section where there is a question on each of the variables: Working remotely, social isolation, Lack of access to support and communications and Job performance. The questionnaire will be distributed online, through the researcher personal contacts with the HR department of Enter Engineering and then subsequently to the employees. Each respondent answers are guaranteed to be anonymous and confidential. Unfortunately, due to COVID-19 it is not possible to conduct offline interviews. Furthermore, not each respondent will provide consent for such interview to be held, since respondents prefer anonymity. The questionnaire itself is structured straightforwardly and leaves no room for ambiguity. Answers are provided on a 5 option Likert scale. Since, primary data is considered the key source of data in this research, the questionnaire is administered personally and distributed online for the convenience of both the researcher and the respondents.

Data was analyzed through SPSS.3 and Smart PLS using descriptive and inferential methods. Using PLS-SEM is common in the management studies in the recent decades, such as the studies of Salem & Salem, (2019) and Al-Maamari, Alkadash, Al-Absy, Nagi, & Abdullah (2021). Firstly, the reliability test will be conducted to compute the Cronbach's alpha coefficients for each item in the questionnaire to assess its internal consistency of the measuring instrument. Secondly, descriptive statistics of the variables will be computed to determine the frequency and percentages of each item on the scale. Pearson correlation analysis is to be applied to identify the relationship between the variables. To test the research hypothesis, a series of regression analysis will be conducted. The goal is to examine the relationship between the independent variables (Lack of access to support and communications, Social isolation and Working remotely) and dependent (job performance). Control variables, such as gender, age and educational level are to be also introduced in the model.

8. Results and Discussions

8.1. Respondents Profiles

Table 1 shows that, there were more than males females in the sample (82.7.8% vs 17.2%). According to Table 2 the age ranges of the respondents were divided into 3 categories, where 20 % ranged between \leq -20 years of age. Also, 26.1% ranged between 31-40 years of age. There was also 31.8% ranged between 41-50 years. Finally, 21.6% Above 50. It is confirmed that most of the respondents are below the age of 40 years old. In additional, most of the respondents hold B. s degree certificates with a percentage of 70.7%. On the other hand, the postgraduate degree (Masters, PhD) certificates holders were also 20%, finally, the high school certificates holders, they were 9.2%. It ensures that all the participants were well educated. furthermore, the respondents who work as assistants were 7%. The respondents who work as specialists were 65%. The respondents who work as project managers were 16.3%. Finally, the respondents who work as supervisors were 11.5%. This result confirms that the majority of respondents were specialists. Moreover, working experience of the respondents ranged between 1-5 Years. It was found that 70.3% of the respondents has a working experience 1-5 Years. It was found that 18.5% of the respondents has a working experience of 5-10 Years. Finally, it was found that 11% of the respondents has a working experience from $>$ -10 Years. Most of the respondents had working experience 1-5 Years.

Table 1. Respondents Profile

	Demographic Variables	N = (226)	%
Gender	Male	187	82.7
	Female	39	17.2
Age	\leq -20	46	20.3
	31-40	59	26.1
	41-50	72	31.8
	Above 50	49	21.6
Education	High school	21	9.2
	B. s	160	70.7
	Master	26	11.5
	PhD	19	8.4
Position	Assistant	16	7
	Specialist	147	65
	Project manager	37	16.3
	Supervisor	26	11.5
Experience	1-5 Years	159	70.3
	5-10 Years	42	18.5
	$>$ -10 Years	25	11

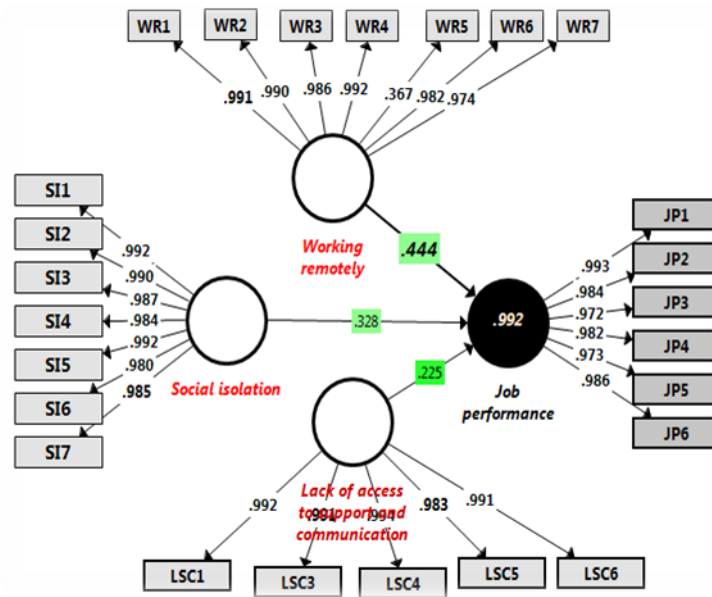
8.2. Reliability and Validity Analysis

As per Hair et al., (2011) the degree to which a measure is error-free and capable of producing stable and consistent findings is seen as an indicator of its significance. Overall results of CR were all larger than .95, which is higher the normal range 0.70, and the Cronbach's alpha values were all greater than 0.94, indicating that the instrument is reliable. Value higher than 0.90 indicate high dependability. Values less than 0.70 indicate a lack of dependability (Hair et al., 2010). The AVE must be more than 0.50. The variables utilized to evaluate each variable were exceptionally dependable, with an alpha of .99.2 Job performance (DV) and .98.4 for three IV variables, respectively.

Table 2. Reliability and Composite Reliability

	Cronbach's Alpha	CR.	(AVE)
Job performance	.992	.994	.964
Lack of access to support and communications	.995	.996	.980
Social isolation	.996	.996	.974
Working remotely	.962	.974	.852

Key. * Cronbach's alpha: average measure of internal consistency and item reliability and preferred when EFA is used for factor extraction. $<$ 0.7 accepted. * CR: measures scale reliability overall and preferred with CFA. * AVE: measures the level of variance captured by a construct 0.5 accepted



NOTE:WR=Working Remotely, I=Social isolations= Access to support and communication

Fig. 2. Assessment of Measurement Model

Since each construct is strongly linked to its own items rather than other constructs, discriminant validity demonstrates that all constructs are unique from one another. As indicated in Table 3, the square root of all constructs' AVEs (diagonal values) was larger than their associated correlation coefficients (off-diagonal values), demonstrating discriminant validity (Mohammad et al., 2018).

Table 3. Discriminant validity for latent variables

	Job performance	Lack of access to support and communications	Social isolation	Working remotely
Job performance	.994			
Lack of access to support and communications	.991	.990		
Social isolation	.985	.987	.996	
Working remotely	.982	.993	.993	.995

Note. The Diagonal represents the square root of the average variance extracted, while the other entries represent the estimate of the correlation.

8.3. Model Prediction Power

Correlation coefficients reflect the strength of the estimated model. R2 must be better than 0.10 for a model to be predictive, according to Ali Ahmed Ateeq, (2022).The model can explain 92% of the variation in Job performance (jp). Dependent variables revealed or explained more than 92 percent of the variation. Jp is a term used to describe the level of in Job performance that an organization has to its purpose.

Table 4. Coefficient of determination result R²

DV	R Square	R Square Adjusted
Job performance	.992	.992

Note: DV= Dependent variable

8.4. Effect Size f²

The key objective of applying Influence Size in this study is to quantify the influence and link between variables. Cohen (1988) suggested for a 0.02 benchmark (small = 0.02; medium = 0.15; high = 0.35). The impact sizes of IV variables with three dimensions and Job performance are substantial, as shown in Table 5, but the effect size of Working remotely on Job performance is the largest among the other factors (29 percent). The effect of enhancing Job performance on work ethics with their dimensions was assessed using the method shown in Table 5

Table 5. Effect Size f^2

	Job performance
Job performance	
Lack of access to support and communications	.047
Social isolation	.104
Working remotely	.295

8.5. The Assessment of the Inner Model and Hypotheses Testing Procedures

The current study employed the bootstrapping method integrated with Smart PLS3.0 to ensure that the path coefficients were statistically significant. The major goal of employing bootstrapping is to create t-values linked with each path coefficient. As a subsequence, the hypotheses' p-values were also generated. As shown in Table 6. As seen above as well as in the table, disruption in WR->JP has a positive and significant impact on job performance at the level of 0.01 ($\beta = .225$, $\mu = .244$ $t=2.336$, $p= .020$). However, the SI -> JP was supported at the level of 0.01 ($\beta = .328$, $\mu = .322$ $t= 4.325$, $p= .000$). which is better correlation than WR -> JP, whereas is the LSC->JP is the best positively impacted job performance among the three dimensions of dependent variables at the level of significance of 0.01 ($\beta = .444$, $\mu = .432$ $t= 6.184$, $p= .000$). All the relationships mentioned above were positively impacted on JP.

Table 6. Direct Hypotheses testing procedures

Hypotheses	variables	β	μ	SD	T- value	P-Value	Status	Decision
H1	WR->JP	.225	.244	.096	2.336	.020	Sig.	Supported
H2	SI -> JP	.328	.322	.076	4.325	.000	Sig.	Supported
H3	LSC->JP	.444	.432	.072	6.184	.000	Sig.	Supported

9. Discussions and Conclusions

"Remote work," which has become one of the most obvious benefits of flexible working circumstances in recent years, was initially a preference-based concept. We may now run our businesses from home, a cafe, or any other location. While workers choose these techniques for personal reasons and their own motivation, they are preferred by firms for both financial and employee engagement reasons. Some employees, particularly young individuals. They consider the job / working environment as a chance to interact, form long-term relationships, form social networks, and "enjoy the environment." As a result, working remotely may not be attractive to them. It is not only a matter of generation or age. Some employees support the concept.

This study was developed to test and examine the impact of (lack of access to support and communication, social isolation, and working remotely) on job performance. After performing the tests and examinations needed, it was found that all dependents' variables (lack of access to support and communication, social isolation, and working remotely) impact job performance significantly.

These results are coping with the results of the previous studies, where Virtanen (2020) study looked on how working remotely impacted workers' motivation and their job performance. Survey included items on remote working experiences that ranged from how their perceptions of working remotely have changed, what improvements could be made in their work setting, as well as the organizational work culture. The study yielded that overall, workers were very satisfied with the results of working remotely and would continue to pursue this option in the future. However, questions were raised on the remote working conditions as well as lower social interaction within the firm. Thorsten son (2019) study evaluated which factors of working remotely lead to employees' productivity. The study identified that by working remotely, employees feel more productive without the constant interruptions in the office. However, they also tend to feel more socially isolated since they lack the face-to-face communication. Furthermore, working conditions are important in allowing the workforce to perform their tasks better, if they have suitable ergonomics in place. Another important factor is that by working remotely, employees are able to spend more time with their families, which increases job satisfaction levels. Beauregard's (2020) work focused on the work remote setting and its effect on job performance. The study yielded that gender, which acted as a control variable, was responsible for different remote work experiences. Some copying mechanisms proved to be less successful for females than for their male counterparts. The study also contributed to the impact that supportive management and internal telecommunication can have a profound impact on job performance in a remote work setting. In future studies, exploratory research that will evaluate the views of the parties who experience

and experience the change in the process will contribute to science in order to fill the existing gap and to identify the problems and difficulties related to working from home and offer solutions.

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