

WORK FROM HOME AND EMPLOYEES' PERFORMANCE DURING COVID19 OUTBREAK: ROLE OF TIME AND COMMUNICATION CULTURES

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: February Revised: March Accepted: March Available Online: March</p> <hr/> <p><i>Keywords:</i> Teleworking, Poly-chronic vs Mono-chronic time culture, High Context vs Low Context Communication Cultures, In-role Performance, Extra-role Performance, Covid-19, Pakistan</p> <hr/> <p><i>JEL Classification:</i> M150, M100, C31</p>	<p><i>The purpose of this paper is to analyse the impact of telecommuting on "In Role Performance (IRP) and Extra Role Performance (ERP) of employees" and the research has also examined the moderating effect of "Polychronic Time Culture (PTC) vs Monochronic Time Culture MTC" and "High Context Culture (HCC) vs low context culture (LCC) on the relationship between teleworking and IRP and ERP, whether these factors moderate the relationship or not. The quantitative approach is used for this study. Data is collected through the online survey method, where 312 teleworkers of the telecommunication sector respond to the questionnaire. The collected information is tested using SPSS and AMOS by using confirmative factor analysis and structural equation modelling. This study's findings show that teleworking had a significant impact on the IRP and ERP of employees. Time cultures also had a significant moderating impact on the relationship between teleworking and In-role performance and employees' extra-role performance. In contrast, HCC vs LCC had an insignificant moderating impact on the relationship between teleworking and IRP of the employees, and it significantly influences the ERP of employees. This research has been conducted only in the telecommunication sector of Pakistan. Furthermore, this research focused only on two dimensions of Hall's cultural model; future research can use the national cultural model's other dimensions. This study gives several insights into how employees and organizations can be encouraged to work from home according to the organisation's standards. It also enables the organization to motivate employees to EERP while working from home.</i></p>

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1. INTRODUCTION

Covid-19 originated from China's city Wuhan, on December 1, 2019, and the cause behind it was, SARS-CoV-2 virus (Huang et al., 2020). On March 11, 2020, the world health organization (WHO) certified Covid-19 as an international pandemic (Organization, 2020). The COVID-19 changes the work environment and demands of many individuals for work, who started to do their work from home because people were facing many kinds of problems during the pandemic, so people needed to start work from home (Tavares, Santos, Diogo, & Ratten, 2020). Teleworking means people can work from home or work remotely by using the latest informational technologies and teleworking helps people remain in touch with employers or businesses (Belzunegui-Eraso & Erro-Garcés, 2020). The practice of working from home is enabled by the fastest development of ICTs available to the organisation's people and workers (Tavares et al., 2020). Teleworking leads to saving costs in many ways, such as travelling cost, cost of premises and office cost (Aboelmaged & El Subbaugh, 2012).

Teleworkers have to work in different cultures, such as high context cultures (HCC) and low context cultures (LCC). HCC is defined as where the communication or meaning of the message is transferred at a physical place or its already been shared by the individual, and there is no need to write or explain again by people or individual because it is based on a lengthy explanation or communications is based on the broad meaning of the message (Kim, Pan, & Park, 1998). As compared to HCC, LCC demands more explanations, and it essential to write or say more in LCC because the meaning of the message in communication is not given in detail (De Vries, Tummers, & Bekkers, 2019). Teleworkers

can perform more than one task at a time. The people who prefer to perform more than one task at a time belong to PTC and individuals who only prefer to perform a single task at time belong to MTC.

Adaptation of teleworking leads to increase IRP and ERP of employees. EIRP can be defined as work completed by the employees at a particular workplace and how effectively they have completed their work that was assigned by the employer (Karakas, 2010). In contrast, EERP can be defined as the behaviours of employees working in a particular organization that is not mentioned in their job description and they are not essential to perform but the workers preferred to perform such task for the well-being of the organization as a social system (Bateman & Organ, 1983). During Covid-19 the adaptation of teleworking has become the basic need of people as they are unable to move to offices and it has caused huge loss to the economies. Adaptation of teleworking will help the people to meet their daily affairs by completing the job task and their performance level will also be increased (Torten, Reaiche, & Caraballo, 2016).

The study is significant for investigating that what will be the impact of teleworking on EIRP and EERP and what role time cultures and communication cultures play in the relationship between teleworking and EERP and EIRP. Furthermore, a comprehensive assessment of literature revealed that less current literature is present on the association between teleworking and EERP and EIRP. Researchers have suggested a more accurate investigation is required of the relationship between teleworking and EERP and EIRP (Daskin, 2015). This study aims to fill the gaps associated with the impacts of teleworking on IRP and ERP. The aim of this paper is to analyse the impact of telecommuting on "In Role Performance (IRP) and Extra Role Performance (ERP) of employees" and the research has also examined the moderating effect of "Polychronic Time Culture (PTC) vs. Monochronic Time Culture MTC" and "High Context Culture (HCC) vs. low context culture (LCC) on the relationship between teleworking and IRP and ERP, whether these factors moderate the relationship or not.

This research is one of the first empirical investigations which has checked the impact of teleworking on EERP and EIRP. In the remainder of this paper, the literature reviewed and then sampling, data collection, analysis and results in the telecommunication sector of Gujranwala, Pakistan are presented. This research focuses on dimensions of Hall's cultural model future research can use the other dimensions of the national cultural model. This study gives several insights that how employees and organizations can be encouraged to work from home according to the standards of the organization. It also enables the organization to encourage employees to EERP while working from home. In the end, the paper is complete with a discussion of results and conclusions.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Teleworking has shown a great shift in the current job market during Covid-19. Technological and geographical advantages have enabled people to work from multiple locations (Neves, 2020). Organizations are using teleworking for its greater flexibility and as well as for its cost advantages in the state of the pandemic.

Table 1. Summary of dependent and independent variables

Authors	Key Topic	Findings	Gaps
(Jamal, Anwar, Khan, & Saleem, 2021)	Teleworking, Covid-19	The positive and significant relationship between teleworking and employee performance.	Only had checked the impact in Portuguese communities.
(Puyod Charoensukmongkol, 2019)	Virtualness, Teleworking, Extra role Performance	Virtualness negatively influences the extra roll performance and overall performance of the team.	Employees were selected with less experience.
(Wang, Liu, Qian, & Parker, 2021)	IRP, ERP, Matching commitment, human performance.	The positive and significant impact of affective commitment on IRP and ERP.	Not studies the variable that can affect the relationship.
(Kuruzovich, Paczkowski, Golden, Goodarzi, & Venkatesh, 2021)	HCC vs. LCC, Halls cultural model	Significant difference among the cultures of different countries	Not studied the other dimensions of the hall cultural model.
(Rodríguez-Cifuentes, Segura-Camacho, García-Ael, & Topa, 2020)	Time culture, PTC, MTC, individual preferences	The detailed difference in PTC and MTC regarding individual preferences	Less literature is analysed more authentic study is required.

The high growth of teleworking is based on the internet but the other factors are also important such as reduction of prices of technological tools, quality and availability of internet connections (Tavares et al., 2020). Teleworking has enabled industries to minimize the distance between organizations and their employees. This study is based on neo-institutional theory, which is used to conceptualize the adaptation impact of teleworking on the performance of the organization on employees. In theoretical perspectives, this theory is mainly used to understand organizational behaviours, influenced by social forces especially cultural beliefs and roles. This theory is most closely informed by debates and ideas in management and sociology. This will help to know that what will be the impact of teleworking on EIRP and EERP. Moreover, this will enable teleworkers how they can effectively communicate in cross cultures Torten et al. (2016), and help them to understand that either they should perform a single task at a time or they should perform multiple task at a single time (Arndt, Arnold, & Landry, 2006).

2.1 Teleworking and Employee In-role Performance

Many scholars have studied the relationship between teleworking and job performance, results showed that teleworking and EIRP have a significant relationship, and teleworking may have a positive relationship with job performance. Teleworking can have a positive effect because it will motivate organizations to choose alternatives while making decisions that can affect the workforce. It can involve the virtual world in the compilation of tasks that will increase productivity (Mekonnen, 2013). As in Covid-19, it was too difficult for individuals to move to the workplace due to the pandemic, people will be able to work according to the job description in an environment where they will feel comfortable. Research conducted by Millar showed that teleworking has a positive effect on productivity (Millar & Dillman, 2011). However, organizations show interest in the adaptation of teleworking as teleworking leads to improve EIRP. Researchers explain that teleworking helps individuals to work as they wanted to do, no instruction are imposed therefor workers are more able to manage their working hours and job task which leads to increase employee performance. The positive effect of teleworking has been addressed by many scholars, (Aboelmaged & El Subbaugh, 2012; Brice Jr, Nelson, & Gunby Jr, 2011; Brizee, Sousa, & Driscoll, 2012; Mekonnen, 2013; Millar & Dillman, 2011; Singh, Paleti, Jenkins, & Bhat, 2013). Based on previous studies hypothesis can be drawn as

H1: Teleworking would positively affect employee in-role performance.

2.2 Teleworking and Employee Extra Role Performance

The relationship between teleworking and EERP has been studied by only few scholars and particularly they have explained the negative relationship between teleworking and EERP (Ganesh & Gupta, 2010). The objective of this study is to examine the impact of teleworking on employee extra performance (Mekonnen, 2013). However teleworking is shown as a significant variable by many scholars that can affect the interpersonal and team relationships in group work (Straus, 1996). Only a few researchers have shown a mixed relationship, most of the studies show the negative relationship between teleworking and EERP. Excessive use of telework can lead to harm to the interpersonal relations of individuals or the interaction frequency of individuals will decrease (Lojeski, Reilly, & Dominick, 2006). Fewer interactions between employees will also affect the trust of employees negatively (Ganesh & Gupta, 2010). So after analyzing the above-mentioned literature, the author hypothesized that

H2: Teleworking would negatively affect the ERP of employees of the organization.

2.3 Teleworking and (EERP) With Moderating Role of HCC vs. LCC.

Teleworking is a form of virtual work, the employee performs their office work remotely by using technologies (Fay & Kline, 2012; Gajendran & Harrison, 2007). According to Gajendran teleworking leads to an increase the job satisfaction employee morale and decreases family conflict. Teleworkers from HCC reported that people who face work and family conflicts, will face many kinds of problems such as isolation and negative impact on the relationship with co-workers, then the people who less involve in teleworking. (Golden, Veiga, & Dino, 2008). In HCC people feel isolated, removed and uncertain about their relationship with business organizations and co-workers. Many studies have shown the negative moderating impact of HCC and LCC. As the organization wanted to expand its business and by using technologies and adopting teleworking, they can run a business worldwide during Covid-19. But they must understand that the culture of the countries with which they wanted to do business. HCC and LCC help the organizations to adopt the best communication style to deal with multinational companies. HCC has the potential of interactions (Gudykunst, 1983). The Teleworkers who will adopt HCC as compare to LCC will have high importance because virtually people need more detail and a wide range of information so that any kind of conflict can be minimized (Fay & Kline, 2012). In this study, we will examine the moderating role of HCC and LCC over the

relationship between teleworking and EERP. However, no studies are available which have analysed the moderating impact of HCC and LCC between the relationship of teleworking and EERP (Würtz, 2005).

H3: HCC vs. LCC significantly moderates the relationship between teleworking and EERP.

2.4 Teleworking and (EERP) with The Moderating Role of Polychronic vs. Monochronic.

Previous studies indicate that Innovation capabilities have introduced a wide range of information technologies for workers to work outside the workplace (Jackson & Van der Wielen, 1998; Perin, Jackson, & van der Wielen, 1998). Telecommuters are mostly from polychronic culture, as they believe to perform several tasks at a time. Several researchers have studied polychronic, individual, or group preference for multitasking. Scholars have extended the construction of polychronic to the individual-level analysis (Bluedorn, Kalliath, Strube, & Martin, 1999; Kaufman-Scarborough, 2006). Polychronicity is examined with many dependent variables, such as job satisfaction, workload, organizational commitment, turnover, mental ability and many others (Bluedorn et al., 1999; König & Waller, 2010; Slocombe & Bluedorn, 1999). Less literature is available in which polychronic and monochronic are examined as moderators. Egypt and Rubin were the first researchers who study polychronic culture as a moderator (Agypt, 2013). They explain that as compare to monochronic people who adopt polychronic culture are more satisfied with their job and family-related task. Employees who belong to polychronic culture are more capable to manage interruptions at the workplace, in contrast, people from monochronic cultures are unable to handle interruptions and they are less comfortable performing job-related tasks in such situations (Kaufman-Scarborough & Lindquist, 1999). As in Covid-19 pandemics, it is a need of the hour to complete work without moving from your location, then in these circumstances, people from polychronic culture will more able to handle organizational work and the family-related task at the time without any facing problems. As according to Agypt (2013) polychronic workers are more comfortable performing work in uncertain conditions. According to Daskin (2015) polychronic is a personality trait that is critically analysed to attain organizational goals. However, no research has been particularly conducted to check the moderating impact of polychronic and monochronic culture on the relationship between teleworking and EERP. So based on the above-mentioned literature, to check the moderating impact of PTC and MTC hypothesis can be drawn as:

H4: Polychronic vs. monochronic cultures significantly moderates the relation between teleworking and EERP.

2.5 Teleworking and (EIRP) With Moderating Role of HCC vs. LCC.

Previous studies indicate that individuals who telework have higher job performance than those individuals who less telework (Golden & Gajendran, 2019). Teleworking has a positive association with the job performance of employees. High-intensity Teleworkers have opportunities to develop person-centred knowledge and social norms related to the flow of organizational messages that would positively related to the relationship among co-workers and attitudes. (Clampitt & Downs, 1993) anticipate that satisfied Teleworkers with the overall informal communication with co-workers would be committed and satisfied with their organization. According to (Fay & Kline, 2012) high-intensity Teleworkers tend to feel uncertain about their relationships, excluded and isolated from the organization. This situation can lead to a decrease in the performance of workers if they already feel disconnected from the organization or co-workers who can help them or remove their misperceptions. As there are lots of differences in HCC and LCC, they also influence the performance of Teleworkers in different ways. However, in past, no research has been conducted, which has checked the moderating impact of HCC and LCC on the relationship between teleworking and IRP. As the organizations of different countries adopt different contexts, so the HCC and LCC can also have significant, positive or negative effects respectively. According to previous studies, HCC has a significant impact on teleworkers' performance and LCC can lead to a negative impact on the performance of teleworkers (Gudykunst, 1983). So according to the above-mentioned studies hypothesis is drawn as follow:

H5: HCC vs LCC significantly moderates the relationship between telework and EIRP.

2.6 Teleworking and (EIRP) With the Moderating Role of Polychronic vs. Monochronic.

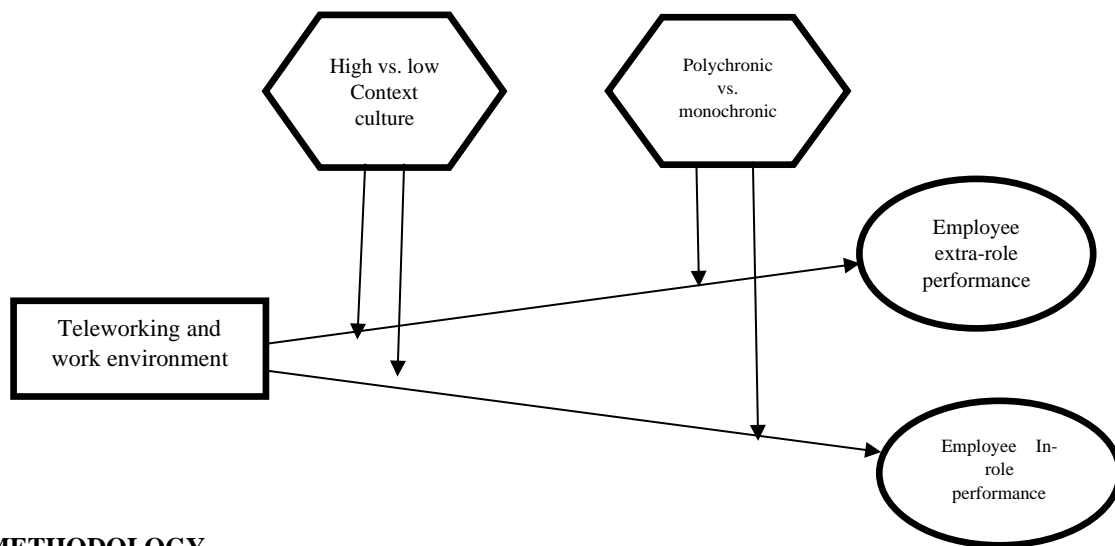
As time has changed, the difference between household time and work time is no more limited by physical space constraints. Through modernity, boundaries of space and time between the outside world and home have been gradually blurred, as the new time emerged through the forces of technological innovations. (Friedland & Boden, 1994). Throughout the world, there is a great increase in the number of individuals who perform only a part or whole work at home (Tietze, 2002). Teleworkers can perform several tasks at the same time and in this consent, they belong to a polychronic culture. Because people of polychronic prefer to perform several tasks at the same time. And it also

leads to an increase in the productivity of employees because they can perform several tasks at the same time and it will lead to a decrease in their household or work-related problems. According to previous studies, individuals who prefer to perform a single task at a time are known as people from monochronic cultures. People from monochronic culture and polychronic culture can have both types of impact on performance positive or negative, depends on the situation. According to the research of Schein (2010), the PTC was negatively and insignificantly related to the performance of supervisors. Many other researchers have shown the positive impact of polychronic (Conte & Gintoft, 2005). In contrast number of researchers have shown a positive relationship between MTC and performance but according to the literature of (Frei, Racicot, & Travagline, 1999) monochronic work behaviour negatively and significantly correlated with progress or performance. However, according to the author's knowledge, no literature is available that showed the relationship between teleworking and IRP of employees. In this study, the moderating effect of polychronic and monochronic cultures between teleworking and IRP of employees. Based on previous studies hypothesis is drawn as follow.

H6: Polychronic and monochronic cultures significantly moderate the relationship between teleworking and EIRP.

Figure 1: Research Model

Based on the theatrical discussion following research model proposed for the study.



3. METHODOLOGY

3.1 Sample and data

This study has been conducted in the context of Pakistan. The purpose of this paper is to analyse the impact of telecommuting on, In Role Performance (IRP) and Extra Role Performance (ERP) of employees and the research has also examined the moderating effect of Polychronic Time Culture (PTC) vs. Monochronic Time Culture MTC and High Context Culture (HCC) vs. low context culture (LCC) on the relationship between teleworking and IRP and ERP. The required data was collected from teleworkers of the telecommunications sectors in Pakistan. Because this sector has no leave during COVID 19 outbreak as compared to other sectors. For this research sample was selected through purposive sampling, to test the significance of the proposed hypothesis (Chaudhary, Chaudhary, & Ali, 2020). To answer the research purpose, and to understand the point of view of teleworkers brief questionnaire was designed after selecting the sample. Data was collected through an online survey method. Total 312 responses were received from the teleworkers. All were retained and subjected to analysis.

3.2 Measures

Dependent variable; Employee In Role Performance(EIRP)1. The measuring scale for EIRP was adapted from the research paper, which was written by Becker and Kernan (2003). Many other researchers used particular questioner in their studies according to the need of their study. In this study, it is also changed according to the need of study. A five-point Likert scale was used. Results indicate that value of cronbacks alpha is always greater than 0.7. The sample

item of the questionnaire is "I fulfil responsibilities specified in the job description; I consistently perform the entire task in high quality manner".

Dependent variable; Employee Extra-role Performance2.

The scale for employee ERP was adapted from the study that was conducted by Fox, Spector, Goh, Bruursema, and Kessler (2012). The five-point Likert scale was used by the researcher in that study e.g. Totally agree, Agree, neutral, disagree and totally disagree. The researcher has mentioned more than .7 alpha values for overall reliability. The sample item of the questioner is such as "I voluntarily participate for extra work assignments; I voluntarily help when some have work problem".

Independent variable; Teleworking.

The instruments regarding teleworking procedures and teleworking process is adapted from the research of Aboelmaged and El Subbaugh (2012) is used. But in this study, we have added only those questions which were directly linked with the topic of research. The sample research question is as follow "I think teleworking increases productivity" The construct was measured on five points Likert scale from strongly agree to strongly disagree. This measurement has a good reliability standard in literature and many researchers have used it in previous studies. The findings indicate that Cronbach's alpha value is greater than 0.7. After the verification scale was chosen for this study.

Moderating variable; Polychronic and Monochronic Time Culture 1.

To measure the moderating impact of polychronic and monochronic over the performance of employees a construct was developed and used by the Bluedorn, Kaufman, and Lane (1992). In this study, the measuring scale of (Bluedorn, Kaufman et al. 1992) was adapted. This is considered as best measuring scale for the measurement of polychronic and monochronic effects. Sample questions are as follows, "Doing two or more work at the same time is the most efficient way to use my time, I would rather complete the entire project every day than complete parts of several projects". According to previous literature, this scale has good reliability and Cronbach's alpha value is always greater than 0.7. A five-point Likert scale was used in this study.

Moderating variable; HC vs. LC Communication Culture 2.

In this study, the scale of (Kim et al., 1998) was adapted and modified according to the need of the study. A five-point Likert scale was used in this study from strongly agree to strongly disagree. This scale was used by several researchers; they modified the scale according to their research demand. The previous study showed the value of Cronbach's alpha which was greater than 0.7 all the time. The sample research questions are as follows, "I conform to social norms even when they conflict with my desires, I think it's important to feel I am a part of the group".

3.3 Analysis

Structural equation modelling (SEM) and AMOS were used to conduct data analysis for this research. Because SEM can test measurement as well as structural model simultaneously and give overall fit indices of the proposed model (Perrigino & Raveendhran, 2020). Through using SEM author has assessed that whether the hypothesized model is fit or not (Chaudhry, Chaudhry, Asad, & Hussain, 2020). Significance of the proposed hypothesis was also checked by using SEM and AMOS.

4. RESULTS

4.1 Descriptive Statistics

Descriptive statistics are used to describe the basic features of the data (Groeneveld & Meeden, 1984). The absence of any outlier in data is represented by minimum and maximum statistics value and lie in the range of 1 and 5. This test is particularly run to check the normality of data. The results show that there is no issue of skewness as data related to all the variables are normally distributed as it lies between the threshold range -1 to +1. (Groeneveld & Meeden, 1984)

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Telework	312	1.00	5.00	3.5400	1.18511	-.677	.138
HLCont	312	1.00	5.00	3.4701	1.07744	-.732	.138
PolMon	312	1.00	5.00	3.4469	1.09581	-.577	.138
ExtraRolPer	312	1.00	5.00	3.3599	1.06431	-.528	.138
InRolePerf	312	1.00	5.00	3.5962	1.01348	-.740	.138
Valid N (listwise)	312						

4.2 Model Fitness

The result of all the variables of model fit indices lies within the threshold value that confirms that the model is fit for further testing and structural modelling.

Table: Model fitness

Indicators	Threshold range	Current values
CMIN/DF	Less or equal 3	2.760
GFI	Equal or greater .80	.801
CFI	Equal or greater .90	.949
IFI	Equal or greater .90	.949
RMSEA	Less or equal .08	.049

4.3 Structural Equation Modelling

Finally SEM is used to analyze structural relationships, was run on AMOS and the result has proved that there is a significant impact of teleworking on IRP and ERP of employees as the p-value is less than .05. HCC vs. LCC significantly moderates the relationship between teleworking and ERP but it will negatively or insignificantly impact the in-role performance of teleworkers as the p-value is above .05. Polychronic and monochronic time cultures significantly moderates the relationship between teleworking and IRP and ERP of employees because p-value is less than .05. Increasing one unit of telework will lead to an increase in the overall ERP by 34.2%. Unitary increase in teleworking will lead to an increase in overall performance by 48% and the increase of one unit in teleworking in the moderating impact of polychronic vs. monochronic will lead to an increase in the ERP and IRP by 14.2% and 23.2% respectively (Byrne, 2001).

Table : Structural Equation Modeling

	Path		Estimate	S.E.	C.R.	P
TWE	→	ERP	.342	.048	6.428	.000
TWE	→	IRP	.480	.043	9.640	.000
TWE*HLC	→	ERP	.190	.047	-3.641	.000
TWE*HLC	→	IRP	.056	.044	-1.151	.250
TWE*PM	→	ERP	.142	.053	2.533	.011
TWE*PM	→	IRP	.232	.047	4.665	.000

5. DISCUSSION

The purpose of this paper is to analyse the impact of telecommuting on "In Role Performance (IRP) and Extra Role Performance (ERP) of employees" and the research has also examined the moderating effect of "Polychronic Time Culture (PTC) vs. Monochronic Time Culture MTC" and "High Context Culture (HCC) vs. low context culture (LCC) on the relationship between teleworking and IRP and ERP. Teleworking is considered a more traditional operation in the workplace environment. As the number of employees is increasing day by day so it is important to identify how these work environments can affect the EIRP and EERP. As these behaviours are important for organizational performance (Kane, 2014). Teleworking leads to a new form of the work environment, which has implications for the

frequency with which IRP and ERP are performed. Empirical research has examined the result of teleworking work environment on EIRP and EERP in the moderating role of polychronic vs. monochronic and HCC vs. LCC communication cultures during Covid-19 and the results have been equivocal same as the nature of research (Feldman & Gainey, 1997).

This may be due that less attention has been paid to the theoretical mechanism that has altered or strengthen the relationship of the above-mentioned variables. In response to the gap in the previous studies, the purpose of this study was to check the impact of teleworking on EIRP and EERP with moderating impact of cross cultures that can influence the relationship of direct and indirect variables. In this research, the researcher has proposed that cross cultures will moderate the relationship between teleworking and EIRP and EERP. This study has found a significant impact between telework and employee in-role and EERP. This research was conducted in Pakistan and those organizations were targeted who adopt teleworking. The researcher has formulated 6 hypotheses in this research are tested to check the impact of teleworking on the "IRP and ERP of employees".

The first hypothesis is stated as "teleworking would positively affect the EIRP". This hypothesis was found to be true and similar results were found in previous studies (Becker & Kernan, 2003; Golden et al., 2008; Sánchez, Pérez, de Luis Carnicer, & Jiménez, 2007) As the workers who adopt teleworking can work according to their flexibility, it also impacts their performance positively and they meet organizational goals more appropriately. It also suggests that the greater the proportion of people who do work at home, the more they will be able to perform according to organizational standards. This study expands the findings of previous studies by creating a link between both the dependent and independent variables. The second hypothesis is written as "teleworking will significantly impact the EERP" and the hypothesis was found to be accepted as the results show significant results and prove that employee ERP will be positively affected as employees will be able to work in more flexible working hours. The previous researchers also showed similar results as our study to some extent (Becker & Kernan, 2003).

The third hypothesis is stated as, "HCC vs. LCC would have a moderating impact on the relationship of teleworking and EERP". This hypothesis was found to be significant and it was also proved by past studies (Gudykunst, 1983; Ienchen, 2020). Cross cultures can help employees to perform well as they are better able to communicate in cross cultured organizations and they can meet the organizational standards. The fourth "hypothesis is stated as polychronic and monochronic cultures can significantly impact the relationship of teleworking and EERP". This hypothesis was found to be rejected, the results of the SEM table show insignificant results, which leads to rejecting the up-mentioned hypothesis and similar results were found in previous studies (Agypt, 2013; Daskin, 2015).

The previous studies indicate that people are unable to recognize that what is more appropriate for them and either they should follow monochronic culture or polychronic culture which means that they are unable to choose they should go to perform a single task at a time, or they can do the number of works at the same time. When they follow a culture that is not appropriate for them their performance level decreases and they are unable to meet the standards of the organization.

The fifth hypothesis was drawn as "HCC and LCC can significantly impact the relationship of teleworking and EIRP". This hypothesis was found to be accepted and results prove that high vs. LCC can significantly impact the relationship of dependent and independent variables and similar results were found from the previous literature (Jin, Park, & Kim, 2008; Jung & Kellaris, 2004). The final hypothesis was stated as "polychronic and monochronic cultures can have a significant impact on teleworking and EIRP" this hypothesis was found to be accepted and the test proved that the cultures can significantly impact the teleworkers in-role performance. The previous results also show the significant impact of high vs. LCCs over teleworkers' performance (Arndt et al., 2006; Bluedorn et al., 1992). In summary, previous research has not checked the impact of variables that will help the teleworkers address the outcomes discussed in this study. This study has thoroughly inspected the effects of variables and the relationship of dependent and independent and in the presence of moderators as well, which will help people to decide that either they should telework or not.

It has been found out that the impact of teleworking on EIRP is significant and positive; the effect of teleworking on EERP is also found to be significant. The study has concluded that HCC vs LCC moderates the relation between teleworking and EERP. However, there is no impact of polychronic and monochronic cultures between the association of teleworking and EERP. HCC and LCC are also found to be significantly impacting the relation between teleworking and EIRP. Also, polychronic and monochronic cultures can have a significant impact on teleworking and EIRP.

5.1 Conclusion

To conclude, this study offers the latest sight as it goes beyond the previous research by testing some of the moderating variables that explain the relationship between teleworking and EIRP and EERP. Awareness of these can help the organizations set teleworkers up for success, and they can also increase their opportunities to perform EIRP and EERP related tasks. Increasing working hours to complete work remotely will also increase the IRP and ERP of employees. The moderating role of PTC and MTC will help the employees in several ways they will communicate in the multicultural organizations more appropriately. HCC and LCC may help the organizations to share in cross cultures, and they would be able to expand their business and they would perform their task more efficiently. Monochronic and polychronic cultures help the teleworkers decide that either they should do only one task or perform multitask at a single time. The study concludes that teleworkers can perform more than one task at a time, and they can bitterly able to manage organizational and homework collectively. This study was based on multifactor and hypotheses, results indicate that teleworking has a significant impact on EIRP and EERP. PTC vs. MTC and HCC vs. LCC significantly moderate the relationship of dependent and independent variables but HCC vs. LCC insignificantly moderates the relationship of teleworking and EERP. It provides a new direction for further research in this area by encouraging a debate about the adaptation of teleworking in organizations.

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