FACTORS INFLUENCING EMPLOYEE JOB PERFORMANCE UNDER REMOTE WORK CONDITIONS IN CHIANG MAI, THAILAND: A MULTIPLE REGRESSION ANALYSIS*

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Abstract

This study aimed to examine the impact of remote work on employee job performance in Chiang Mai, Thailand by analyzing the relationships between employee engagement, remote work flexibility, employee satisfaction, training hours, and job performance. A quantitative research approach was applied using an online questionnaire distributed to remote workers in Chiang Mai. The study collected data from 400 respondents through convenience sampling. The data were analyzed using multiple regression analysis through SPSS software with statistical significance set at the 0.05 level.

The findings revealed that employee engagement had the strongest positive and statistically significant effect on employee job performance (β = 0.557, $p < .001$), followed by remote work flexibility which also showed a significant positive relationship with job performance (β = 0.256, $p < .001$). In contrast, employee satisfaction demonstrated a significant negative relationship with employee job performance (β = -0.355, $p < .001$). Meanwhile, training hours

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did not significantly affect job performance (β = 0.031, p = .314). The results suggest the importance of employee engagement and flexible work policies in improving employee performance under remote work conditions.

Keywords: Employee Performance, Employee Engagement, Remote Work Flexibility, Multiple Regression Analysis

Introduction

Remote work has become one of the most significant organizational changes in modern business environments, particularly after the COVID-19 pandemic accelerated the adoption of digital workplaces worldwide. Many organizations have implemented remote and hybrid working systems to maintain business operations while increasing flexibility and reducing operational costs. Advances in digital communication technologies and online collaboration platforms have enabled employees to work effectively outside traditional office settings. Consequently, remote work has become an important topic in business and management research because of its impact on employee productivity, organizational performance, and employee well-being.

Recent studies indicate that remote work provides several advantages for both employees and organizations. Flexible working arrangements can improve work-life balance, reduce commuting stress, and increase autonomy in managing work responsibilities. Boccoli et al. (2022) found that remote work flexibility positively affects employees' psychological well-being and work engagement, leading to better performance outcomes. Similarly, Naqshbandi et al. (2023) reported that flexible and hybrid work environments improve employee engagement and job performance because employees can manage their tasks more independently. Moreover, Tóth et al. (2025) suggested that employees who are given flexibility in their work arrangements demonstrate higher life satisfaction and improved job performance. Domenech and Danvila-del-Valle (2026) also

found that telework positively influences employee satisfaction and organizational commitment through perceived purpose at work. Despite these advantages, remote work also creates several organizational and psychological challenges. Employees working remotely may experience social isolation, communication difficulties, limited teamwork interaction, and blurred boundaries between personal and professional life. These conditions can negatively affect employee productivity if organizations fail to provide effective support systems. Fatima et al. (2024) emphasized that employee engagement is important factors in maintaining employee performance under remote work because engaged employees tend to remain motivated and connected to organizational goals.

In Thailand, particularly in Chiang Mai, remote work has become increasingly popular in digital business, education, technology, tourism, and service industries because of the city's strong digital infrastructure and flexible lifestyle environment. However, empirical studies examining factors influencing employee job performance under remote work conditions in Chiang Mai remain limited. Therefore, this study investigates how employee engagement, remote work flexibility, employee satisfaction, and training hours influence employee job performance under remote work conditions. The study aims to examine the impact of these factors and analyze their relationships using multiple regression analysis. The findings are expected to contribute to remote work management literature and provide practical implications for organizations in developing effective remote work policies and employee performance strategies in modern working environments.

Objectives

1. To examine the impact of remote work on employee job performance in Chiang Mai, Thailand.

2. To analyze relationship between factors Influencing employee and job performance by multiple regression analysis under remote work conditions.

Literature Review

1. Employee Engagement and Job Performance

Employee engagement refers to employees' emotional attachment, involvement, and dedication toward their work and organization. Highly engaged employees demonstrate greater motivation and higher performance. Fatima et al. (2024) found that employee engagement significantly influences employee performance under remote work conditions, particularly when organizations provide strong communication and support systems. In Thailand, Limrueangrong and Thaweepaiboonwong (2025) also found that flexible work arrangements positively affect task performance through improved employee engagement. These findings indicate that employee engagement plays an important role in maintaining employee productivity in remote work environments. Based on the literature review, the study proposes the following hypothesis.

H1*: Employee engagement has a positive and significant effect on employee job performance under remote work conditions in Chiang Mai, Thailand.*

2. Remote Work Flexibility and Job Performance

Remote work flexibility refers to employees' ability to manage their working time, workplace, and work schedule. Flexible working arrangements help employees maintain work-life balance and reduce stress levels. Tóth et al. (2025) found that employees who have flexibility in remote work conditions demonstrate higher life satisfaction and better job performance. Similarly, Duanguppama et al. (2025) reported that flexible work arrangements positively

influence employee well-being, innovation, and job performance. These findings suggest that remote work flexibility is an important factor contributing to employee productivity and organizational effectiveness. Based on the literature review, the study proposes the following hypothesis.

H2*: Remote work flexibility has a positive and significant effect on employee job performance under remote work conditions in Chiang Mai, Thailand.*

3. Employee Satisfaction and Job Performance

Employee satisfaction refers to employees' positive feelings and attitudes toward their work and organizational environment. Traditionally, employee satisfaction has been associated with improved job performance. However, recent studies report mixed findings under remote work conditions. While remote work flexibility may increase satisfaction through reduced commuting stress and greater autonomy, employees may also experience social isolation, communication difficulties, and blurred work-life boundaries (Wang et al., 2021). Toscano and Zappalà (2020) further explained that prolonged remote work may reduce organizational attachment and motivation. These findings suggest that employee satisfaction alone may not guarantee higher job performance without effective organizational support and communication systems. Based on the literature review, the study proposes the following hypothesis.

H3*: Employee satisfaction has a positive and significant effect on employee job performance under remote work conditions in Chiang Mai, Thailand.*

4. Training Hours and Job Performance

Training and employee development are important strategies for improving employee knowledge, skills, and performance. However, recent studies suggest that training effectiveness depends more on training quality, relevance, and practical application than training hours alone. Kaushik and Guleria (2020) found that remote work environments require organizations to redesign training systems to improve employee adaptability and digital competencies. Similarly, Kniffin et al. (2021) emphasized that effective employee

development in remote settings depends on interactive learning and practical implementation. Wang et al. (2021) also suggested that employees benefit more from flexible and job-related learning systems that directly support work responsibilities. These findings indicate that training hours alone may not significantly improve employee performance unless the training content aligns with employee and organizational needs. Based on the literature review, the study proposes the following hypothesis.

H4*: Training hours have a positive and significant effect on employee job performance under remote work conditions in Chiang Mai, Thailand.*

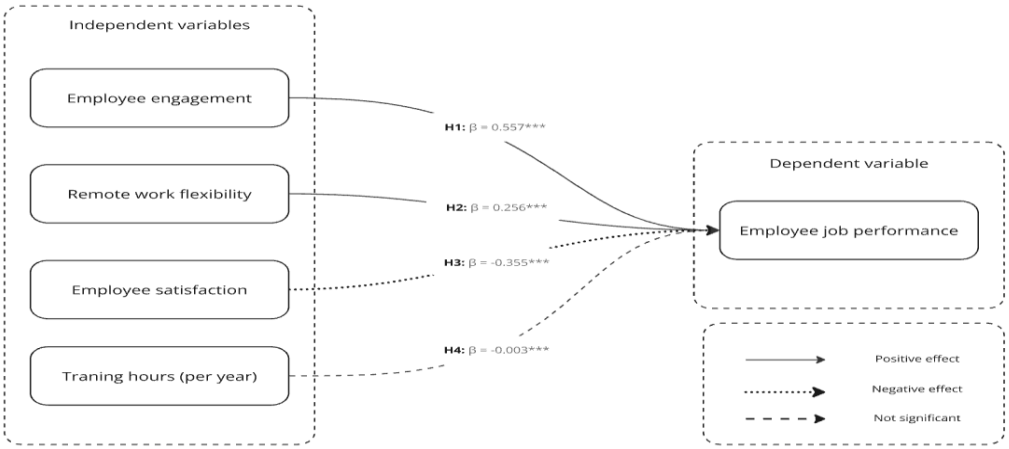


Figure 1 Research Framework

Methodology

This study employed a quantitative research approach to examine the factors affecting employee job performance under remote work conditions in Chiang Mai, Thailand. The independent variables included employee engagement, remote work flexibility, employee satisfaction, and training hours, while employee job performance was treated as the dependent variable.

The sample consisted of 400 respondents, exceeding the minimum requirement of 385 participants calculated using Cochran's formula with a 95% confidence level and 5% margin of error for an unknown population. A non-probability convenience sampling method was applied because the exact population of remote workers in Chiang Mai could not be accurately identified.

Data were collected from remote employees in Chiang Mai through both offline and online channels. Offline data collection was conducted in co-working spaces and coffee cafés, while online questionnaires were distributed through remote work communities and social media platforms including Facebook, Instagram, and X. Participant IP location screening was also used to ensure respondents were primarily based in Chiang Mai.

The research instrument was an online questionnaire developed using Google Forms, consisting of demographic questions and measurement items related to employee engagement, remote work flexibility, employee satisfaction, training hours, and employee job performance. A 10-point Likert scale was applied to measure respondents' perceptions. Content validity was evaluated by business management experts, with IOC values ranging from 0.76 to 1.00, indicating satisfactory validity. Reliability testing using Cronbach's alpha was conducted on 30 pilot respondents, with coefficients ranging from 0.792 to 0.911, demonstrating satisfactory internal consistency and reliability of the instrument.

The collected data were analyzed using SPSS software. Descriptive statistics were used to summarize respondent characteristics, while multiple regression analysis was employed to examine the relationships between the independent variables and employee job performance. Statistical significance was determined at the 0.05 level with a 95% confidence level.

Results

Table 1 Multiple Regression Analysis

Dependent variable: Job Performance					
Independent variable	**Unstandardized Coefficients**		**Standardized Coefficient Beta**	**t**	**Sig**
	(B)	**Std. Error**			
Employee Engagement	0.475	0.028	0.557	17.051	0.000
Remote Work Flexibility	0.222	0.028	0.256	7.846	0.000
Employee Satisfaction	-0.251	0.022	-0.355	-11.352	0.000
Training Hours	0.003	0.003	0.031	1.008	0.314

Table 1 presents the results of the multiple regression analysis examining the effects of employee engagement, remote work flexibility, employee satisfaction, and training hours on employee job performance under remote work conditions in Chiang Mai, Thailand. The regression model was statistically significant ($F = 161.842$, $p < .001$) and explained 62.1% of the variance in employee job performance ($R^2 = 0.621$, Adjusted $R^2 = 0.617$).

The findings revealed that employee engagement had the strongest positive and statistically significant effect on employee job performance ($\beta = 0.557$, $p < .001$), followed by remote work flexibility ($\beta = 0.256$, $p < .001$). These results indicate that employees with higher engagement and greater work flexibility demonstrate better job performance. Thus, H1 and H2 were accepted.

In contrast, employee satisfaction showed a significant negative relationship with employee job performance ($\beta = -0.355$, $p < .001$), resulting in the rejection of H3. Meanwhile, training hours did not significantly affect employee job performance ($\beta = 0.031$, $p = .314$), leading to the rejection of H4. Overall, psychological and flexibility-related factors were stronger predictors of employee performance than training hours.

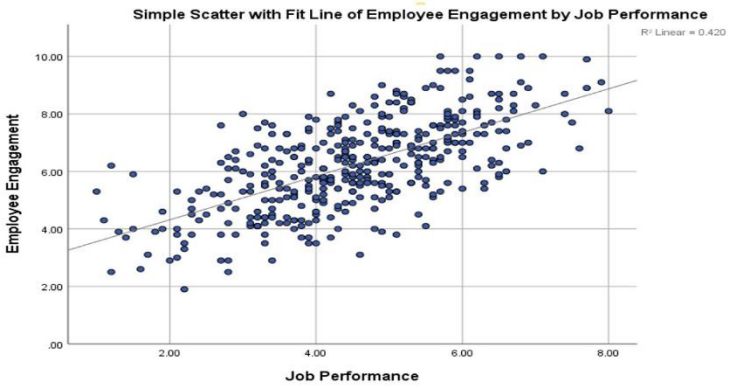


Figure 1 Multiple Regression Analysis of Employee Engagement and Job Performance

Figure 1 presents the multiple regression analysis of factors influencing employee job performance. The findings show that employee engagement has a positive and statistically significant effect on job performance (β = 0.557, p < .001). Therefore, H1 is accepted. The result indicates that employees with higher levels of engagement tend to demonstrate better job performance. Moreover, employee engagement shows the strongest relationship with job performance compared to the other independent variables in the study.

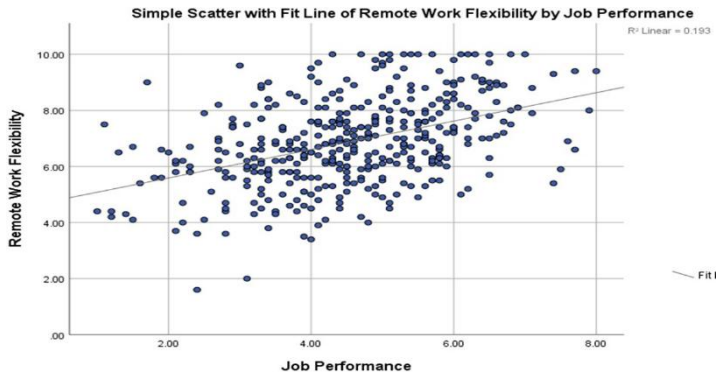


Figure 2 Multiple Regression Analysis of Remote Work Flexibility and Job Performance

Figure 2 illustrates that remote work flexibility has a positive and statistically significant effect on employee job performance (β = 0.256, p < .001). Therefore, H2 is accepted. The finding suggests that employees with greater flexibility in remote work conditions tend to demonstrate higher job performance. Remote work flexibility may improve work-life balance, increase autonomy, and reduce stress levels, which contribute to better productivity and overall work effectiveness.

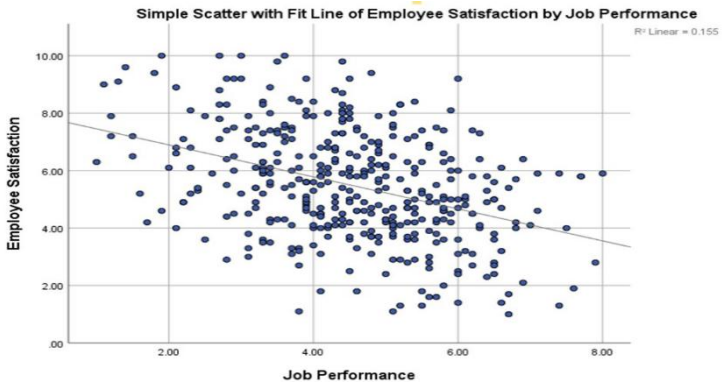


Figure 3 Multiple Regression Analysis of Employee Satisfaction and Job Performance

Figure 3 shows that employee satisfaction has a statistically significant negative effect on employee job performance (β = -0.355, p < .001). Therefore, H3 is rejected because the relationship is negative rather than positive as hypothesized. The finding suggests that higher employee satisfaction under remote work conditions may not always lead to improved performance. This may occur because employees with higher comfort levels may reduce work pressure, effort, or motivation toward performance improvement.



Figure 4 Multiple Regression Analysis of Training Hours and Job Performance

Figure 4 shows that training hours do not have a statistically significant effect on employee job performance (β = 0.031, p = .314). Therefore, H4 is rejected. Although the relationship is positive, the finding suggests that training hours alone may not directly improve employee performance under remote work. This may occur because employees may not fully apply training knowledge to actual work tasks, or the training content may lack practical relevance.

Discussion

The findings demonstrate that employee job performance under remote work conditions is influenced by the combined effects of psychological, organizational, and work arrangement factors rather than by a single variable independently. The multiple regression analysis revealed that employee engagement was the strongest predictor of employee job performance, followed by remote work flexibility, while employee satisfaction showed a negative relationship and training hours did not significantly influence performance. These results indicate that remote work effectiveness depends largely on employees'

motivation, emotional commitment, and ability to manage flexible work environments simultaneously.

Employee engagement and remote work flexibility showed significant positive effects on employee performance, suggesting that flexibility alone may not improve productivity unless employees remain psychologically connected to their work and organizational goals. This finding supports Fatima et al. (2024), who emphasized that engaged employees are more likely to maintain motivation and responsibility under remote work conditions. Similarly, Naqshbandi et al. (2023) found that employee engagement strengthens performance in hybrid workplaces, while Boccoli et al. (2022) explained that flexibility and autonomy improve psychological well-being and work effectiveness. In addition, Tóth et al. (2025) and Limrueangrong and Thaweepaiboonwong (2025) suggested that flexible work arrangements enhance work-life balance, autonomy, and employee productivity. These findings imply that organizations should integrate flexibility policies with engagement strategies rather than treating them as separate management practices.

In contrast, employee satisfaction demonstrated a significant negative relationship with employee job performance. This result suggests that satisfaction under remote work conditions may reflect comfort, reduced supervision, or convenience rather than stronger organizational commitment or productivity. Wang et al. (2021) and Toscano and Zappalà (2020) explained that prolonged remote work may increase social isolation, emotional fatigue, and weaker organizational attachment despite employees reporting satisfaction. This finding highlights a potential trade-off between employee comfort and performance accountability in remote work environments.

Moreover, training hours did not significantly affect employee performance, indicating that training quantity alone may be insufficient in remote work settings. Kaushik and Guleria (2020) and Kniffin et al. (2021) emphasized that

effective remote work training requires interactive learning, communication, and practical application. Overall, the findings suggest that organizations should balance flexibility, engagement, accountability, and practical employee development to sustain performance in remote work environments.

Recommendation

Organizations should prioritize employee engagement and remote work flexibility to improve employee performance. Managers should strengthen communication, feedback, and collaboration while maintaining accountability systems such as performance evaluations and indicators. In addition, training programs should emphasize practical application and interactive learning rather than focusing only on training duration.

Future studies should examine additional factors affecting employee job performance under remote work conditions, including organizational support, leadership style, digital competency, work-life balance, stress, and mental health. Researchers are encouraged to apply larger sample sizes and probability sampling methods. Comparative, mixed-methods, and longitudinal studies may also provide broader insights into remote work management and sustainability.

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