

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**IMPACT OF WORK FROM HOME ON  
WORK LIFE BALANCE,  
WORK STRESS AND JOB SATISFACTION  
ON MALAYSIAN EMPLOYEES**

**BUVAANA A/P SUGUMARAN**



**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA**

**DECEMBER 2024**

**IMPACT OF WORK FROM HOME ON WORK LIFE BALANCE, WORK  
STRESS AND JOB SATISFACTION ON MALAYSIAN EMPLOYEES**

**BY**

**BUVAANA A/P SUGUMARAN**



**UUM**  
Universiti Utara Malaysia

**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfilment of the Requirement for the Master of Human Resource  
Management**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

**PERAKUAN KERJA KERTAS PENYELIDIKAN**  
(*Certification of Research Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa  
(*I, the undersigned, certified that*)

**BUVAANA A/P SUGUMARAN (831552)**

Calon untuk Ijazah Sarjana  
(*Candidate for the degree of*)

**MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas penyelidikan yang bertajuk  
(*has presented his/her research paper of the following title*)

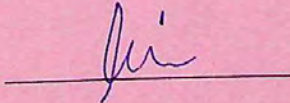
**IMPACT OF WORK FROM HOME ON WORK LIFE BALANCE, WORK STRESS  
AND JOB SATISFACTION ON MALAYSIAN EMPLOYEES**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan  
(*as it appears on the title page and front cover of the research paper*)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu  
dengan memuaskan.

(*that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered  
by the research paper*).

Nama Penyelia : **DR. ATTIA AMAN ULLAH ALVI**  
(*Name of Supervisor*)

Tandatangan :   
(*Signature*)

Tarikh : **10 DISEMBER 2024**  
(*Date*)

## PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Director of Postgraduate Studies Unit, College of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman

## ABSTRACT

The purpose of this research is to investigate the relationship between work from home, work life balance, work stress and job satisfaction. This is a correlational study, as its objective is to analyse the relationship between different variables. The population for this study consists of employees those who have experience of working from home across Malaysia. This study used purposive sampling technique to choose the respondents. This study also used quantitative research approach with cross-sectional study. Besides that, data for this study were obtained by distributing questionnaire via google form to sample size of 201 employees. The response rate of this study is 91.36%, which has been used for further analysis. To examine the data Statistical Package for Social Science (SPSS) version 27 was used. The result of Pearson's correlation analysis shows that there is a no correlation between work from home and work life balance. Also, no correlation found between work from home and work stress. However, work from home and Job Satisfaction revealed to show correlation. This study also has indicated on practical implication, theoretical implications and limitation while performing this study.

**Keywords:** Work from home, work life balance, work stress, job satisfaction



## ABSTRAK

Tujuan kajian ini adalah untuk menyiasat hubungan antara kerja dari rumah, keseimbangan kerja-hidup, tekanan kerja dan kepuasan kerja. Ini adalah kajian korelasi, kerana objektifnya adalah untuk menganalisis hubungan antara pelbagai pembolehubah. Populasi kajian ini terdiri daripada pekerja sektor swasta yang ada pengalaman bekerja dari rumah di Malaysia. Kajian ini menggunakan teknik persampelan bertujuan untuk memilih responden. Kajian ini juga menggunakan pendekatan penyelidikan kuantitatif dengan kajian keratan rentas. Selain itu, data untuk kajian ini diperoleh dengan mengedarkan soal selidik melalui google form kepada saiz sampel seramai 201 pekerja. Kadar tindak balas kajian ini adalah 91.36%, yang telah digunakan untuk analisis lanjut. Untuk memeriksa data, Perisian Statistik untuk Sains Sosial (SPSS) versi 27 digunakan. Hasil analisis korelasi Pearson menunjukkan bahawa tiada terdapat hubungan antara kerja dari rumah dan keseimbangan kerja-hidup. Juga tiada korelasi ditemui antara kerja dari rumah dan tekanan kerja. Manakala, ada korelasi antara Kerja dari rumah dan Kepuasan Kerja. Kajian ini juga menunjukkan implikasi praktikal, implikasi teori dan had semasa menjalankan kajian ini.

Kata kunci: Kerja dari rumah, keseimbangan kerja-hidup, tekanan kerja, kepuasan kerja

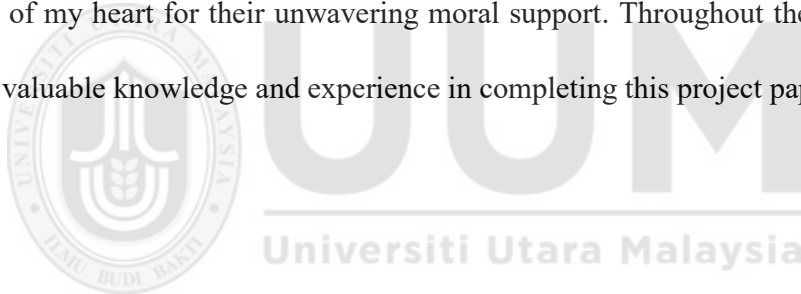


## ACKNOWLEDGEMENT

I would like to express my sincere appreciation and gratitude respected supervisor, Dr. Attia Aman Ullah, for her invaluable advice, guidance, and unwavering assistance for the whole period of my research.

Also, my special thanks to the College of Business for giving me the chance to conduct the research. I'm also thankful and would like to pay my gratitude to my seniors and my friends and others who lent a hand in finalizing this research paper.

Finally, but just as importantly, I want to thank to my mother and others from the bottom of my heart for their unwavering moral support. Throughout the journey, I have gained valuable knowledge and experience in completing this project paper successfully



## TABLE OF CONTENTS

<b>PERMISSION TO USE</b> .....	<b>i</b>
<b>ABSTRACT</b> .....	<b>ii</b>
<b>ABSTRAK</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF TABLE</b> .....	<b>vii</b>
<b>LIST OF FIGURES</b> .....	<b>x</b>
<b>LIST OF ABBREVIATION</b> .....	<b>xi</b>
<b>CHAPTER 1</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.2 Problem Statement .....	3
1.3 Research Question.....	5
1.4 Research Objective.....	5
1.5 Scope of Research .....	5
1.6 Significance of Study .....	6
1.6.1 Theoretical Significant .....	6
1.6.2 Practical Significant .....	7
1.7 Definition of Key Terms .....	7
1.8 Organization Study .....	8
<b>CHAPTER 2</b> .....	<b>10</b>
<b>LITERATURE REVIEW</b> .....	<b>10</b>
2.1 Introduction.....	10
2.2 Definition of Work From Home .....	10
2.3 Definition of Work Life Balance .....	11
2.4 Definition of Work Stress .....	11
2.5 Definition of Job Satisfaction .....	12
2.6 Previous Literature and Hypotheses Development .....	12
2.6.1 The Influence of Work From Home on Work Life Balance.....	12
2.6.2 The Influence of Work From Home on Work Stress.....	14
2.6.3 The Influence of Work From Home on Job Satisfaction .....	15
2.7 Conceptual Framework .....	16
2.8 Theoretical Framework .....	16
2.9 Chapter Summary.....	17
<b>CHAPTER 3</b> .....	<b>19</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>19</b>
3.1 Introduction.....	19
3.2 Summary of Research Hypotheses .....	19

3.3 Research Design.....	19
3.4 Research Population and Sample Size .....	20
3.5 Research Sample .....	20
3.6 Research Instrument.....	20
3.6.1 Demographic Details.....	21
3.6.2 Work from Home Productivity .....	21
3.6.3 Work Life Balance .....	21
3.6.4 Work Stress .....	22
3.6.5 Job Satisfaction .....	22
3.7 Data Collection & Data Analysis Techniques .....	22
3.7.1 Data collection procedure .....	22
3.7.2 Data Analysis Techniques.....	23
3.7.3 Descriptive Analysis .....	23
3.8 Inferential Statistics.....	23
3.8.1 Pearson Correlation.....	24
3.9 Summary .....	24
<b>CHAPTER 4 .....</b>	<b>25</b>
<b>RESEARCH FINDINGS .....</b>	<b>25</b>
4.2 Rate of Response.....	25
4.3 Descriptive Statistics.....	25
4.4 Analysis of Mean and Standard Deviation.....	35
4.5 Normality Test .....	37
4.6 Inferential Analysis .....	38
4.6.1 Correlation Analysis .....	38
<b>CHAPTER 5 .....</b>	<b>41</b>
<b>DISCUSSION AND CONCLUSION .....</b>	<b>41</b>
5.1 Introduction.....	41
5.2 Discussion of Findings.....	41
5.2.1 The relationship between work from home and work life balance.....	42
5.2.2 The relationship between work from home and work stress.....	42
5.2.3 The relationship between work from home and job satisfaction .....	43
5.4.1 Practical Contribution .....	44
5.4.2 Theoretical Contribution .....	45
5.5 Limitations and Recommendations for Future Research.....	45

5.6 Conclusion .....	46
<b>REFERENCES</b> .....	<b>47</b>
<b>Appendix 1: Survey Questionnaire</b> .....	<b>56</b>
<b>Appendix 2: Mean and Standard Deviation of SPSS Output</b> .....	<b>69</b>
<b>Appendix 3: Skewness and Kurtosis of SPSS Output</b> .....	<b>70</b>
<b>Appendix 4: Descriptive Analysis of SPSS Output</b> .....	<b>77</b>
<b>Appendix 5: Pearson Correlation of SPSS Output</b> .....	<b>82</b>



## LIST OF TABLES

Table 1.1	Definition of the Key Terms.....	10
Table 3.1	Interpretation of the Value of Correlation Efficient Correlation.....	31
Table 3.2	Items of Work From Home .....	23
Table 3.3	Items of Work Life Balance.....	24
Table 3.3	Items of Work Stress.....	24
Table. 3.4	Items of Job Satisfaction.....	25
Table 4. 1	Descriptive Statistics for Gender.....	40
Table 4.2	Descriptive Statistics for Age .....	41
Table 4.3	Descriptive Statistics Marital Status .....	42
Table 4.4	Descriptive Statistics Educational Level.....	42
Table 4.5	Descriptive Statistics State of Residency.....	43
Table 4.6	Descriptive Statistics Industry of Employment.....	44
Table 4.7	Descriptive Statistics for Job Role .....	46
Table 4.8	Descriptive Statistics for Type of Sector.....	46
Table 4.9	Descriptive Statistics of Type of Employment.....	47
Table 4.10	Descriptive Statistics Years of Experience .....	48
Table 4.11	Descriptive Statistics on Experience Working from Home .....	49
Table 4.12	Descriptive Statistics on Days per week work from Home .....	49
Table 4.13	Mean & Standard Deviation.....	51

Table 4.14	Result of Skewness and Kurtosis.....	52
Table 4.15	Pearson Correlation for Hypothesis 1.....	53
Table 4.16	Pearson Correlation for Hypothesis 2.....	54
Table 4.17	Pearson Correlation for Hypothesis 3.....	55
Table 4.18	Definition of the Key Terms.....	56
Table 4.19	Interpretation of the Value of Correlation Efficient Correlation.....	57
Table 4.20	Summary of Results.....	57



## LIST OF FIGURES

Figure 2.1	Conceptual Framework .....	28
Figure 3.1	Theoretical Framework of the Research.....	31



## LIST OF ABBREVIATION

Abbreviation	Meaning
<b>WFH</b>	Work from Home
<b>WLB</b>	Work Life Balance
<b>WS</b>	Work Stress
<b>JS</b>	Job Satisfaction



# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Working from home (WFH) has transitioned from a flexible arrangement to a key strategic element within modern work environments, especially in developed countries such as the United States, the United Kingdom, and various European nations. Since the 1970s, WFH programs have grown in popularity due to their potential to improve employee satisfaction and boost organizational efficiency (Kowalski et al., 2022). However, in developing countries like Malaysia, WFH has been less common, primarily due to infrastructural constraints and a cultural preference for traditional, office-based work environments.

While WFH offers advantages, it can also increase work stress due to overlapping responsibilities. The flexibility of remote work might inadvertently lead to heightened stress, as employees may feel pressured to meet both professional and personal demands simultaneously. This can result in feelings of strain and fatigue, which ultimately impact job satisfaction and overall well-being (Crosbie & Moore, 2004). Furthermore, the social isolation often associated with remote work can exacerbate stress and reduce motivation, affecting productivity and job satisfaction (Toscano & Zappalà, 2020).

Job satisfaction is a critical indicator of employee well-being and productivity. In the WFH context, job satisfaction can be influenced by both positive and negative

experiences. While flexibility and autonomy can improve job satisfaction, factors like prolonged working hours, isolation, and challenges in balancing work and personal life can lead to dissatisfaction. Understanding how WFH influences job satisfaction in the Malaysian employee is essential, as it provides insights into optimizing remote work strategies for improved employee experiences and organizational outcomes.

In recent years, the Malaysian employees has seen a gradual shift toward adopting WFH practices. This transition has highlighted both opportunities and challenges unique to the Malaysian context, emphasizing the need for a closer examination of the effects of WFH on Work-Life Balance, Work Stress, and Job Satisfaction for employees in this region.

One of the main attractions of WFH is its potential to enhance work-life balance. Studies suggest that WFH provides employees with greater flexibility, allowing them to manage work responsibilities alongside family obligations, such as childcare, and to reduce commuting time. This flexibility can lead to an overall healthier work-life balance (Bhat et al., 2017). However, the blurred boundaries between work and personal life may also introduce challenges, with some employees struggling to keep these areas separate in a WFH setting, potentially affecting their overall balance.

The purpose of this study is to investigate the impact of WFH on Work-Life Balance, Work Stress, and Job Satisfaction among employees in the Malaysia. By examining these three dimensions, this study aims to provide a comprehensive understanding of the WFH experience and its implications for employee well-being and organizational effectiveness in a developing country context.

## 1.2 Problem Statement

Employees face various challenges when working from home, including becoming familiar with unfamiliar technology, acquiring new skills, concerns about contracting infections, restricted information and resource availability, hazy distinctions between personal and professional life and less conducive home office environments (Toscano and Zapalla, 2020).

The study by Mohd Fateh & Zamri, (2022), also highlights that the Malaysian employees' productivity has reduce by 77% due to the challenges incurred from working from home. According to the New Straits Times (2024), the survey highlights that employee with working from home having problems in communication (41.7%), isolation issues (51.5%), and 26.4% employees having unclear boundaries between their personal lives and work life.

From the employers' standpoint, working from home is often seen as the preferred mode of operation even beyond the pandemic due to its potential for cost savings, such as reduced utility bills and transportation expenses, in addition to expenditures on facilities and more flexibility in the workplace. However, this arrangement can inadvertently shift burdens onto employees, as the costs are transmitted to employees inadvertently (Pennington, 2020). Besides that, employee job satisfaction is very important factor for them stay motivated and to stay affectively commitment within an organisation. Workplace that is healthier and more productive can result from addressing mental health issues like depression, anxiety, and job burnout. Hence, it is important to check how well employees are satisfied on their respective job given the new adaption working styles.

Working from home poses special difficulties because of location restrictions. Employees, during this difficult time experience working from home, often in environments less conducive to productivity than traditional office spaces. Distractions, particularly for parents with young children, were common. However, literature specifically focusing on the impact on job satisfaction remains scarce. The outbreak forced organisations to make an immediate switch to virtual labour, even if they were not fully prepared psychologically or logistically (Donny, 2020). Consequently, examining job satisfaction has emerged as a pertinent and novel area of research for HR practitioners, and researchers.

Shift to working from home from traditional way of working has altered job demands and resources, introducing new challenges and motivations (Barbieri et al., 2021). Given the unprecedented nature of this scenario, studies specifically addressing "mandatory" or enforced work from home arrangements are limited.

Work from home (WFH) was previously limited in Malaysia, typically implemented on a case-by-case basis or as part of work-life balance initiatives. However, during the pandemic, government mandates and the need to minimize physical presence in workplaces led to the widespread adoption of remote work for many businesses in Malaysia. Although this transition resulted in employees returning to the office post-pandemic, the rapid shift raised important questions about its long-term impact.

In developed nations, WFH has been shown to improve work-life balance and reduce operating costs, but little is known about its influence on job satisfaction and stress in Malaysia. Most research on WFH experiences has been centered around

Western economies, creating a significant gap in understanding how such policies affect employees in Asian contexts, especially in Malaysia.

During the pandemic, Malaysian organizations faced unexpected challenges in managing employee stress and maintaining job satisfaction without in-person interactions. There are ongoing concerns about the effectiveness of remote work in the Malaysian setting due to the lack of tailored policies and infrastructure readiness, despite some studies suggesting benefits like increased flexibility and reduced commute times (Toscano and Zapalla, 2020).

Thus, this research seeks to bridge the gap by examining the relationship of work from home with work-life balance, work stress and job satisfaction in the context of Malaysia. This study aims to provide evidence-based recommendations for organizations to better implement work from home policies, ensuring that they support employee well-being and contribute positively to job satisfaction.

### **1.3 Research Question**

Below questions were the focus of the study:

1. What is the relationship between work from home and work life balance
2. What is the relationship between work from home and work stress
3. What is the relationship between work from home and job satisfaction

### **1.4 Research Objective**

The following are the precise goals of this investigation:

1. To identify the relationship between working from home and work life balance

2. To identify the relationship between working from home and work stress
3. To identify the relationship between working from home and job satisfaction

### **1.5 Scope of Research**

In essence, this research will help to assess the impact of work from home performed by Malaysian employees. This study also focuses on finding the connection between the variables with workers' general job satisfaction. This study specifically examines employees across various in Malaysia who had to experience of working from home. Employees from all range of industry targeted in this study In addition, focusing on wide range of industries can guarantee that the sample is representative of Malaysia's entire labour force. This allows for generalizability of findings and enhances the external validity of my study. All this collectively, will help in determine and examine the work-from-home experience across various industries enables comparative analyses.

### **1.6 Significance of Study**

In theory, it presents a framework to clarify the relationship between work-life balance, work-related stress, and job satisfaction when one works remotely. On a practical level, it highlights the importance of maintaining work–life balance and managing work stress, when work from home policies were widely implemented, especially for employees in Malaysia.

### **1.6.1 Theoretical Significant**

The results of this investigation aimed increase the number of empirical findings on the work-from-home experience and its impact on the variable of this study on Malaysia employees. It aims to provide guidance for developing a better-quality perspective of employees in Malaysia, particularly regarding their work-from-home experiences.

### **1.6.2 Practical Significant**

The practical significance of this study is multifaceted, where firstly it provides crucial insights for policymakers and employers in Malaysia to refine remote work policies. Policymakers can craft more effective strategies to support employees moving forward. Through the identification of variables that affect job satisfaction in remote work environments, organisations can implement targeted interventions to mitigate work-related stressors and encourage in increased output. Besides that, the significance of these findings extends to employers considering the incorporation of work-from-home as a default component of their work-life balance strategy, beyond its usage solely during the pandemic.

This study also benefits academicians by enhancing their understanding of remote work dynamics within the Malaysian context. The findings provide a basis for future research on work-life balance and productivity in remote environments, thereby expanding the academic discussion on sustainable workplace practices. Additionally, it supports academicians in refining their teaching and research approaches to incorporate remote collaboration methods, ensuring their practices remain relevant in a changing work landscape.

With that, employers may want to adopt in adopting the work from policies and allow employees to perform work from home with the intention help employees to reach work life balance.

## 1.7 Definition of Key Terms

**Table 1.1:**

*Definition of the Key Terms*

Key Terms	Definition
WFH	Known as telework or telecommuting, represents a modern approach to perform one's business as usual work from anywhere regardless of the locations, facilitated by technology (Van Meel, 2011). This method entirely substitutes the need for employees to travel to their workplaces (Nilles, 1997).
WLB	Known as the attainment of balance between the work or familial aspects of employees' lives and their professional endeavours (Jyothi and Jyothi, 2012).
WS	"Work stress" is the term used to describe the condition that is characterised by mental distress and physical injury as a result

of an imbalance between an individual's needs, resources, and skills and the requirements of their job (Chao, 2015).

JS Positive emotions and emotional attitudes towards work are combined in this way (Oshagbemi, 1999).

---

## **1.8 Organization Study**

There are 5 parts, Firstly, is introduction which provides research background, articulates the problem statement and objectives, and highlights the study's significance and organisation. Followed by chapter two, literature review, which cover concepts of variable, hypotheses development, underpinning theory and also previous literature to understand the comprehensive analysis of variables from previous studies. Next, chapter three, research methodology, discusses the research methodology in detail, including the sample size calculation, research design, and data collection techniques, instruments employed, variable measurement techniques and also explains how the data collected will be run and analysed using the relevant techniques. Chapter four presents comprehensive findings summary, encompassing respondent profiles, reliability analysis, and outcomes of hypothesis testing, with data analysed using SPSS software. Finally, in very last chapter, findings from chapter four will be discussed together with other elements such new proposed method and limitation found in this study.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter compiles previous research while also offering a comprehensive overview of the variables under examination. Additionally, it delves into the existing literature on the variables to provide a substantial for the readers. The aim of this review is to facilitate improved comprehension among the audience.

#### 2.2 Definition of Work from Home

Known as remote work, telework or telecommuting, represents a modern approach to perform one's business as usual work from anywhere regardless of the locations, facilitated by technology (Van Meel, 2011). This method entirely substitutes the need for employees to travel to their workplaces (Nilles, 1997). The practice of remote working was not widely used even prior to the pandemic. Although remote working accounted for only 2.9% of the US workforce at the time, the number of US workers who work from home for at least 50% of their working hours has grown from 1.8 million in 2005 to 3.9 million in 2017, according to the most recent American Community survey. In 2015, slightly more than 2% of people in Europe worked from home the majority of the time. Actually, those who are wealthier—such as higher-paid employees or white-collar workers—now have the privilege of working remotely (Wang et al., 2021). Most employees had little experience working remotely after the COVID-19 pandemic, but they and their employers were also unprepared to use this method. However, the unexpected COVID-19 pandemic in 2020 also forced millions

of people worldwide to work remotely, unintentionally leading to a worldwide telecommuting experiment. Within a few weeks, working from home quickly became the new norm (Wang et al., 2021).

### **2.3 Work Life Balance**

Known as the attainment of balance between the work or familial aspects of employees' lives and their professional endeavours (Jyothi and Jyothi, 2012). Due to shifting workforce demographics and an increase in dual-income households, the phrase gained popularity in the 1980s as societal values surrounding work and personal life started to change. Discussions surrounding WLB initially centred on the difficulties working women, especially mothers, faced in juggling the demands of their careers and their family obligations. However, as striking a balance between work and personal obligations became a universal concern, the idea eventually spread to all employees, regardless of gender (Liu & Huang, 2014).

### **2.4 Definition of Work Stress**

"Work stress" is the term used to describe the condition that is characterised by mental distress and physical injury as a result of an imbalance between an individual's needs, resources, and skills and the requirements of their job (Chao, 2015). Stress at work has been shown to have a major effect on workers' mental health, frequently leading to symptoms like anxiety, exhaustion, and even burnout. The World Health Organisation (WHO) states that stress at work is a worldwide health concern that has an impact on people's well-being and productivity. Over the years, the idea of work stress has changed. While early research concentrated on occupational and

environmental risks, more recent studies have examined psychosocial stressors as contributing factors, including high workloads, job insecurity, and poor work-life balance. Many organisations have made addressing work-related stress a top priority. Interventions like stress management programs, workload modifications, and mental health support are intended to lessen the effects of work-related stress on employees (Crosbie and Moore, 2004).

## **2.5 Definition of Job Satisfaction**

Job satisfaction is a positive emotions and emotional attitudes towards work are combined in this way (Oshagbemi, 1999). Higher levels of job satisfaction are frequently associated with better performance, lower turnover, and better mental health, making them crucial for inspiring workers and increasing organisational effectiveness. Numerous elements, including job security, pay, the work environment, and the type of tasks performed, affect job satisfaction. This idea has been the focus of research since the middle of the 20th century as businesses try to create work environments that increase employee engagement and satisfaction. Job satisfaction is now a key success factor for businesses, influencing choices about career development programs, incentive schemes, and employee engagement strategies (Nakrošienė et al., 2019).

## **2.6 Previous Literature and Hypotheses Development**

### **2.6.1 The Influence of Work from Home on Work Life Balance**

Work-from-home arrangements have been shown to significantly affect employees' work-life balance, offering both benefits and challenges. Wheatley (2012) found that working from home typically enhances satisfaction and work-life balance by enabling employees to manage personal and professional responsibilities more effectively. Research supports the notion that reducing commuting time and work-life conflicts boosts efficiency and work-life balance (Ollo-López et al., 2020).

Additionally, Agha et al. (2017) suggest that work-life balance policies—such as telecommuting—help employees reconcile family and career demands, leading to improved well-being and organizational commitment.

However, challenges persist, with some studies noting difficulties in maintaining boundaries between work and home life. This boundary blurring can contribute to work-life conflicts, especially when employees struggle to manage both professional and personal roles simultaneously (Brunelle & Fortin, 2021). Jackson and Fransman (2018) argue that employees who cannot effectively balance their work and family obligations often experience heightened stress, which negatively impacts their well-being.

Purwanto et al. (2020) further emphasizes that constant connectivity can hinder balance, and Bosua & Gloet (2021) suggest that autonomy and flexibility in work arrangements are essential for maintaining work-life harmony. Thus, while work-from-home setups have the potential to improve work-life balance, the absence of clear boundaries may result in greater stress and decreased job satisfaction if not effectively managed.

*H1: Work from Home and Work Life Balance are correlated*

## 2.6.2 The Influence of Work from Home on Work Stress

The impact of work-from-home arrangements on work stress is complex, with remote work having the potential to both alleviate and exacerbate stress. Barber and Santuzzi (2015) identify that the ICT demands of remote work, such as constant connectivity, can increase stress and lead to burnout. The difficulty of switching off from work while at home, particularly without dedicated spaces or clear boundaries, can lead to role overload and increased stress (De Spiegelaere et al., 2016). Moreover, studies by Bakker & Demerouti (2008) and Jones et al. (2013) show that while remote work may reduce commuting stress, it can also cause stress from blending personal and work obligations, leading to emotional exhaustion.

Conversely, work-from-home arrangements offer flexibility, which has been shown to alleviate stress. Employees who can adjust their schedules to meet personal needs tend to experience reduced stress levels (Kim et al., 2019). As noted by Kasbuntoro (2020), managing remote work in a way that promotes a healthy balance can reduce stress and improve well-being.

Agha et al. (2017) assert that organizations that implement flexible work policies, such as telecommuting, help reduce work-life conflict, thereby mitigating stress and fostering job satisfaction. Thus, work-from-home arrangements can reduce stress, but they require clear boundaries and policies that support work-life integration.

*H2: Work from Home and Work Stress are correlated*

### **2.6.3 The Influence of Work from Home on Job Satisfaction**

Research has shown that work-from-home arrangements positively influence job satisfaction, driven by factors like autonomy, flexibility, and reduced stress. Studies by Kazekami (2020) and Bellmann & Hübler (2020) find that remote work increases job satisfaction due to improved work-life balance and enhanced autonomy. Flexibility in work schedules, as noted by Fonner & Roloff (2010), allows employees to better manage their work and personal lives, contributing to higher job satisfaction.

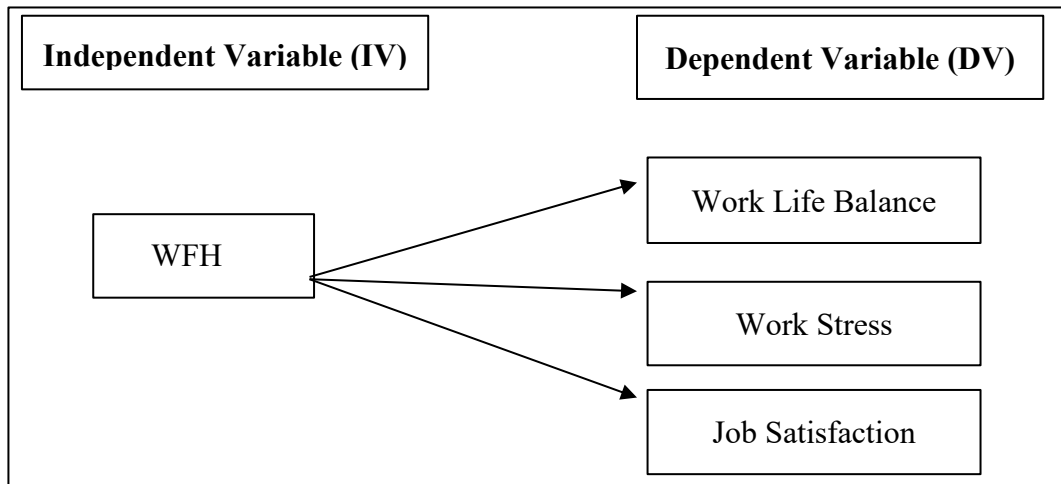
Furthermore, job satisfaction is closely linked to the ability to align work with personal values, as employees in balanced roles are more engaged and satisfied with their jobs (Greenhaus et al., 2003; Rothbard, 2001).

However, the potential negative effects of isolation and reduced interaction with colleagues may detract from job satisfaction. Studies by Eddleston & Mulki (2017) highlight a curvilinear relationship between telecommuting and job satisfaction, where initial increases in satisfaction can turn into dissatisfaction if excessive telecommuting leads to social isolation.

As Agha et al. (2017) point out, work-life balance policies—such as offering remote work options—improve job satisfaction by allowing employees to reconcile family and career demands effectively. Nonetheless, organizational strategies must ensure that remote work does not lead to isolation or reduced communication, as this can diminish the positive effects on job satisfaction.

*H3: Work from Home and Work Stress are correlated*

## 2.6 Conceptual Framework



## 2.7 Theoretical Framework

Demerouti and Bakker (2014) developed the Job Demands-Resources (JD-R) theory, which offers a useful framework for understanding the interactions between work characteristics, employee well-being, and job outcomes. According to this theory, job demands include all organisational, social, psychological, and physical aspects of a work that require consistent effort and have a negative impact on one's health. Among these demands are workload, time constraints, role ambiguity, and interpersonal conflicts. On the other hand, job resources are those elements of the workplace that make it easier to accomplish work goals, reduce workloads, and promote professional development.

In a number of industries, the adoption of remote work arrangements has increased due to pandemic, prompting an exploration of its implications using the JD-

R theory framework. Remote work introduces distinctive challenges and opportunities that arises.

Increased demands on the job when working from home can include a absence of distinct lines separating personal and professional life, technological difficulties, social isolation, and a greater need to remain productive in the face of outside stressors. For example, the inability to physically divide the home and work environments may result in longer workdays, difficulties unplugging from work-related activities, and interference with family obligations (Gajendran & Harrison, 2007). Furthermore, the reliance on digital tools for communication and collaboration can amplify feelings of techno-stress and information overload (Tarafdar et al., 2007). While working remotely can present certain obstacles, there are a number of job resources that can mitigate the negative effects of work-related pressures and promote the welfare of employees. The effectiveness of remote work and stress reduction are greatly enhanced by organisational support, which includes things like open lines of communication, access to the technology infrastructure, and flexible work schedules (Golden & Gajendran, 2019). Moreover, remote workers report higher job satisfaction and increased work engagement when they receive social support from coworkers and supervisors, opportunities for skill development through remote training initiatives, and autonomy in task execution (Bakker & Demerouti, 2007).

## 2.9 Chapter Summary

The preceding literature provides valuable insights that inform the research and hypothesis formation, enhancing our comprehension of the study's context. Consequently, the chapter ends with the formulation of theories.



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

Three dependent variables and one independent variable make up this study. The independent variable is work from home and dependent variables are work life balance, work stress and job satisfaction.

#### 3.2 Summary of Research Hypotheses

**Table 3.1.** Summary of Research Hypotheses

Hypotheses	Description
H1	Work from home is positively correlated with work life balance
H2	Work from home is negatively correlated with work stress
H3	Work from home is positively correlated with job satisfaction

#### 3.3 Research Design

A research design serves as a blueprint for the proposed study, acting as the "glue" that integrates all components of the research process. It encompasses the plan, structure, and methods required to ensure the research question is addressed while maintaining control over variance (Akhtar, 2016). The design outlines the conditions for collecting and analyzing data from the target population in a way that aligns with

the research objectives and effectively addresses the problem statement (Sekaran & Bougie, 2010; Zikmund et al., 2010; Blumberg et al., 2008).

Furthermore, the research design is shaped by the independent and dependent variables included in the study and the scale of measurement used to test the hypothesis. Since this study aims to explore the relationship between various variables, it adopts a correlational research design. Specifically, a cross-sectional survey design was chosen, as the data collection involves a single cycle, providing responses that address the research questions effectively.

### **3.4 Research Population and Sample Size**

According to Cooper and Schindler (2008), a population is defined as the individuals, occasions, or records that consist of the necessary data and can respond to the measurement question. For this study, the population consists of Malaysian employees working in private sector organizations. Specifically, the focus is on employees who have experienced work-from-home arrangements, whether full-time or on a rotational basis. These employees provide insights into the impact of work-from-home practices on work-life balance, work stress, and job satisfaction.

The sample size for this study was determined to be 201 respondents. This decision was guided by several factors, including the availability of participants, feasibility, and the need to ensure statistical reliability. The population comprises Malaysian employees from organizations with work-from-home experience.

While the exact size of the total population is extensive, the chosen sample size of 201 respondents was deemed sufficient to provide meaningful and representative

data for analyzing the impact of work-from-home practices on work-life balance, work stress, and job satisfaction.

Additionally, practical constraints, such as time and accessibility, influenced the decision to select this sample size. Nonetheless, it provides a robust foundation for addressing the research questions.

### **3.5 Sampling Technique**

The sampling is defined as a portion from the population that perfectly represents it. This means that the units chose from the population as a sample must accurately reflect all the traits of the various kinds of population units (Shukla., 2020). This study uses purposive sampling because of the specific characteristic of the population that the study focuses on, as this study only focuses on Malaysian employees as respondent whom have experienced or experiencing work from home.

### **3.6 Research Instrument**

A tool used to gather, quantize, and examine data related to the research interest is called a research instrument. There are few types of research instruments, which inclusive of questionnaires, surveys, interviews and checklist

There are five sections in the questionnaire: the first contains demographic information, and followed by the question for each variable such as work from home, work stress, work stress and job satisfaction. All these questions were exported into Google Form and link was shared to gather the data for this study. The measurement components have been adopted from the past literature.

Besides that, the measurement components have been examined in many different contexts, hence it is suitable to adopt in this study. A 5-point Likert scale, with 1 denoting strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree, was used to measure each of the dependent variables.

### 3.6.1 Demographic Details

Beneath the demographic information, the participants are requested to report their gender, age range, marital status, educational level, state of residency, industry of employment, type of sector, job role, type of employment, years of experience, experience of working from home and days of working from home.

### 3.6.2 Work from Home

The work from home instruments was adopted from past scholar (Neufeld and Fang, 2005). This instrument consists of 9 items with Cronbach's alpha of 0.920 and composite reliability of 0.941. This instrument use 5 Likert scale as explained above in 3.6 to score the items.

**Table 3.2.** Items for Work from Home

Variable	Items
Work from Home (Neufeld and Fang, 2005).	1. I am very productive while working from home
	2. I feel that the quality of the work I do during work from home is better
	3. Working from home is personally beneficial for me at work
	4. Working from home motivates me to work better
	5. I have sufficient technical knowledge in completing work during working from home

- 
6. I have sufficient authority in carrying out work during working from home
  7. I have clear work targets when working from home
  8. My boss is concerned about my well-being during working from home
  9. I receive technical assistance from my workplace in completing working from home
  10. I can concentrate on getting work done even when there are distractions from family members during working from home
- 

### 3.6.3 Work Life Balance

Work life balance instruments was adopted from past scholar (Fisher et al, 2009). This instrument consists of 6 items with Cronbach's alpha of 0.920 and composite reliability Of 0.941. This instrument use 5 Likert scale as explained above in 3.6 to score the items.



**Table 3.3** Items for Work Life Balance

Variable	Items
Work Life Balance (Fisher et al, 2009).	<ol style="list-style-type: none"> <li>1. My personal life suffers because of work</li> <li>2. My job makes my personal life difficult</li> <li>3. I neglect personal needs because of work</li> <li>4. I put off enjoying my personal time just to work during working from home</li> <li>5. put personal needs second because of work</li> <li>6. I struggle to separate work and non-work.</li> <li>7. Most of the time, I prefer work from home rather than engage in personal interests</li> </ol>

---

---

8. I'm too tired to work from home

9. My work suffers because of my personal life/interests during working from home

---

### 3.6.4 Work Stress

Work stress instruments are adapted from Lait and Wallance (2002). This instrument consists of 6 items with Cronbach's alpha of 0.925 and composite reliability of 0.903. The items are scored using the 5-Likert scale.

**Table 3.3** Items for Work Stress

Variable	Items
Work Stress Lait and Wallance (2002)	1. I am discouraged about my work 2. I feel many things are beyond my control and ability while working from home 3. I feel overwhelmed by completing work during working from home 4. I feel like giving up on work during working from home 5. I feel unable to get out from my work during working from home 6. I feel frustrated with my work from home job

---

### 3.6.5 Job Satisfaction

Job Satisfaction instruments are adapted from Schriesheim and Tsui (1980). This instrument consists of 6 items with cronbanh's alpha of 0.9849 and composite reliability of 0.937. The items are scored using the 5-Likert scale.

**Table 3.3** Items for Job Satisfaction

<b>Variable</b>	<b>Items</b>
Schriesheim and Tsui (1980).	<ol style="list-style-type: none"><li>1. I am satisfied with my current job</li><li>2. I am satisfied with my current co-workers</li><li>3. I am satisfied and feel happy with my current boss</li><li>4. I am satisfied with my current salary</li><li>5. Overall, I am satisfied with my current job</li></ol>

### 3.7 Data Collection & Data Analysis Techniques

#### 3.7.1 Data collection procedure

In order to complete the survey questionnaires, the Google form link was distributed via email and among co-workers. Besides, the google form link was also shared in the social media platform such as LinkedIn, Facebook and Instagram. Before answering the questionnaire, participants are given details of this research study through the email and other information such as the confidentiality and required time to complete the questionnaires given. Informed consent forms are also provided to participants at the same time, allowing them to choose whether or not to take part in the research study. Participants received assurances that their answers would be kept private and used solely researchers can access the data. After the completion of the

questionnaire, a mail will be sent to the participants to acknowledge the recipient of successful submission.

### **3.7.2 Data Analysis Techniques**

Utilising statistical methods in this investigation Data from respondents were collected using the Statistical Package for Social Science (SPSS) version 27.0. This research will focus on Descriptive data analysis, Cronbach's alpha and Pearson correlation. The information from respondents' mean and standard deviation serves as an example of descriptive analysis. To demonstrate the correlation that exists between variables, Pearson correlation is employed.

### **3.7.3 Descriptive Analysis**

Gender, age, marital status, educational level, state of residency, industry of employment, type of sector, job role, type of employment, years of experience, experience working from home and days worked from home were measured using percentage and frequency together with mean and deviation

### **3.8 Inferential Statistics**

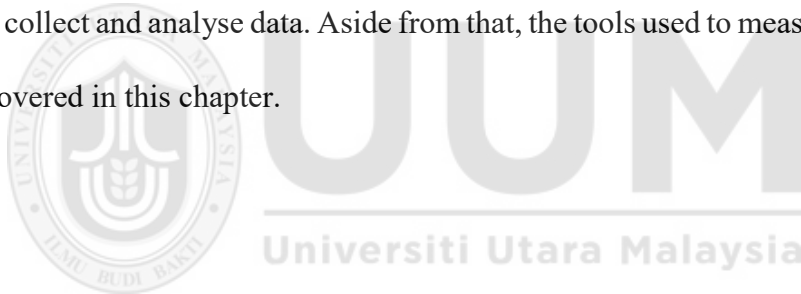
Inferential statistics are employed to draw generalisations regarding the information gathered from the participants and help to assure that the selected group has the ability to support the hypothesis or not.

### **3.8.1 Pearson Correlation**

Under the inferential statistics, this study has adopted Pearson's correlation to analyse the relationship between the three variables, as all the 3-research questions in this study intended to find the connection between each and other.

### **3.9 Summary**

This chapter developed to find the relevant methods to adopt in order to find the relationship between the variables. It describes the selected research design, the process of developing the questionnaire, how to identify the intended respondents, and how to collect and analyse data. Aside from that, the tools used to measure the variables were covered in this chapter.




## **CHAPTER 4**

### **RESEARCH FINDINGS**

#### **4.1 Introduction**

Chapter 4 analyses the feedback that obtained from the distributed questionnaire using SPSS software version 27. In-depth details within this chapter encompass preliminary data analysis, incorporating demographic characteristics of the respondents, including the calculation of the mean and standard deviation, normality test results, Pearson correlation analysis between variables.

#### **4.2 Rate of Response**



Google Forms was distributed to 220 respondents through social media and among co-workers, but however, only 201 respondents were selected for the comprehensive analysis. Hence, the respondent rate of this study would be approximately 91.36%. The remaining 19 responses were excluded because they did not meet the research requirements, as they were from representatives from not the targeted sector of this study.

#### **4.3 Descriptive Statistics**

In order to understand the demographic profile of the respondents, a descriptive analysis was conducted. The following table shows the percentage and frequency of gender, age, marital status, educational attainment, state of residency, industry of

employment, type of sector, job role, and type of employment, along with the number of years of experience and days worked from home (per week).

Table 4.1 shows that 201 respondents in total took part in this research study. Out of 201 respondents, 94 respondents are female (46.8%), 106 respondents are male (52.7%) and 1 respondent does not prefer to disclose gender (0.5%).

Table 4.1  
*Descriptive Statistics for Gender*

Demographic Details	Frequency (n)	Percentage (%)
<b>Sex</b>		
Female	94	46.8%
Male	106	52.7%
Prefer not to say	1	0.5%
<b>Total</b>	<b>201</b>	<b>100</b>

Table 4.3.2 displays the demographic information for age in the sample of 201 people in Table 4.2 distribution. Of the 111 participants, or 55.2% of the sample as a whole, the majority of the respondents in the age group of between 25 to 34. Respondents in the age range of 35 to 44 is the next largest, comprising 29.9% (60 individuals). Those aged 45-54 makeup 10.9% (22 individuals), while participants aged 55 and above represent 3.5% (7 individuals). The smallest group is the 18-24 age range, with only 0.5% (1 individual).

Table 4.2  
*Descriptive Statistics for Age*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>
<b>Age</b>		
18- 24	1	0.5%
25- 34	111	55.2%
35- 44	60	29.9%
45- 54	22	10.9%
55 and above	7	3.5%
<b>Total</b>	<b>201</b>	<b>100</b>

Table 4.3 provides the descriptive statistics for the marital status of a sample of 201 individuals. According to the data, most of the participants are married, making up 53.7% (108 individuals) of the total sample. Singles represent 44.8% (90 individuals), while those who are divorced constitute 1.5% (3 individuals). In summary, the sample includes a significant proportion of married individuals, followed by singles, with a small percentage of divorced participants.

Table 4.3  
*Descriptive Statistics Marital Status*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>

**Marital Status**

Single	90	44.8%
Married	108	53.7%
Divorce	3	1.5%
<b>Total</b>	<b>201</b>	<b>100</b>

As can be seen from Table 4.4, 60.7% of the sample's participants are holders of Bachelor's degree as highest academic qualification. 20.4% of the population represent sample that holds Master Degree as highest academic qualifications, and diploma holders make up 10.4%. Individuals holding a PhD make up 8.5% of the sample.

Table 4.4  
*Descriptive Statistics Educational Level*

<b>Demographic Details</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
<b>Educational Level</b>		
Bachelor Degree	122	60.7%
Diploma	21	10.4%
Doctorate	17	8.5%
Master Degree	41	20.4%
<b>Total</b>	<b>201</b>	<b>100</b>

In table 4.5, among 201 participants, the distribution of state residency is as follows, Selangor with 143 respondents (71.1%), Kuala Lumpur with 23 respondents (11.4%), Johor with 12 respondents (6.0%), Negeri Sembilan with 9 respondents (4.5%), Perak with 6 respondents (3.0%), Kedah with 4 respondents (2.0%), Penang with 2 respondents (1.0%), Malacca with 1 respondent (0.5%) and lastly Sarawak with 1 respondent (0.5%). This distribution highlights Selangor as the most prevalent state of residency among the surveyed individuals, followed by Kuala Lumpur, Johor, Negeri Sembilan, and others contributing to Malaysia's diverse regional demographics.

Table 4.5  
*Descriptive Statistics State of Residency*

Demographic Details	Frequency	Percentage
	(n)	(%)
<b>State of Residency</b>		
Kuala Lumpur	23	11.4%
Johor	12	6.0%
Kedah	4	2.0%
Malacca	1	0.5%
Negeri Sembilan	9	4.5%
Penang	2	1.0%
Perak	6	3.0%
Sarawak	1	0.5%
Selangor	143	71.1%

---

**Total****201****100**

---

The data provided in table 4.6 shows the breakdown of respondents across various industries. Education appears to have the highest representation among the respondents, with 68 individuals, making up 33.8% of the total sample. Manufacturing follows with 39 respondents, Accounting for 19.4%, while Information Technology is represented by 16 respondents, constituting 8.0%. Banking/Finance includes 14 respondents (7.0%), and Construction has 5 respondents (2.5%). Other sectors, such as Healthcare/Medical, Hospitality/Travel/Tourism, Media/Entertainment, Retail/Wholesale, Telecommunications, and Transportation/Logistics, each have smaller numbers of respondents, ranging from 1 to 7 individuals. This distribution highlights the varied occupational backgrounds within the surveyed group.

Table 4.6  
*Descriptive Statistics Industry of Employment*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>
<b>Industry of Employment</b>		
Automotive	1	0.5%
Banking/Finance	14	7.0%
Construction	5	2.5%
Education	68	33.8%
Healthcare/Medical	6	3.0%

Hospitality/Travel/Tourism	1	0.5%
Information Technology	16	8.0%
Manufacturing	39	19.4%
Media/Entertainment	3	1.5%
Retail/Wholesale	2	1.0%
Telecommunications	1	0.5%
Transportation/Logistics	7	3.5%
Others	38	18.9%
<b>Total</b>	<b>201</b>	<b>100</b>

The data in Table 4.7 reveals a diverse distribution of job roles among 201 respondents across various levels within their respective organisations. Senior-level positions are the most prevalent, comprising 29.4% of the sample with 59 individuals. Following closely are mid-level roles, represented by 53 individuals (26.4%), while managerial positions account for 20.4% with 41 respondents. Entry-level and executive roles each constitute 11.9%, with 24 individuals in each category. This distribution underscores the range of responsibilities and seniority levels within the surveyed workforce, reflecting a mix of entry-level positions up to senior leadership roles across different industries.

**Table 4.7:**  
*Descriptive Statistics for Job Role*

Demographic Details	Frequency	Percentage
	(n)	(%)

**Job Role**

Entry-level	24	11.9%
Executive	24	11.9%
Managerial	41	20.4%
Mid-level	53	26.4%
Senior-level	59	29.4%
<b>Total</b>	<b>201</b>	<b>100</b>

As per table 4.8, all 201 respondents (100%) are employed in the private sector. This indicates that the entire surveyed sample works within private companies or organisations which align with the purpose of this study.

**Table 4.8:**  
*Descriptive Statistics for Type of Sector*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>
<b>Type of Sector</b>		
Private Sector	201	100%
Public Sector	0	0%
<b>Total</b>	<b>201</b>	<b>100</b>

The data provided in Table 4.9 reveals the distribution of respondents across different types of employment arrangements. The majority of respondents, totalling 192 individuals or 95.5% of the sample, are employed full-time. This is followed by 6 respondents (3.0%) in contract positions, 2 respondents (1.0%) in part-time roles, and

1 respondent (0.5%) engaged in freelance work. These figures offer insights into the diverse employment structures within the surveyed group, showcasing predominant full-time roles alongside varied contractual and part-time arrangements across different sectors.

Table 4.9  
*Descriptive Statistics of Type of Employment*

Demographic Details	Frequency (n)	Percentage (%)
<b>Type of Employment</b>		
Contract	6	3.0%
Freelance	1	0.5%
Full-time	192	95.5%
Part-time	2	1.0%
<b>Total</b>	<b>201</b>	<b>100</b>

The Table 4.10 outlines a significant portion, 30.8%, has accumulated 4-6 years of experience, totalling 62 individuals. Following closely, those with more than 10 years of experience represent 28.9% of the sample, with 58 respondents. Individuals with 1-3 years of experience account for 21.9%, comprising 44 respondents, while those with 7-10 years constitute 16.4%, totalling 33 individuals. A smaller percentage, 2.0%, has less than 1 year of experience, represented by 4 respondents. It reflecting varying stages of career development and expertise within their respective fields.

Table 4.10  
*Descriptive Statistics Years of Experience*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>
<b>Years of Experience</b>		
1-3 years	44	21.9%
4-6 years	62	30.8%
7-10 years	33	16.4%
Less than 1 year	4	2.0%
More than 10 years	58	28.9%
<b>Total</b>	<b>201</b>	<b>100</b>

All 201 respondents (100%) reported having the experience of adjusting to working remotely and all the respondent having the working from home experience.

Table 4.11  
*Descriptive Statistics on Working from Home experience*

<b>Demographic Details</b>	<b>Frequency</b>	<b>Percentage</b>
	<b>(n)</b>	<b>(%)</b>
<b>Experience Working from Home Experience</b>		
Yes	201	100%
<b>Total</b>	<b>201</b>	<b>100</b>

Table 4.12 shows the days per week respondent have experience of working from home. A majority of 58.2% worked remotely five days a week, showcasing a widespread adoption of remote work schedules for full time. Additionally, 18.4% of respondents worked from home 3-4 days per week, while 17.9% did so for 1-2 days weekly. A smaller proportion, 5.5%, worked remotely occasionally, less than once a week.

Table 4.12  
*Descriptive Statistics on Work from home Days (per week)*

Demographic Details	Frequency (n)	Percentage (%)
<b>Days per week do you work from home</b>		
1-2 days	36	17.9%
3-4 days	37	18.4%
5 days	117	58.2%
Occasionally (less than once a week)	11	5.5%
<b>Total</b>	<b>201</b>	<b>100</b>

#### 4.4 Analysis of Mean and Standard Deviation

Mean and standard deviation calculation was calculated for all the variable used in this study. Mean and standard deviation of the four variables can be found in the table below. The mean is between 2.49 and 3.76, and the standard deviation is between 0.85 and 1.14.

The descriptive statistics show that the mean scores for all four variables vary significantly. The Mean WFH Score is 3.75, indicating that respondents generally feel productive while working from home. Job satisfaction is also high, with a Mean JS Score of 3.76, suggesting that respondents are generally satisfied with their jobs. However, the Mean WLB Score is 2.71, reflecting a somewhat below-average work-life balance among respondents. Similarly, the Mean WS Score of 2.49 indicates that respondents experience work stress at a level slightly below the midpoint of the scale.

The standard deviations for the four variables reveal the variability in respondents' experiences. The Standard Deviation for the Mean WFH Score is 0.90, indicating that productivity levels vary moderately among respondents. The Standard Deviation for the Mean WLB Score is higher at 1.06, showing greater variability in work-life balance experiences. Work stress has the highest Standard Deviation of 1.14, suggesting significant differences in stress levels among respondents. In contrast, the Standard Deviation for the Mean JS Score is 0.85, indicating that job satisfaction is relatively consistent across respondents, with less variability compared to other measures.

Table 4.13  
*Mean & Standard Deviation*

	<b>WFH</b>	<b>WLB</b>	<b>WS</b>	<b>JS</b>
Mean	3.75	2.71	2.49	3.76
Standard Deviation	0.90	1.06	1.14	0.85

## 4.5 Normality Test

Analysing the distribution of data to see if it is normal provides a basic baseline for statistical processes. The data distribution is said normally distributed when a bell curved shape is attained. Skewness and kurtosis distributions is calculated as statistical measures to evaluate the normality of the data distribution, in line with the suggestions made by Hair et al. (2014). According to Pallant's (2020) methodology, the z-score is computed by dividing the value of skewness and kurtosis. The distribution of the data is normal, as indicated by the z-score with 99% confidence level. If the z-value falls between -2.58 and +2.58, then the sample distribution is consistent with a normal distribution at a significance level of 0.05.

Negative skewness or left skewed, indicates more data points heavily populated on the higher end for both WFH and JS. Positive skewness, or a distribution skewed to the right with more data points on bottom end, is seen at WLB and WS. WFH and WLB shows there is a positive kurtosis, which denotes a distribution with heavier tails and a sharper peak than a normal distribution. Conversely, negative kurtosis, denotes a distribution with flatter peak and lighter tails than a normal distribution, is seen in work stress and job satisfaction.

Table 4.14  
*Result of Skewness and Kurtosis*

	<b>WFH</b>	<b>WLB</b>	<b>WS</b>	<b>JS</b>
Skewness	-.586	.408	.541	-.420
Kurtosis	.026	-.500	-6.38	-.456

Note: Skewness standard error= 0.172 Kurtosis standard error=0.341

## 4.6 Inferential Analysis

### 4.6.1 Correlation Analysis

Firstly, hypothesis 1 tested using Pearson Correlation between WFH and WLB. The results indicate that the correlation between both variables are positively weak and also not statistically significant, ( $r = .096$ ,  $p = .174$ ). Hence, which means it not evident to show that the higher the WFH, the higher the WLB. In nutshell, the hypothesis 1 is rejected.

Table 4.15  
*Pearson Correlation for Hypothesis 1*

		WFH	WLB
WFH	Pearson Correlation	1	.096
	Sig. (2 tailed)		.174
	N	201	201
WLB	Pearson Correlation	.096	1
	Sig. (2 tailed)	.174	
	N	201	201

Secondly, hypothesis 2 tested using Pearson Correlation between WFH and WS. The results indicate that the correlation between both variables very weakly negative and also not statistically significant, ( $r = -.073$ ,  $p = .301$ ). Hence, which means

it is not evident to show that the higher the WFH, the lower the WS. In nutshell, the hypothesis 3 is rejected.

Table 4.16  
*Pearson Correlation for Hypothesis 2*

		WFH	WS
WFH	Pearson Correlation	1	-.073
	Sig. (2 tailed)		.301
	N	201	201
WS	Pearson Correlation	-.073	1
	Sig. (2 tailed)	.301	
	N	201	201

Thirdly, hypothesis 3 tested using Pearson Correlation between WFH and JS. The results indicate that the correlation between both variables are moderately weak and also statistically significant, ( $r = .259, p < .001$ ). Hence, which means it is evident to show that the higher the WFH, the higher the JS. In nutshell, the hypothesis 2 is supported.

Table 4.17  
*Pearson Correlation for Hypothesis 3*

		WFH	JS
WFH	Pearson Correlation	1	.259**
	Sig. (2 tailed)		<.001
	N	201	201
JS	Pearson Correlation	.259**	1
	Sig. (2 tailed)	<.001	
	N	201	201

\*\*Correlation is significant at the 0.01 level (2-tailed)

Table 4.18  
*Summary of Results*

	Hypothesis	Result
H1	WFH and WLB are correlated	Rejected
H2	WFH and WS are correlated	Rejected
H3	WFH and JS are correlated	Supported

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.1 Introduction

This chapter offers a comprehensive and in-depth analysis of the results and this chapter concludes by discussing the research's shortcomings and making recommendations for the future.

#### 5.2 Discussion of Findings

##### 5.2.1 The relationship between work from home and work life balance

H1: WFH and WLB are correlated

The Pearson Correlation results indicate that the correlation between WFH and WLB is weakly positive but not statistically significant ( $r = .096$ ,  $p = .174$ ). This finding suggests that higher levels of WFH do not necessarily translate to higher levels of WLB. Hence, Hypothesis 1 is rejected.

A potential explanation could lie in the challenges associated with telecommuting, as highlighted by Maruyama and Tietze (2012). While reduced commute time and greater flexibility are often touted as benefits, these are offset by increased availability expectations, which can heighten stress levels and negatively impact work-life balance.

Additionally, Adisa et al. (2022) emphasize that WFH blurred the boundaries between work and personal life, leading to highly permeable and inflexible boundaries. These circumstances hindered the flexibility required for effective work-life balance, likely increasing stress for employees. For instance, participants in my study may have struggled to set clear limits between work and personal responsibilities, especially when lacking dedicated workspaces. This contributed to the lack of a significant relationship between WFH and WLB.

In my perspective, while the existing literature provides important context, the findings could also reflect the diverse experiences of employees depending on their household dynamics and personal strategies for balance. For instance, an employee with young children may struggle more with interruptions during WFH than a single employee living alone. Similarly, employees who actively created a structured schedule—allocating specific hours for work and breaks—may have been able to maintain their WLB better than those who allowed their work and personal time to overlap freely. This suggests that the outcomes of WFH on WLB are nuanced and highly dependent on individual approaches and circumstances, which may explain the lack of significance in the overall correlation.

Furthermore, Irawanto et al. (2021) highlight the importance of clear boundaries between work obligations and personal time. Without structured policies or individual strategies to address these challenges, employees might face difficulty in reaping the potential WLB benefits of WFH. Thus, while WFH offers opportunities, it also introduces complexities that need to be managed for WLB to improve.

## 5.2.2 The relationship between work from home and work stress

H2: WFH and WS are correlated

The results show that the correlation between WFH and WS is very weakly negative and not statistically significant ( $r = -.073$ ,  $p = .301$ ). This indicates that higher levels of WFH do not necessarily lead to lower levels of WS. Hence, Hypothesis 2 is rejected.

This finding aligns with Gajendran and Harrison (2007), who found that telecommuting could increase job demands and stress, particularly when employees are expected to take on additional tasks or work overtime. Social isolation further exacerbates this issue by disconnecting employees from their usual support systems and workplace dynamics.

Hilbrecht et al. (2008) observed that while being close to family might have mitigated certain stressors, the blending of work and personal responsibilities introduced additional challenges. My findings reflect this complexity, as many respondents reported difficulties in maintaining focus and setting boundaries, particularly when family interactions interfered with work tasks.

The findings may reflect the reality that WFH does not inherently reduce stress; rather, it introduces new forms of stress. For example, employees who thrive in structured office environments might find the autonomy of WFH overwhelming, leading to procrastination or difficulty meeting deadlines. Similarly, some employees may experience stress from a lack of immediate access to supervisors or teammates, making problem-solving slower or more frustrating. These individual differences

could dilute the overall impact of WFH on WS in the sample, resulting in the observed non-significance.

Moreover, during the initial stages of remote work adaptation, stress levels were reported to be lower. However, as noted by Hilbrecht et al. (2008), the demands of remote work gradually outweighed its benefits, leading to sustained stress levels. This highlights that while remote work holds promise for reducing stress, it also introduces unique stressors that must be addressed through effective management strategies.

### **5.2.3 The relationship between work from home and job satisfaction**

H3: WFH and JS are correlated

The results indicate that the correlation between WFH and JS is moderately positive and statistically significant ( $r = .259, p < .001$ ). This finding supports the hypothesis that higher levels of WFH are associated with higher levels of JS. Hence, Hypothesis 3 is supported.

This outcome is consistent with prior research, including studies by Saud et al. (2020) and Gajendran & Harrison (2007), which show that flexible working arrangements enhance employees' autonomy, a critical driver of job satisfaction. My findings similarly reveal that employees who felt more in control of their schedules and workflows reported higher levels of satisfaction with their jobs.

The role of autonomy is further emphasized by Johnson et al. (2021), who found that remote work increases employees' sense of control over their tasks, enabling greater productivity and satisfaction. Likewise, Golden and Veiga (2006) and Gajendran et al. (2014) underscore the positive impact of reduced workplace

interruptions on job satisfaction. These insights are reinforced by participant feedback in my study, with one employee stating that “working from home allowed me to focus better and feel accomplished by the end of the day.”

Lastly, Raghuram et al. (2019) highlight that remote work reduces workplace distractions, allowing employees to allocate their attention to meaningful tasks. This reduction in distractions likely contributes to the observed positive relationship between WFH and JS, making a strong case for the importance of thoughtfully implemented remote work policies.

### **5.3 Implication of the Study**

#### **5.3.1 Practical Contribution**

The practical significance of this study is multifaceted. Firstly, it provides crucial insights for policymakers and employers in Malaysia to refine remote work policies. By being aware of how remote impact on each of variable discussed in this study, policymakers can develop more effective strategies to support employees in the future. Secondly, the findings inform practices aimed at enhancing employee well-being. Organisations can reduce stress that induced due to work and promote healthier work-life balance by implementing targeted interventions based on the identification of on the causes, ultimately leading to increased productivity. These results are important for employers who want to incorporate work-from-home options into their work-life balance strategy permanently and for long term. Consequently, regular work-from-home policies can help employers by encouraging a long-term satisfaction at one’s job.

### **5.3.2 Theoretical Contribution**

This study extends theoretical perspectives by highlighting remote work as a viable long-term strategy for enhancing employee well-being and productivity, beyond its crisis-driven adoption. These results inform current conversations about organisational adaptability and the changing nature of work arrangements. They also provide direction for future studies aimed at modifying management techniques to facilitate long-term, locally and internationally sustainable integration of remote work.

### **5.4 Limitations and Recommendations for Future Research**

The sample size is one of my study's main limitations, which consisted of only 201 respondents from the private sector across Malaysia. Accuracy and generalizability were impacted by the comparatively small sample size. Expanding the sample to include a more diverse representation would be advantageous in order to increase the robustness and applicability of future research, encompassing both private and public sectors. This expansion also allows for more nuanced comparisons across different sectors within Malaysia's workforce.

Second notable limitation of this study concerns the potential for cognitive biases and inaccuracies inherent in the quantitative approach utilized. Respondents may not thoroughly engage with the survey questions, leading to superficial or incorrect responses. This could introduce discrepancies between the measured variables and respondents' actual attitudes or behaviours. As a consequence, the

findings of the study may be influenced by respondent biases and inconsistencies in their interpretations and judgments.

## **5.5 Conclusion**

In the nutshell, it is noted that out of 3 hypotheses, only hypothesis 3 (H3) is supported. Hypothesis 1 (H1) and Hypothesis 2 (H2) was rejected with no meaningful connection found. However, it is important to acknowledge that relationships that are not significant may arise for a number of reasons. Nevertheless, this study concludes with thorough analysis of the study's findings regarding the impact of working from home on Malaysian employees.



## REFERENCES

- Adisa, T. A., Antonacopoulou, E., Beauregard, T. A., Dickmann, M., & Adekoya, O. D. (2022). Exploring the Impact of COVID-19 on Employees' Boundary Management and Work–Life Balance. *British Journal of Management*, 33(4), 1694–1709. <https://doi.org/10.1111/1467-8551.12643>
- Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 157-161. <https://doi.org/10.18178/ijssh.2017.7.3.813>
- Akhtar, I. (2016). Research Design . *ResearchGate*
- Aziz-Ur-Rehman, M., & Siddiqui, D. A. (2019). Relationship between flexible working arrangements and job satisfaction mediated by work-life balance: Evidence from public sector universities employees of Pakistan. *Karachi University Business School*. Retrieved from <https://ssrn.com/abstract=3510918>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace telepressure and employee recovery. *Journal of Occupational Health Psychology*, 20(2), 172–189. <https://doi.org/10.1037/a0038278>
- Barbieri, D. M., Lou, B., Passavanti, M., Hui, C., Hoff, I., Lessa, D. A., Sikka, G., Chang, K., Gupta, A., Fang, K., Banerjee, A., Maharaj, B., Lam, L., Ghasemi, N., Naik, B., Wang, F., Mirhosseini, A. F., Naseri, S., Liu, Z., ... Pakpour, A. H. (2021). Impact of COVID-19 pandemic on mobility in ten countries and associated perceived risk for all transport modes. *PloS One*, 16(2), e0245886-<https://doi.org/10.1371/journal.pone.0245886>
- Bellmann, L., & Hübler, O. (2020). Working from home, job satisfaction and work–life balance – robust or heterogeneous links? *International Journal of Manpower*. <https://doi.org/10.1108/IJM-10-2019-0458>

- Bhat, S. K., Pande, N., & Ahuja, V. (2017). Virtual team effectiveness: An empirical study using SEM. *Procedia Computer Science*, 122, 33-41.  
<https://doi.org/10.1016/j.procs.2017.11.338>
- Blumberg, B. F., Cooper, D. R., & Schindler, P.S. (2008). *Business Research Method (2nd European ed) Berkshire: McGraw-Hill Education*
- Bosua, R.; Gloet, M. Telework and People with Disabilities: Perspectives of Managers and Employees from Australia. In *Research Anthology on Digital Transformation, Organizational Change, and the Impact of Remote Work*; IGI Global: Hershey, PA, USA, 2021.
- Brunelle, Eric & Fortin, Jo-Annie. (2021). Distance Makes the Heart Grow Fonder: An Examination of Teleworkers' and Office Workers' Job Satisfaction Through the Lens of Self-Determination Theory. *SAGE Open*. 11. 215824402098551. 10.1177/2158244020985516.
- Chao, M.-C., Jou, R.-C., Liao, C.-C., & Kuo, C.-W. (2015). Workplace stress, job satisfaction, job performance, and turnover intention of health care workers in rural Taiwan. *Asia Pacific Journal of Public Health*, 27(2), NP1827-NP1836.  
<https://doi.org/10.1177/1010539513506604>
- Crosbie T, Moore J. Work–life Balance and Working from Home. *Social Policy and Society*. 2004;3(3):223-233. doi:10.1017/S1474746404001733
- Cooper and Schindler. (2008). International Edition: *Business Research Methods*. New Delhi; MacGraw-Hill. Bulletin District Development Report., Ministry of Planning, Murang' a District, Kenya government District Development reports issue Bulletin
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- De Spiegelaere, S., Van Gyes, G. and Van Hootegeem, G. (2016), Not All Autonomy is the Same. Different Dimensions of Job Autonomy and Their Relation to Work Engagement & Innovative Work Behavior. *Hum. Factors Man.*, 26: 515-527. <https://doi.org/10.1002/hfm.20666>

- Eddleston, K. A., & Mulki, J. (2017). Toward understanding remote workers' management of work-family boundaries: the complexity of workplace embeddedness. *Group and Organization Management*, 42(3), 346–387. <https://doi.org/10.1177/1059601115619548>
- Fransman, E. I., & Jackson, L. T. B. (2018). Flexi work, financial well-being, work–life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning. *South African Journal of Economic and Management Sciences*, 21(1), 1–13. <https://doi.org/10.4102/sajems.v21i1.1487>
- Fisher, G. G., Bulger, C. A., Smith, C. S., & Tetrick, L. E. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Fonner, K. L., & Roloff, M. E. (2010). Why teleworkers are more satisfied with their jobs than are office-based workers: when less contact is beneficial. *Journal of Applied Communication Research*, 38(4), 336–361. <https://doi.org/10.1080/00909882.2010.513998>
- Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association.
- Gajendran, R. S., & Harrison, D. A. (2007). The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology*, 92(6), 1524–1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- Golden, T. D., Veiga, J. F., & Simsek, Z. (2006). Telecommuting's differential impact on work-family conflict: Is there no place like home? *Journal of Applied Psychology*, 91(6), 1340–1350. <https://doi.org/10.1037/0021-9010.91.6.1340>
- Hilbrecht, M., Shaw, S. M., Johnson, L. C., & Andrey, J. (2008). “I’m Home for the Kids”: Contradictory Implications for Work-Life Balance of Teleworking Mothers. *Gender, Work, and Organization*, 15(5), 454–476. <https://doi.org/10.1111/j.1468-0432.2008.00413.x>

- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from Home: Measuring Satisfaction between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia. *Economies*, 9(3), 96. MDPI.  
<https://doi.org/10.3390/economies9030096>
- Johnson, Sheena & Cooper, Cary & Cartwright, Susan & Donald, Ian & Taylor, Paul & Cook, Clare. (2005). The Experience of Work-Related Stress across Occupations. *Journal of Managerial Psychology*. 20. 10.1108/02683940510579803.
- Jones, F., Burke, R. J., & Westman, M. (2013). *Work-life balance: A psychological perspective*. Psychology Press.
- Jyothi, S. V., & Jyothi, P. (2012). Assessing work-life balance: From emotional intelligence and role efficacy of career women. *Advances in Management*, 5(6), 35.
- Kazekami, S. (2020). Mechanisms to improve labor productivity by performing telework. *Telecommunications Policy*, 44(2), 101868.  
<https://doi.org/10.1016/j.telpol.2019.101868>
- Kasbuntoro, & Dasih, Irma & Maemunah, Sari & Mahfud, Imam & Fahlevi, Mochammad & Parashakti, Ryani. (2020). Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta. *International Journal of Control and Automation*. 13. 439-451.
- Kim, Jaeseung & Henly, Julia & Golden, Lonnie & Lambert, Susan. (2019). Workplace Flexibility and Worker Well-Being by Gender. *Journal of Marriage and Family*. 82. 10.1111/jomf.12633.
- Kowalski, K. B., Aruldoss, A., Gurumurthy, B., & Parayitam, S. (2022). Work-From-Home Productivity and Job Satisfaction: A Double-Layered Moderated Mediation Model. *Sustainability*, 14(18), 11179.  
<https://doi.org/10.3390/su141811179>
- Lait, J., & Wallace, J. E. (2002). Stress at Work : A Study of Organizational-Professional Conflict and Unmet Expectations. *Relations Industrielles (Québec, Québec)*, 57(3), 463–490. <https://doi.org/10.7202/006886ar>
- Liu, H.-L., & Lo, V. (2018). An integrated model of workload, autonomy, burnout, job satisfaction, and turnover intention among Taiwanese reporters. *Asian Journal of Communication*, 28(2), 153–169.  
<https://doi.org/10.1080/01292986.2017.1382544>

- Maruyama, T., & Tietze, S. (2012). From anxiety to assurance: concerns and outcomes of telework. *New Ways of Working Practices*, 41(4), 450–469. <https://doi.org/10.1108/00483481211229375>
- Mohd Fateh, M. A., & Zamri, D. A. (2022). Challenges of working from home and the mitigation actions to overcome the challenges from the quantity surveyors' perspective. *Journal of Sustainability Science and Management*, 17(8), 144–164. <https://doi.org/10.46754/jssm.2022.08.009>
- Nakrošienė, A., Bučiūnienė, I., & Goštautaitė, B. (2019). Working from home: characteristics and outcomes of telework. *International Journal of Manpower*, 40(1), 87–101. <https://doi.org/10.1108/IJM-07-2017-0172>
- Neufeld, D. J., & Fang, Y. (2005). Individual, social and situational determinants of telecommuter productivity. *Information & Management*, 42(7), 1037–1049. <https://doi.org/10.1016/j.im.2004.12.001>
- New Straits Times. (2024, October). Why employers say no to flexible work arrangements. *New Straits Times*. <https://www.nst.com.my/news/nation/2024/10/1125583/why-employers-say-no-flexible-work-arrangements>
- Nilles, J. M. (1997). Telework: Enabling Distributed Organizations: Implications for IT Managers. *Information Systems Management*, 14(4), 7–14. <https://doi.org/10.1080/10580539708907069>
- Ollo-López, A., Goñi-Legaz, S., & Erro-Garcés, A. (2020). Home-based telework: usefulness and facilitators. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-02-2020-0062>
- Oshagbemi, T. (1999). Overall job satisfaction: How good are single versus multiple-item measures? *Journal of Managerial Psychology*, 14, 388–403. <http://dx.doi.org/10.1108/02683949910277148>
- Pennington, A., & Stanford, J. (2020). Working from Home: Opportunities and Risks. April 2020. Retrieved from <https://futurework.org.au/report/working-from-home-opportunities-and-risks/>
- Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020). Impact of Work From Home (WFH) on Indonesian

teachers' performance during the COVID-19 pandemic: An exploratory study. *International Journal of Advanced Science and Technology*, 29(5), 6235–6244. <https://www.researchgate.net/publication/341413246>

Raghuram, S., Hill, N. S., Gibbs, J. L., & Maruping, L. M. (2019). Virtual Work: Bridging Research Clusters. *The Academy of Management Annals*, 13(1), 308–341. <https://doi.org/10.5465/annals.2017.0020>

Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46(4), 655–684. <https://doi.org/10.2307/3094827>

Saud, M., Mashud, M., & Ida, R. (2020). Usage of social media during the pandemic: Seeking support and awareness about COVID-19 through social media platforms. *Journal of Public Affairs*, 20(4), e02417-n/a. <https://doi.org/10.1002/pa.2417>

Sekaran and Bougie. (2010). Edisi 5. Research methods for business: A Skill Building approach. Wiley

Schall, M. A. (2019). *The relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity* (Master's thesis). San Jose State University. Retrieved from [https://scholarworks.sjsu.edu/etd\\_theses/5017](https://scholarworks.sjsu.edu/etd_theses/5017)

Schriesheim, Chester, and Anne S. Tsui. 1980. Development and Validation of a Short Satisfaction Instrument for Use in Survey Feedback Interventions. *Western Academy of Management Meeting 1980*: 115–17

Sharma, R. (2022). Emotional Intelligence and Work Life Balance: Orchestrating a systematic literature review through extant literature synthesization and coherence. *NeuroQuantology*, 20(16), 554-.

Donny. (2020). Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia. *Journal of Contemporary Issues in Business and Government*. 26. 23-40.

Tarafdar, Monideepa & Tu, Qiang & Nathan, Ragu & Ragu-Nathan, T.. (2007). The Impact of Technostress on Role Stress and Productivity. *J. of Management Information Systems*. 24. 301-328. 10.2753/MIS0742-1222240109.

Toscano, F., & Zappala, S. (2020). Social Isolation and Stress as Predictors of Productivity Perception and Remote Work Satisfaction during the COVID-19 Pandemic: The Role of Concern about the Virus in a Moderated Double

Mediation. *Sustainability (Basel, Switzerland)*, 12(23), 9804-  
<https://doi.org/10.3390/su12239804>

van Meel, J. (2011). The origins of new ways of working: Office concepts in the 1970s. *Facilities (Bradford, West Yorkshire, England)*, 29(9/10), 357–367.  
<https://doi.org/10.1108/02632771111146297>

Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology*, 70 (1), 16–59. <https://doi.org/10.1111/apps.12290>

Wheatley, Daniel. (2012). Good to Be Home? Time-Use and Satisfaction Levels Among Home-Based Teleworkers. *New Technology*. 27. 10.1111/j.1468-005X.2012.00289

Zikmund et al. (2010). *Business research methods. 9th edn, Canada: South-Western Cengage Learning.*



## Appendix 1: Survey Questionnaire

---

# Impact of Work From Home on Work Life Balance, Work Stress and Job Satisfaction on employees in Malaysian

### Introduction

My name is Buvaana Sugumaran, final year student would like to conduct this research study for the purpose of my final year project under Masters in Human Resource Management, University Utara Malaysia. This study attempts to impact of Work From Home on Work Life Balance, Work Stress and Job Satisfaction on employees in Malaysia

### Procedure

The questionnaire consists of 5 sections and it will take approximately 15 minutes to complete.

### Confidentiality

All data obtained from participants will be kept confidential and will only be reported in an aggregate format (by reporting only combined results and never reporting individual ones). All questionnaires will be concealed, and no one other than the researchers listed below will have access to them.

### Participation

Participation in this research study is completely voluntary. You have all the right to withdraw at anytime or refuse to participate entirely anytime without any jeopardy.

### Questions about the Research

If you have questions regarding this study, you may contact Buvaana (buvaana\_s@uumkl.uum.edu.my)

Your participation and responses are invaluable to this study. Thank you for your time and contribution.

---

**Section A: Demographic Details**

Please tick the suitable option that best describes you.

**Gender \***

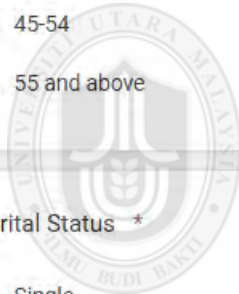
- Male
- Female
- Prefer not to say

**Age \***

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

**Marital Status \***

- Single
- Married
- Divorced
- Widowed



**UUM**

Universiti Utara Malaysia

**Educational Level \***

- Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate

**State of Residency \***

Choose 

**Industry of Employment \***

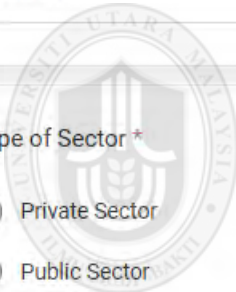
Choose 

**Type of Sector \***

- Private Sector
- Public Sector

**Job Role \***

- Entry-level
- Mid-level
- Senior-level
- Managerial
- Executive



Type of Employment \*

- Full-time
- Part-time
- Contract
- Freelance

Years of Experience \*

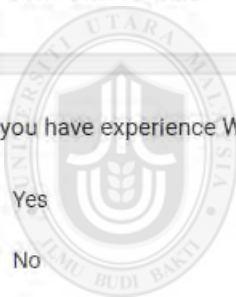
- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

Do you have experience Working From Home \*

- Yes
- No

How many days per week do you work from home \*

- 5 days
- 3-4 days
- 1-2 days
- Occasionally (less than once a week)
- Never



**UUM**  
Universiti Utara Malaysia

## Section B: Work From Home Productivity

Using the Likert scale, please indicate your level of agreement with regard to the statements:

Scale 1 - Strongly Disagree

Scale 2 - Disagree

Scale 3 - Neutral

Scale 4 - Agree

Scale 5 - Strongly Agree

1. I am very productive while working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. I feel that the quality of the work I do during working from home is better. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. Working from home is personally beneficial for me at work \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. Working from home motivates me to work better \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I have sufficient technical knowledge in completing work during working from home \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. I have sufficient authority in carrying out work during working from home \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. I have clear work targets when working from home \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. My boss is concerned about my well-being during working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree



UUM  
Universiti Utara Malaysia

9. I receive technical assistance from my workplace in completing work during working from home \*

1      2      3      4      5

Strongly Disagree                  Strongly Agree

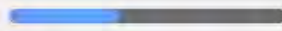
10. I can concentrate on getting work done even when there are distractions from family members during working from home \*

1      2      3      4      5

Strongly Disagree                  Strongly Agree

Back

Next



Page 2 of 5

Clear form

This form was created inside Monash University. [Report Abuse](#)



**UUM**  
Universiti Utara Malaysia

### Section C: Work life balance

Using the Likert scale, please indicate your level of agreement with regard to the statements:

Scale 1 - Strongly Disagree

Scale 2 - Disagree

Scale 3 - Neutral

Scale 4 - Agree

Scale 5 - Strongly Agree

1. My personal life suffers because of work \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. My job makes my personal life difficult. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I neglect personal needs because of work \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. I put off enjoying my personal time just to work during working from home \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I put personal needs second because of work \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. I struggle to separate work and non-work. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. Most of the time, I prefer work from home rather than engage in personal interests \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. I'm too tired to work from home \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. My work suffers because of my personal life/interests during working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Back

Next

Page 3 of 5

Clear form

## Section D: Work Stress

Using the Likert scale, please indicate your level of agreement with regard to the statements:

Scale 1 - Strongly Disagree

Scale 2 - Disagree

Scale 3 - Neutral

Scale 4 - Agree

Scale 5 - Strongly Agree

1. I am discouraged about my work. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. I feel many things are beyond my control and ability while working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I feel overwhelmed by completing work during working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. I feel like giving up on work during working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I feel unable to get out from my work during working from home. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. I feel frustrated with my work from home job. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Back

Next



Page 4 of 5

Clear form

This form was created inside Monash University. [Report Abuse](#)



**UUM**  
Universiti Utara Malaysia

### Section E: Job Satisfaction

Using the Likert scale, please indicate your level of agreement with regard to the statements:

Scale 1 - Strongly Disagree

Scale 2 - Disagree

Scale 3 - Neutral

Scale 4 - Agree

Scale 5 - Strongly Agree

1. I am satisfied with my current job. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. I am satisfied with my current co-workers. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. I am satisfied and feel happy with my current boss. \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. I am satisfied with my current salary \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. Overall, I am satisfied with my current job \*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Back

Submit

Page 5 of 5

Clear form

This form was created inside Monash University. [Report Abuse](#)

Google Forms



**UUM**  
Universiti Utara Malaysia

## Appendix 2: Mean and Standard Deviation of SPSS Output

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Mean WFHP Score	201	1.00	5.00	3.7547	.90083
Mean WLB Sore	201	1.00	5.00	2.7120	1.05867
Mean WS Score	201	1.00	5.00	2.4900	1.14390
Mean JS Score	201	1.40	5.00	3.7582	.84797
Valid N (listwise)	201				



**UUM**  
Universiti Utara Malaysia

### Appendix 3: Skewness and Kurtosis of SPSS Output

		Statistics			
		Mean WFHP Score	Mean WLB Sore	Mean WS Score	Mean JS Score
N	Valid	201	201	201	201
	Missing	0	0	0	0
Skewness		-.586	.408	.541	-.420
Std. Error of Skewness		.172	.172	.172	.172
Kurtosis		.026	-.500	-.638	-.456
Std. Error of Kurtosis		.341	.341	.341	.341

Mean WFHP Score					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	3	1.5	1.5	1.5
	1.40	1	.5	.5	2.0
	2.00	3	1.5	1.5	3.5
	2.10	1	.5	.5	4.0
	2.20	2	1.0	1.0	5.0
	2.30	4	2.0	2.0	7.0
	2.40	5	2.5	2.5	9.5
	2.50	2	1.0	1.0	10.4
	2.60	5	2.5	2.5	12.9
	2.70	3	1.5	1.5	14.4
	2.80	2	1.0	1.0	15.4
	2.90	7	3.5	3.5	18.9
	3.00	5	2.5	2.5	21.4
	3.10	8	4.0	4.0	25.4
3.20	6	3.0	3.0	28.4	
3.30	7	3.5	3.5	31.8	

3.40	5	2.5	2.5	34.3
3.50	9	4.5	4.5	38.8
3.60	10	5.0	5.0	43.8
3.70	4	2.0	2.0	45.8
3.80	7	3.5	3.5	49.3
3.90	6	3.0	3.0	52.2
4.00	13	6.5	6.5	58.7
4.10	12	6.0	6.0	64.7
4.20	8	4.0	4.0	68.7
4.30	6	3.0	3.0	71.6
4.40	4	2.0	2.0	73.6
4.50	8	4.0	4.0	77.6
4.60	7	3.5	3.5	81.1
4.70	2	1.0	1.0	82.1
4.80	9	4.5	4.5	86.6
4.90	8	4.0	4.0	90.5
5.00	19	9.5	9.5	100.0
Total	201	100.0	100.0	

**Mean WLB Sore**

		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	1.00	10	5.0	5.0	5.0
	1.11	3	1.5	1.5	6.5
	1.22	7	3.5	3.5	10.0
	1.33	2	1.0	1.0	10.9
	1.44	5	2.5	2.5	13.4
	1.56	3	1.5	1.5	14.9
	1.67	5	2.5	2.5	17.4
	1.78	5	2.5	2.5	19.9
	1.89	7	3.5	3.5	23.4
	2.00	11	5.5	5.5	28.9
	2.11	12	6.0	6.0	34.8
	2.22	10	5.0	5.0	39.8
	2.33	10	5.0	5.0	44.8
	2.44	4	2.0	2.0	46.8
	2.56	10	5.0	5.0	51.7
	2.67	5	2.5	2.5	54.2
	2.78	7	3.5	3.5	57.7
	2.89	9	4.5	4.5	62.2
	3.00	8	4.0	4.0	66.2
	3.11	4	2.0	2.0	68.2
	3.22	7	3.5	3.5	71.6
	3.33	5	2.5	2.5	74.1
	3.44	4	2.0	2.0	76.1
	3.56	3	1.5	1.5	77.6
	3.67	6	3.0	3.0	80.6
	3.78	6	3.0	3.0	83.6

3.89	4	2.0	2.0	85.6
4.00	5	2.5	2.5	88.1
4.11	6	3.0	3.0	91.0
4.22	2	1.0	1.0	92.0
4.33	1	.5	.5	92.5
4.44	2	1.0	1.0	93.5
4.56	1	.5	.5	94.0
5.00	12	6.0	6.0	100.0
Total	201	100.0	100.0	

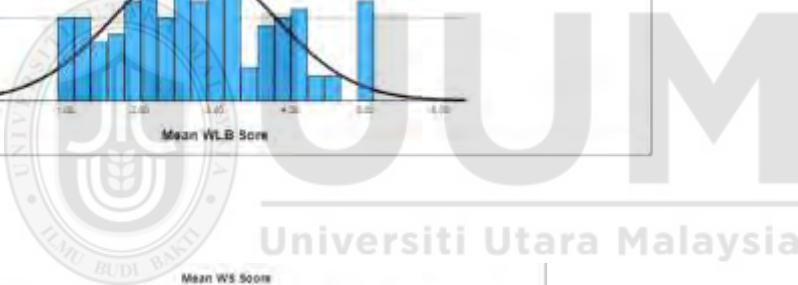
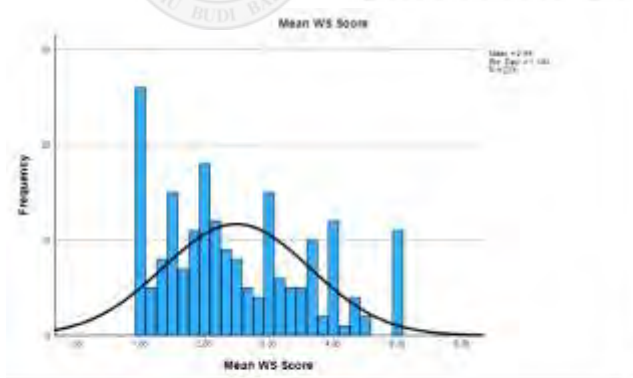
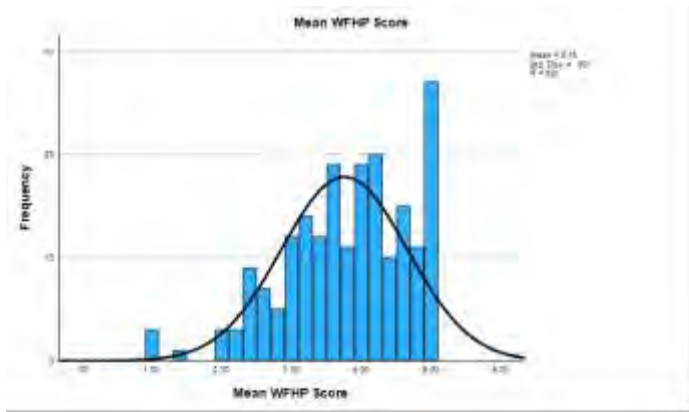


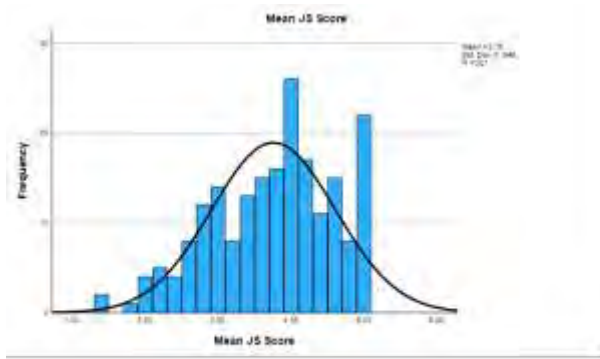
**Mean WS Score**

		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	1.00	26	12.9	12.9	12.9
	1.17	5	2.5	2.5	15.4
	1.33	8	4.0	4.0	19.4
	1.50	15	7.5	7.5	26.9
	1.67	7	3.5	3.5	30.3
	1.83	11	5.5	5.5	35.8
	2.00	18	9.0	9.0	44.8
	2.17	12	6.0	6.0	50.7
	2.33	9	4.5	4.5	55.2
	2.50	8	4.0	4.0	59.2
	2.67	5	2.5	2.5	61.7
	2.83	4	2.0	2.0	63.7
	3.00	15	7.5	7.5	71.1
	3.17	6	3.0	3.0	74.1
	3.33	5	2.5	2.5	76.6
	3.50	5	2.5	2.5	79.1
	3.67	10	5.0	5.0	84.1
	3.83	2	1.0	1.0	85.1
	4.00	12	6.0	6.0	91.0
	4.17	1	.5	.5	91.5
	4.33	4	2.0	2.0	93.5
	4.50	2	1.0	1.0	94.5
	5.00	11	5.5	5.5	100.0
	<b>Total</b>	<b>201</b>	<b>100.0</b>	<b>100.0</b>	

**Mean JS Score**

		<b>Frequenc y</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	1.40	2	1.0	1.0	1.0
	1.80	1	.5	.5	1.5
	2.00	4	2.0	2.0	3.5
	2.20	5	2.5	2.5	6.0
	2.40	4	2.0	2.0	8.0
	2.60	8	4.0	4.0	11.9
	2.80	12	6.0	6.0	17.9
	3.00	14	7.0	7.0	24.9
	3.20	8	4.0	4.0	28.9
	3.40	13	6.5	6.5	35.3
	3.60	15	7.5	7.5	42.8
	3.80	16	8.0	8.0	50.7
	4.00	26	12.9	12.9	63.7
	4.20	17	8.5	8.5	72.1
	4.40	11	5.5	5.5	77.6
	4.60	15	7.5	7.5	85.1
	4.80	8	4.0	4.0	89.1
	5.00	22	10.9	10.9	100.0
	<b>Total</b>	<b>201</b>	<b>100.0</b>	<b>100.0</b>	





#### Appendix 4: Descriptive Analysis of SPSS Output

		Statistics				
		Gender	Age	Marital Status	Educational Level	State of Residency
N	Valid	201	201	201	201	201
	Missing	0	0	0	0	0

		Statistics				
		Industry of Employment	Job Role	Type of Sector	Type of Employment	Years of Experience
N	Valid	201	201	201	201	201
	Missing	0	0	0	0	0

		Statistics	
		Do you have experience Working from Home	How many days per week do you work from home
N	Valid	201	201
	Missing	0	0

Gender		
	N	%
Female	94	46.8%
Male	106	52.7%
Prefer not to say	1	0.5%

Age		
	N	%
18-24	1	0.5%
25-34	111	55.2%
35-44	60	29.9%
45-54	22	10.9%
55 and above	7	3.5%

Age		
	N	%

18-24	1	0.5%
25-34	111	55.2%
35-44	60	29.9%
45-54	22	10.9%
55 and above	7	3.5%

### Educational Level

	N	%
Bachelor's Degree	122	60.7%
Diploma	21	10.4%
Doctorate	17	8.5%
Master's Degree	41	20.4%

### State of Residency

	N	%
Federal Territory of Kuala Lumpur	23	11.4%
Johor	12	6.0%
Kedah	4	2.0%
Malacca	1	0.5%
Negeri Sembilan	9	4.5%
Penang	2	1.0%
Perak	6	3.0%
Sarawak	1	0.5%
Selangor	143	71.1%

### Industry of Employment

	N	%
Automotive	1	0.5%
Banking/Finance	14	7.0%
Construction	5	2.5%
Education	68	33.8%
Healthcare/Medical	6	3.0%
Hospitality/Travel/Tourism	1	0.5%

Information Technology	16	8.0%
Manufacturing	39	19.4%
Media/Entertainment	3	1.5%
Others	38	18.9%
Retail/Wholesale	2	1.0%
Telecommunications	1	0.5%
Transportation/Logistics	7	3.5%

### Job Role

	N	%
Entry-level	24	11.9%
Executive	24	11.9%
Managerial	41	20.4%
Mid-level	53	26.4%
Senior-level	59	29.4%

### Type of Sector

	N	%
Private Sector	201	100.0%

### Type of Employment

	N	%
Contract	6	3.0%
Freelance	1	0.5%
Full-time	192	95.5%
Part-time	2	1.0%

### Years of Experience

	N	%
1-3 years	44	21.9%
4-6 years	62	30.8%

7-10 years	33	16.4%
Less than 1 year	4	2.0%
More than 10 years	58	28.9%

**Do you have experience  
Working from Home**

	N	%
Yes	201	100.0%

**How many days per week do you work from  
home**

	N	%
1-2 days	36	17.9%
3-4 days	37	18.4%
5 days	117	58.2%
Occasionally (less than once a week)	11	5.5%

Universiti Utara Malaysia

## Appendix 5: Pearson Correlation of SPSS Output

### Correlations

		Total WFH	Total WLB
Total WFH	Pearson Correlation	1	.096
	Sig. (2-tailed)		.174
	N	201	201
Total WLB	Pearson Correlation	.096	1
	Sig. (2-tailed)	.174	
	N	201	201

### Correlations

		Total WFH	Total JS
Total WFH	Pearson Correlation	1	.259**
	Sig. (2-tailed)		<.001
	N	201	201
Total JS	Pearson Correlation	.259**	1
	Sig. (2-tailed)	<.001	
	N	201	201

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

		Total WFH	Total WS
Total WFH	Pearson Correlation	1	-.073
	Sig. (2-tailed)		.301
	N	201	201
Total WS	Pearson Correlation	-.073	1
	Sig. (2-tailed)	.301	
	N	201	201



UUM  
 Universiti Utara Malaysia

