

**WORK FROM HOME DURING COVID-19 OUTBREAK: PROBLEMS
AND REMEDIES**

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ABSTRACT

This research aims to study the challenges and remedies of Work From Home (WFH) during the COVID-19 pandemic. Many organizations around the globe are forced to let employees work from home, but very limited studies have highlighted the challenges of this working method. The research used a qualitative method through gathering data via six interviews from organizations in Malaysia. The research highlighted challenges of WFH in several themes, including lack of motivation, less socializing, pay cuts, a slew of distractions, low communication, and safety issues. The study limitations included pandemic restrictions, which could be overcome by using video conferencing software. Future research is recommended to test the relationships of the challenges with the performance.

Keywords: Work From Home (WFH), Problems, Remedies, COVID-19, Exploratory Study.

1.0 INTRODUCTION

COVID-19 outbreak worldwide ravages the labour market, and it has created an increasing demand for the Work From Home (WFH) concept. The Widespread of the coronavirus through different variants impacts livelihood, trade, and commerce. It has created a tremendous scenario with far-reaching health and economic consequences. The work environment and the nature of the job have altered significantly, including thousands of

working people affected at larger rates (Holgerson et al., 2021). Many of those working in industries are now working from home, primarily white-collar professionals, whose houses are becoming 'one's office, place of recreation and schools (Redmond & McGuinness, 2020). Although COVID-19 continues to be active in the community, the issues regarding the probable comeback towards the regular workplaces and also the consequences for the employees' surface as the economies begin to reopen with the restoration of certain usual operations. To avoid implementing COVID-19-related modifications to the office settings, some organizations are beginning to mandate working at home (WAH) for both the foreseeable future (Bick et al., 2020). Modern technologies have changed the working habits of a person and are allowing many people to work from anywhere across the globe. Many organizations have been impacted by the current COVID-19 outbreak that has swept the globe. They have been rearranged to allow practically every employee to work from home instead of at a centralized physical location (Garrote et al., 2020). Thus, there is an increasing need to study the pros and cons of WFH to understand the effectiveness and take corrective measures.

According to Holgerson et al., 2021; Purwanto et al., 2020; Redmond & McGuinness, 2020, developing nations, including China, Indonesia, India, South Africa, Philippines, Thailand, Malaysia and Vietnam, have been using digital modes of operation for quite some time prior to the development of the COVID-19 rationale. With the recent expansion of the accessibility of work from home, work from home jobs has seen an uptick in popularity in Malaysia as well. Movement Control Orders (MCOs) for 2020 and the Police Act 1967 were released by the Ministry of Health (MOH) in the hopes of keeping disease control efforts from 2020 to beyond that year and minimizing future crimes (Hashim et al., 2020). Workplace safety restrictions have been implemented, making it illegal for all personnel, except for those who need to be there, to enter the building to help prevent direct contact. Hence, WFH is one of the new work natures in Malaysia. This study presents the new estimates of problems and issues faced by both employees and employers from Malaysian perspectives. Possible remedies are also pointed out at the end to ensure a sustainable work environment and effectiveness.

2.0 LITERATURE REVIEW

Work from home is a term that refers to work that is performed from 'one's house rather than an office (Dey et al., 2020). The acronym "WFH" refers to this concept. Several firms implemented a work-from-home policy during the global Coronavirus pandemic. Working from home has become more prevalent during the pandemic Covid-19 quarantine phase since many countries use a physical separation strategy to prevent the outbreak (Dingel & Neiman, 2020). Coronavirus has ushered in a new phase in the WFH saga. As concern over Covid-19 grows, numerous organizations seriously consider setting up a home office to minimize productivity losses. Working at home enables workers to have more flexible work hours and makes it easier for businesses to complete their tasks (Abdullah et al., 2020). Working from home allows employees to retain a work-life balance while still contributing to the 'company's success. It is now accepted as a viable method for reducing the risk of infection caused by COVID-19. WFH, on the other hand, is not a new concept; it has been brought to the attention of numerous schools of thought through time (Grant et al., 2019). In 1973, the phrase "telecommuting" or "telework". Had been coined first (Collins & Moschler, 2009).

Throughout the last four decades, WFH has been referred to by various terms, including telework, remote work, telecommuting, flexible workplace, and e-working (Abdullah et al., 2020). These words allude to 'employees' capacity to work in flexible work contexts, particularly from home, using technology to fulfill job tasks. Telecommuting is a sort of alternative work arrangement in which workers are expected to execute duties ordinarily done in main or central workplaces elsewhere (Collins & Moschler, 2009). Employees have been utilizing electronic media to communicate with individuals inside and outside the business for at least a part of their workday. This remote working pattern has many impacts, which are explained subsequently.

2.1 Mental Health and WFH

COVID-19, the worldwide pandemic, has made a significant percentage of the workforce unable to travel to work to contain the 'virus's spread. Consequently, both employers and employees are looking for alternate work arrangements, particularly in cities like Hong Kong, Shanghai, Singapore, New York, Tokyo, Dubai etc. where life moves at a breakneck pace (Oakman et al., 2020). Due to the epidemic, most, if not all, employees are obliged to work from home. As a result, WFH has been moved to the top priority for the vast majority of countries. Prior to the epidemic, concerns about the future of work-life balance were murky and often misplaced. COVID-19 has compelled individuals to decide, and in an environment that necessitates swift flexibility, many businesses choose to experiment with WFH (Abdullah et al., 2020; Dey et al., 2020; Delanoetje & Verbruggen, 2020). As seen by surveys in the United States, 35.2 percent of the workforce worked from home in May 2020, up from 8.2 percent in February. Furthermore, 71.7 percent of WFH-assessed people demonstrated a capacity for successful work (Bick et al., 2020). Governments in certain areas have enacted WFH regulations requiring government employees to practice WFH, while advisory warnings have been issued to private-sector employers as a precautionary measure to prevent further spread through reduced social interaction, as the Hong Kong Special Administrative Region Government has done. WFH helps both companies and workers in the same way. The benefits include, but are not limited to, decreased commute time, avoidance of corporate management, decreased commercial space consumption, improved outcomes, increased female representation (e.g., women and careers), safer workplaces with lower absenteeism and turnover, increased talent retention, job satisfaction, and increased productivity (Bick et al., 2020; Garrote et al., 2020). According to certain studies, working remotely may assist minimize staff turnover while increasing staff productivity, job satisfaction, and performance (Collins & Moschler 2009; Dingel & Neiman, 2020). Similarly, it has been shown that e-working boosts performance, adaptability, career progression, and work-life balance, among several other benefits, by eliminating work-life conflict and commuting (Fadinger & Schymik, 2020; Grant et al. 2019). Additionally, Purwanto et al. (2020) mentioned that WFH might benefit workers by permitting more flexible work hours and cost savings associated with travelling to work.

On the other hand, WFH has a number of disadvantages, including a blurred barrier between work and family, diversions, social isolation, and workers paying WFH fees (Oakman et al., 2020). Working from home has a number of disadvantages, one of which is that workers are responsible for their own energy and internet expenditures. Workers were separated from their colleagues, and management feared that remote work would result in productivity losses

(Grant et al., 2019). Additionally, workplace relationships may be affected. When workers work from home, they may be distracted by small children or family members, and the mingling of work and personal life results in overwork. Similarly, management of remote 'employees' work-family boundaries revealed an association between WFH and the incapacity of remote employees to disengage from work. Here comes, WFC (work family conflict) explanation, which is one of the most crucial points of remote working (Delanoeije & Verbruggen, 2020). Work-family conflict, abbreviated WFC or work-home conflict, refers to the mismatch of duties and duties between a 'person's home and work lives. Simultaneous pressures exert varying degrees of personal stress on an individual, depending on various events in his or her life. However, a 'person's culture has a significant impact on the degree of WFC stress, as changing perceptions toward the roles that individuals are expected to perform, cultural gender norms, the degree of individualism or collectivism in society, and societal support networks all provide various mechanisms for alleviating or exacerbating conflict pressure (Fadinger & Schymik, 2020). Therefore, WFH has psychological concerns for the well-being of the employees.

2.2 Learning and Development of Employees during COVID-19 and WFH

The COVID-19 epidemic has had a significant impact on the training and development of the employees since the job is done remotely and supervisory access is limited (Hashim et al., 2020). Educational institutes are also affected by remote learning (Garrote et al., 2020; Purwanto et al., 2020). Academics' work styles have evolved as colleges confront an unclear future that may include a return to campus. This "new normal" fundamentally affects conventional job roles and work routines. WFH might have increased work-life issues due to their competing personal and professional duties at a time (Holgensen et al., 2021), but this also has impacted employees' learning opportunities that they get through on the job training (Dey et al., 2020). The utility of technology is crucial to WFH productivity. Administrators should offer teachers technology and software equal to what they use in their on-campus office to facilitate the transition and support all facets of academic productivity (Purwanto et al., 2020). Administrators should prepare for the future by providing portable devices that workers may use in both the workplace and at home. Faculty must have access to the same software that they use in the office. WFH emphasizes the additional need for additional tools such as video recording and editing software, as well as microphones and cameras, in order to provide high-quality employee engagement (Dingel & Neiman, 2020). Surprisingly, a significant proportion of respondents reported being unable to gain appropriate internet connectivity. Wherever feasible, employers should compensate for this productivity hit by upgrading technology or providing access to isolated locations to guarantee employees can work securely in isolation.

2.3 Negative and Positive Outcomes of WFH

WFH produces two distinct domains: the "work domain" and the "life domain" (Oakman et al., 2020). WFH has been shown to have a beneficial influence on the work domain, namely on productivity, job satisfaction, flexibility, and work engagement (Hashim et al., 2020). Telework, e-working, and telecommuting have all been utilized to boost productivity, particularly in creative industries (Collins & Moschler, 2009; Grant et al., 2019). Additionally, WFH is believed to increase workplace happiness, and studies have shown a

correlation between remote work and job satisfaction (Hashim et al., 2020). WFH also benefits flexibility and workplace engagement by allowing workers to work more autonomously and without being bound by office hours. Additionally, WFH and teleworking improve employee engagement. However, it has been proposed that WFH may have a harmful influence on the work domain, which is negatively connected with work motivation; for example, WFH may sap 'employees' enthusiasm to work by requiring them to suffer WFH costs (Abdullah et al., 2020; Hashim et al., 2020).

According to research, WFH has both negative and positive impacts on a variety of facets of life. Life domains include work-life balance (WLB), life satisfaction, and family satisfaction (Redmond & McGuinness, 2020). WLB may be described in a variety of ways. Work-family conflict, work-family balance, family satisfaction, and life satisfaction are all concepts that may be utilized. Numerous research established that WFH was detrimental to the realm of life. For example, multiple studies have shown that e-workers fail to manage their work and non-work time effectively, resulting in an increased inclination to overwork (Collins & Moschler, 2009; Oakman et al., 2020). Others noticed that the borders between work and family life were blurred, which may have resulted in excessive work and a decline in WLB. Nonetheless, some research has shown a favorable correlation between WFH and family and life happiness. In several aspects, WFH seems to boost the life satisfaction of childless male employees (Hashim et al., 2020). Additionally, work life balance has been shown to be favorably connected with life and family satisfaction.

3.0 RESEARCH METHODOLOGY

The research methodology for this study is qualitative in nature where an exploratory case study approach has been considered. Six cases have been considered in this study to explore the problems and issues faced by employees in Malaysia due to WFH. All the participants are chosen conveniently. Three of them are company CEO, and three of them are employees working in different industries. Participants have been interviewed between December 2020 and January 2021. The respondents are chosen from the personal networks, and all of them have 10 to 15 years of business experience. This study makes a description through fieldwork (semi-structured face to face interview). It follows interpretivism paradigms. The interpretivism paradigm means naturalistic ways of collecting data such as in-depth interviews, focus group discussions and observations (Saunders, et al., 2012; Yin, 2003).

All the interviews were tape-recorded with the consent of respondents and the issues discussed are transcribed verbatim and cross-checked by both researchers for data accuracy. At the same time, the transcriptions of all interviews have been cross-checked by the interviewees. Since this study is conducted in a small scale, no software has been used rather interview data have been coded manually by the researchers. The nature of the data analysis is deductive, and it follows a predetermined structure guided by experts. Common themes in each question are identified in order to know the problems and remedies of WFH. Then, conceptually codes have been assigned from the literature review to organize the data so it becomes easier to label the collected data. The process recommended by Yin (2003) has been followed to do the analysis, which is highlighted as Verbatim>Coding>Data Categorization>Developing Theme> Interpretation.

4.0 FINDINGS AND DISCUSSIONS

Based on the In-depth Interview (IDI) taken from 6 participants, this study has identified the problems and issues faced by WFM employees. It also investigated the responsibilities of both employers' and employees' in implementing the WFH successfully along with the possible remedies to the problems raised by the participants. The details are explained in subsequently.

4.1 Problems and Issues Faced by Employees in WFH

One of the primary benefits of office-based work is the social component that is built into the arrangement. While businesses do not want any of this socializing to affect productivity, it is apparent that engaging with others on a regular basis is beneficial to 'employees' mental health and morale. However, the participant (P4) has stated, "I don't meet my colleagues for the last one and half years. I have a misunderstanding with them and also with some other colleagues since could not be able to meet them in person. One of my colleagues is like my best friend and I had an unnecessary work argument over the phone with the person. This also affects my personal life and peace". Work from home, although providing freedom, can also introduce a slew of distractions, such as the noise and bustle of a family, a television playing in the background, or children snooping around. P6 mentioned, "My kids are always playing at home and I also need to spend time with them for which I can't concentrate on my work at day time". Constant notifications on your phone can also distract the employees of WFH and reduce their productivity. Working efficiently in a family environment becomes tough as employees also have family responsibilities to avoid which they cannot avoid at WFH. P1 says, "Your domestic duties keep calling to you, and you need to set a mental reminder to complete them".

Working alone can be difficult. The office environment provides recognition, which is both rewarding and inspiring. P2 mentions, "When you work from home, you must rely on your own internal motivation". As a result, if 'employees' work targets are not met, engagement levels may fluctuate. Lack of motivation has a negative impact not just on jobs but also on mental health. Working from home eliminates the typical way of working. According to P5, "You no longer must commute to work or complete your daily tasks within a set time frame. You become more conscious of your 'household's demands and responsibilities". Managing children or domestic tasks adds to one's to-do list. Effectively balancing everything can be a difficult and time-consuming task. When employees are in the same office, it is quite easy to ensure that everyone understands the responsibilities that are assigned to them, and management and co-workers are usually willing to help anyone who is having trouble. When employees work from home, 'it's more difficult to spot those who are having problems.

4.2 Employer's Responsibilities in Implementing WFH

Working from home does not alter the mutual obligation-based relationship. There are various tasks that the employer must do in order for working from home to be appropriate and beneficial for the employees as well as for the organization. The obligation of an employer is to provide a safe workplace and to reimburse fair expenditures. Finally, but most significantly, verify that personnel are paid when the project is completed or according to the job contract. However, it has been seen that many organizations in Malaysia has done the

pay-cut and made employees redundant due to business incapacities during the COVID-19 pandemic. According to the participant, P3, “contractual and part-time employees from different departments become redundant after six months of WFH started”. Another participant, P1 says, “Since our sales reduced due to the pandemic in 2020, we had no other option but to reduce the salary scheme and reduce the extra benefits like commissions and profit-sharing”. This has an impact on employees’ lifestyles and family expenditures. It ultimately has a negative impact on work motivation and productivity.

When an employee is requested to work from home, the employer is responsible for ensuring that the working environment is safe and healthy for the employee. Before allowing working from home arrangements, organizations must perform a formal inspection. Organizations may perform this examination via Google Meet or Zoom thanks to the Covid-19. But this has not been done in many organizations. P4 mentions, “My supporting staff are working from home, but they don’t have all the facilities that they get in my studio. I often lose my clients due to quality issues”. Employers might consider reimbursing workers for reasonable and necessary home office expenses spent in the completion of required activities. This might include expenses like paid software, internet bills, energy bills, Microsoft prices, phone bills, and so on. A health and safety checklist should be provided to an employee, which should include items such as a chair that can be adjusted to keep ‘employees’ feet flat on the floor, a computer screen with the top of the screen aligned with the ‘employees’ eyes, adequate lighting and ventilation, a generally secure area with an exit, smoke detectors, and a first-aid kit, among other things. P6 says, “my company is offering every possible facility that I need for WFH, however, I am more comfortable working in the office instead of at home as I am now packed up with workloads”. The employer is responsible for providing employees with the tools and facilities that they need to fulfil their jobs. That includes a computer with access and security mechanisms for business data, a headset, a camera, virtual conference software etc.

4.3 Support Need to Employees During WFH

Many organizations have recently allowed their staff to work from home. If these changes are indicative of a larger trend, many more businesses will begin to make remote work a standard part of their operations. Remote work has numerous advantages, including lower real estate expenses for organizations and increased employee flexibility. However, any organization looking to build up work-from-home support should consider the following general principles stated by the study participants. Frequent communication is highly preferred by all the participants. According to P1, “Communication that is frequent and effective promotes healthier, more productive remote work environments. Although you may not be able to visit each ‘employee’s desk as easily as you did when everyone was in the office, digital tools such as videoconferencing and messaging platforms can help bridge the communication gap”. Ps has suggested, “Just do not go overboard – some staff enjoy regular team meetings, while others may find too many meetings to be annoying”. When deciding on the communication frequency for a team, considering ‘employees’ requirements and input is important. It is not a matter of becoming afraid to change meeting cadences that are not working. Plan virtual hours of happiness and networking events are crucial for WFH. P2 says, “Working from home has the advantage of reducing physical distance. If your ‘company’s offices are located over several states, countries, or even continents, virtual events are a great way to bring

people together". Workers are encouraged to connect with one another across geographical boundaries through informal happy hours and "lunch and learns". Even if the employees are used to working in the same physical place, they will appreciate the chance to meet and interact informally while they are on the road.

Reducing time-consuming tasks is another requirement for a successful WFH. Employees who are adjusting to working from home may become overwhelmed by tedious, repetitive tasks. P3 mentions, "The chances of making mistakes and quality degradation are more at WFH". Automation-driven solutions can relieve them of this burden, allowing them to focus on more high-level and creative work could be the solution. Encouraging employees to set boundaries is another way for successful WFH. Having a set routine decreases stress and burnout, but those routines should be adaptable to meet the requirements of the employees. For instance, a working parent might prefer to go online early in the morning, then spend time with their kids during the day and return to work at night. P5 has suggested, "We faced problem to get the job done by the employees on time at the beginning of WFH. But now, we change our policy, we allow our employees to finish the tasks within 24 hours of the day". Encouraging the employees to clearly define these expectations so that their teammates can adjust workflows to their schedules are also important in this regard. Ensuring the loyalty of employees is another requirement that need to be observed during WFH. P4 says, "Since my employees work from home during COVID-19, I face lack of competitive advantage as similar products are seen in the market and I am wondering about the loyalty of employees". As the economic outlook remains uncertain, many businesses are expecting more from their employees. This should be accompanied by promises that employers will help workers in return.

4.4 Employees' Responsibilities in WFH

Allowing employees to access either from the house is a wonderful concept that may benefit both employees and businesses. It exudes confidence. Employee engagement definitely promotes productivity; the more passionately invested a person is in the success of the business, the more driven they are to go above and beyond to accomplish their goals. For this purpose, participant P1, says, "Demonstrating your faith in your 'employees' ability to work from home helps to reinforce the emotional connection necessary for engagement". It also allows workers to reclaim their time. The absence of a commute is one of the most significant advantages that most workers find when they first work from home. P5 mentions, "The average daily commute in the United States is more than 52 minutes. Employees will have more time to spend on themselves, their families, their interests – and if they do WFH". WFH encourages concentrated labour. The lack of regular office interruptions is another evident benefit of working from a home office. As a result, several businesses have designated remote days for concentrated work. To enhance productivity, team members are urged to plan work that demands focused attention these days.

Absenteeism is reduced during WFH. Employees are less likely to transmit disease to the rest of the team if they have the choice to work from home when they are unwell. As a consequence, the team is healthier and more productive. During the regular cold and flu seasons or in the unusual case of a pandemic like COVID-19, one can definitely see the impact of this phenomenon. P3 states, "Soon after WFH policy introduced, the rate of

absenteeism among the employees are decreased and on time work submission is very common". Therefore, it is now the responsibility of the employees to prove their potentiality by working hard with dedication. This may result in well-rounded employees. Employees who have a healthy family life, a social life, and leisure to pursue personal interests and hobbies are more productive. Employees now may be able to pick up his child from school, commit to weekly happy hours with friends and families, or enrol in that programming class he has been putting off since he started working remotely. Employees perform better at work when they are content in other areas of their lives.

4.5 Initiatives to be Taken to Address the Problems and Issues

Working from home is not such a new concept. Though WFH is a widely used work practice since COVID-19 started, this was also practised before. Many people work as freelancers for ages. Still, those who used to go to the office sit in their own chair and do their work might find it a bit different when their home becomes their office. According to P4, "First problem we heard is that they have to complete more work than before. As we know, one of the reasons many bosses oppose remote work is because they believe their staff would get complacent without the actual, in-person supervision". However, in reality, the reverse is true, distant employees are more prone to overwork. It is more difficult to disconnect when personal life and career are both housed under the same roof. It can be solved by making appointments for oneself to get out of their home office at the end of the day in their calendar. It may be an appointment to go to the gym, food shop, or just take a stroll around the block.

Remote workers must be extremely motivated and competent in time management since they are not constantly monitored or managed by others. While it is difficult for any worker to stick to a schedule and managers make their to-dos. This is much more difficult for remote workers who have more flexible, free-form days and managers who are in a different time zone. Self-management is challenging enough in and of itself. Then there is the constant temptation to watch an episode of one's favourite TV show during your work break, to clean up the kitchen while they are stuck on a task, or to take off their pet at home. Suddenly, it is evening, and the employees realize that they have achieved nothing throughout the day. This is the common story mentioned by every participant of this study. WFH is not been an easy task and remains concentrated like the conventional job at a physical location.

The participants were asked about the ways to ensure their job duties at WFH conditions. P1 says, "There is no specific rules for WFH. It is very important for the managers to ensure that their subordinates work from home stations. Regular communication and instant feedback could be one possible way that supervisors should follow". Mark Twain famously observed that if the first thing one does in the morning is to eat a live frog, one can go through the rest of the day knowing that eating a live frog is probably the worst thing that will happen to the person all day. P3 says, "Your 'frog' is your greatest, most important project, the one about which you are most likely to procrastinate if you do nothing. Consume the frog immediately at the beginning of work". Another factor that employees of WFH may find bothersome is constant interruptions by supervisors and clients over the phone. P6 says, "I directly work with clients and they often call me after 5 pm. My reporting boss gives me a briefing of the next day job after 8 pm which has a significant effect on my family life". The good news is that working from home allows employees to avoid office distractions. P2 mentions, "If 'it's

someone's birthday, everyone at work gets busy in rejoicing in the breakroom with cake and much more fun. Whereas, I am working an important report that gets delayed". The bad news is that employees will almost probably encounter further delays and diversions, whether it is the online delivery man wanting their signature or the in-laws suddenly visiting home while doing WFH. However, it is especially challenging at home if the employees have very infants or small children who do not understand why their parents do not give time and play with them. P6 says, "I have two young daughters and they always want me to play at home during my office hour. If I deny it makes them sad". There is no way to entirely avoid interruptions from family, pets, delivery people, and neighbours at the moment. And they often intervene for instance, if the pet is in severe need of being let outside or if one's youngster has sustained an injury. However, it is vital to understand which sorts of interruptions are acceptable and which should be avoided.

5.0 CONCLUSION

COVID-19 is still existing worldwide, and people are suffering both personally and commercially. WFH affects everyone, including business organizations. Managing employees for WFH and their productivity for sustainable business growth are the current challenges. Workforce management for WFH has various effects. For example, it makes it necessary for firms to think differently about how work is done to avoid jeopardizing their employees' productivity. To make matters worse, working from home has produced the most important challenge that they have had to face because, on top of that, they find it difficult to differentiate between professional chores and personal activities at home. As well, this becomes the largest issue when they experience problems talking with coworkers, and as a result, they often get uninspired for their work. Also, the fact that one can work from home offers many advantages to employees such as allowing employers to directly contact their employees and have quick and easy control over the performance of their staff by using telecommunications technology, with the exception that employers also receive detailed feedback about the employees' performance and can work alongside them to solve any problems. Employees should be compensated fairly and also allowed to work from home in order to ensure their mental health and well-being by avoiding the high chances of infection of the COVID-19. That being said, it is the goal of firms to provide the most profitable output while at the same time providing workers with a healthy work environment. It is highly significant because these safeguards will increase organizational performance by helping to improve workers' mental health, decrease the level of uninspired emotional well-being, and to help keep people from leaving their work. This also means that companies have to be responsible for the overall well-being of their employees as they must sustain the productivity of their workers.

This study is qualitative in nature and the findings of the study cannot be generalized as the samples selected do not represent the whole population. Managing time and appointments from the participants were also challenging. Further study can be done by including more samples from different fields. It could also do a cross-cultural comparative study ahead. A quantitative study can be done in future to investigate the causal effect relation by using the questionnaire survey and hypothesis development. However, the study's findings can draw the attention of both employees and employers for understanding the facts and taking possible corrective measures.

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Appendix: List of Participants in In-depth Interviews

SL/Code	Participants' details	Date
P1	CEO of Software Developing Company operating in Malaysia based on Singapore with 15 years working experience.	11/12/2021
P2	Head of operation, Advertisement Agency in Malaysia based on Canada with 14 years working experience.	12/12/2021
P3	Branch Manager of a Bank operating in Malaysia based on Hong Kong with 13 years working experience.	22/12//2021
P4	Fashion Designer & Entrepreneur based on Malaysia with 15 years working experience.	10/01/2022
P5	CEO of a Malaysian Construction Company with 15 Years working experience.	12/01/2022
P6	Manager of local insurance company based on Malaysia with 10 years working experience.	16/03/2022