

The Impact of Work from Home (WFH) on Employee's Satisfaction and Work Performance
during Pandemic in Mining Sector

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Project Paper Submitted in Partial Fulfilment of the Requirements
for the Degree of Master of Business Administration
Universiti Tun Abdul Razak

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DECLARATION

I hereby declared that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declared that it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



Signature :

Name :

Date :

ACKNOWLEDGEMENT

I want to thank some people who had helped me finish my research. This research wouldn't have been possible without their help and hard work. I am very thankful to Assoc. Prof Farhana Newaz, my lecturer that had helped me a lot with the project by giving me advice and supporting me the whole time. She encouraged and guided me when I was unsure about what to do for my research paper.

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LIST OF ABBREVIATIONS

SPSS Statistics Package for Social Science

WFH Work from Home



Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

The Impact of Work from Home (WFH) on Employee's Satisfaction and Work Performance during Pandemic in Mining Sector

By

Azlinda binti Ali

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This study used a quantitative method to determine the relationship between independent variables, such as work from home factors, and dependent variables, such as work performance and job satisfaction, among mining sector employees. Mediating factor of work performance will connect the independent and dependent variables, thus it will presence explains the relationship between them. Employers can use the results of this study to determine the effectiveness of work-from-home arrangements for their employees in order to improve employee job satisfaction and performance. A total of 101 people from various departments within the mining sector took part in this survey. The researcher distributed 152 questionnaire sets to respondents, however only 101 completed surveys were returned. The questionnaire contains 75 items that have used five-point Likert scale. The statistical package for social science (SPSS) version 23.0 was used to evaluate each hypothesis. Each hypothesis was tested using Statistics Package for Social Science (SPSS) version 23.0. The data was analysed using descriptive and inferential statistics, such as correlation and regression. Four hypotheses were formed to perform the inferential analysis to determine the relationship between independent variables, mediating variables and dependent variables. The results of the study showed that three factors which is work performance and job satisfaction is positively related to work from home.

CHAPTER 1

INTRODUCTION

The main objective of this research is to scrutinize the association linking telecommuting models of work, job satisfaction, and workforce effectiveness in the mining sector of Malaysia. This chapter begins with a comprehensive overview of the study, which includes the problem statements and research background, as presented by the researcher. The researcher is currently undertaking further investigation with the aim of elucidating the objectives, research questions, and research hypotheses of the study. The current chapter will come to a conclusion by providing an explicatory account of the research's importance. This research endeavor holds the potential of yielding valuable insights into the correlation between home-based work and job satisfaction, as well as the impact on performance efficiency of mining personnel.

1.1 BACKGROUND OF THE STUDY

The phenomenon of COVID-19, a novel coronavirus, evinced a swift and extensive transmission across the globe in the early stages of 2020. In consequence, the World Health Organization (WHO) categorized it as a pandemic on March 11th, 2020 (WHO). The emergence of the virus was initially reported in China, and it has subsequently gained recognition as a formidable health menace on a global scale (Wang et al, 2020). As of January 30th, 2020, the virus had disseminated to more than 150 countries, resulting in the deaths of over 8000 individuals while concurrently affecting numerous others in a brief time frame (Gostin, et al. , 2020). The viral infection has been found to result in mortality rates ranging from 1-2% in regions such as New York, northern Italy, and Spain, while certain genetic strains have been identified to cause fatalities of 4-6% (Szabo, 2020), as reported in academic literature. "Due to the outbreak of the virus, society has exhibited heightened levels of fear, stress and anxiety. " The impact of pandemics has been established, as evidenced by the disruptive effects that the Avian and Pandemic Influenza of 2004 had on the United States, Australia, and the global community at large (Taylor et al. , 2008). The Covid-19 pandemic has seemingly inflicted detrimental effects on our existence in manifold manners. Numerous measures for controlling the spread of COVID-19 have been implemented by virtually every country's governing administration globally. Numerous measures aimed at limiting the spread of diseases have been implemented, comprising travel bans, quarantine protocols, isolation procedures, and social

distancing measures. In addition, a number of activities have been subjected to restrictions in terms of their organization. The closure of national borders has led to a shift in work arrangements within organizations and ministries. Specifically, 30% of employees are allowed to work from designated office spaces, while the remaining 70% are required to work remotely. Due to the global outbreak of the novel coronavirus, known as Covid-19 (WHO, 2020), all governments, including Malaysia, have mandated that individuals work from home beginning in mid-March 2020, with the exception of frontline personnel. To mitigate the transmission of Covid-19, a significant number of personnel have commenced telecommuting from their respective residences. The Prime Minister of Malaysia officially declared a Movement Control Order commencing on the 18th of March 2020 and concluding on the 3rd of May 2020. This measure was enforced to curb the spread of the COVID-19 pandemic within the country. During the period of Movement Control Order, employers have begun to adopt the practice of enabling their employees to work remotely from home.

The phenomenon of Working from Home (WFH) has been instituted in various sectors within the Malaysian industry, such as telecommunications, human resources, academia, insurance, marketing, among others. Working From Home (WFH) refers to a work arrangement in which employees undergo a shift from their physical presence in a traditional workplace to a state of mind, utilizing laptop and technological resources to perform their assigned tasks. It is commonly acknowledged that employees do not necessarily need to physically report to their place of work. With the advancement of information technology, the option of working from home (WFH) has emerged as a feasible and efficient means of establishing a productive work environment without the necessity of physically attending a workplace (Mohammad Shahid & Shareena, 2020).

The sectorial classification pertaining to organizations engaged in the conveyance of iron ore shipments to the Asian continent is commonly referred to as the mining industry. The utilization of the Strait of Malacca, located to the western region of Malaysia, to enhance the efficiency and effectiveness of global logistics arrangements. The utilization of an 800-kilometer channel as an export platform serves to reduce transportation distances and enables the entry into the Chinese market on equitable terms with competing Australian entities. The forthcoming establishment of a port terminal and distribution centre equipped for the storage of 35 million metric tons of iron ore in Teluk Rubiah, situated in the Malaysian jurisdiction of Perak, will result in advantageous outcomes for the company.

The extractive industry is characterized by a high degree of risk and significant potential hazards for both human personnel and the environment. It is imperative for all personnel working in mining operations, including those employed in administrative and technical positions, to regularly report to their respective offices on a daily basis. Both job positions require employees to work on-site. The routine inspection regimen necessitates the daily dispatch of skilled personnel to the work site. The COVID-19 pandemic instigated modifications in the work patterns of employees. As a precautionary measure to mitigate the spread of the COVID-19 virus, employees occupying administrative positions have been mandated to work remotely from home while individuals in technical roles have been assigned duty shifts on site as determined by a carefully crafted schedule in order to curtail the incidence of infection. The reduction in the number of individuals visiting the site is anticipated.

Understanding the relationship between employee experience, job satisfaction, and work performance levels during telecommuting is of paramount importance, as this marks the inaugural implementation of remote work. According to Brooks' (2014) investigation, corporations such as Sony and Dell actively encourage telecommuting and consistently search for individuals who exhibit a willingness to perform off-site work.

"Remote work arrangements prove beneficial for enterprises with a strong focus on technology-based and computer-oriented operations. " Insufficient research has been conducted on the challenges associated with remote work, particularly with regards to impacts on job performance and employee satisfaction in the mining industry amidst the COVID-19 pandemic. The nature of mining activities entails a significant level of risk. Thus, the motivation system utilized by mining organizations differs greatly from those used in other industries. Given these differences, conducting research on factors that motivate employees and their levels of satisfaction becomes essential for effective management, particularly when employees are working remotely.

The findings of Janovac et al. (2018) suggest that substandard levels of performance may be attributed to employee dissatisfaction, which can ultimately yield deleterious consequences for the success of a business. Moreover, discontented and demotivated individuals are prone to committing errors and mistakes in the workplace, which may potentially result in catastrophic outcomes for the organization.

The discourse pertaining to the Malaysian mining industry with regards to remote research work is scarcely and restrictively addressed. The mining industry is comprised of a myriad of intricate equipment, components, and interrelated systems, rendering it a multifaceted sector.

The primary objective of this research is to present empirical evidence regarding the correlation and impact of remote working arrangements on employee incentivization factors with respect to job contentment within the premises of Perak mining company, Sibelco Malaysia.

1.2 PROBLEM STATEMENT

In contemporary times, customer service has emerged as the most extensively teleworked employment within diverse industries. The sectors of carrier, computer program development, and telecommunications were among the commercial entities that marketed this flexible mode of employment. The present study found that the collection of information and subsequent inquiry were the predominant activities performed through teleworking arrangements in the banking and financial sector. Conversely, teleworking arrangements in the printing and publishing industry were primarily limited to sales and data processing tasks. Despite evidence suggesting the benefits of remote work for both employees and managers, companies that necessitate their staff to be physically present, such as mining corporations, are unable to implement work-from-home policies. In the mining industry, it is customary for company representatives to provide their workforce with individual maintenance routines. In adherence to these routines, workers are obliged to conduct inspections of machinery and equipment in the designated locations. The scheduling and planning of supportive exercises is accomplished with the objective of mitigating operational and resource hazards, thereby preventing adverse incidents associated with maintenance operations, irrespective of whether the shutdowns are classified as either effective or conditional in nature.

In accordance with government guidelines, superfluous instructions were created. Thusly, the support segment ensures that all governing officials need not physically go to a central office location. The labor force will operate exclusively from the confines of their respective residences. However, for employees with specialized skills, it is still mandatory to physically report to the workplace, albeit under a reformative obligation scheme.

Since the implementation of remote work for employees in 2019, it remains crucial to ascertain

the impact of this novel approach on work performance and employee satisfaction.

This study endeavors to investigate the impediments posed by remote work on job performance and employee satisfaction in the context of the mining industry.

1.3 RESEARCH OBJECTIVE

The appropriateness of remote work for all occupations warrants contemplation. The International Labour Organization (ILO) deems approximately 18% of the global workforce to possess roles deemed conducive to remote work within domiciliary settings, provided that the resources and infrastructure exist to facilitate this work mode. The implementation of work-from-home strategies entails a joint responsibility between employers and employees, requiring collaborative efforts on both sides for successful outcomes to be achieved. In the context of completing tasks within the parameters of domestic arrangements, it is imperative that both employers and employees exhibit qualities of practicality, adaptability, and mutual respect towards one another's situations. Working from home not only benefits managers in meeting the operational demands of both employees and clients, but also presents valuable advantages to the employees themselves, including increased work-time flexibility, diminished work-related pressures on their personal lives, reduced occupational stress, and relief from the logistical pressures of the "school run", all while avoiding the peak hours of commuting. These factors collectively contribute to achieving job satisfaction. The indispensable information was obtained through a rudimentary survey rooted in previously conducted research, conducted in the scrutinized region of Perak. The reactions gathered from a mining company were collated through the medium of online survey dissemination.

The objective of this study is to investigate the impact of implementing a work-from-home arrangement on the performance and job satisfaction of employees in the mining industry during the current pandemic.

The selection of the mining industry as the subject of investigation was based on its rarity of research studies that are focused on intricate sectors, necessitating the physical presence of personnel at work sites. Typically, organizations invest a greater amount of resources into research within their respective industry sector.

The present discourse is predicated upon B's published work. An examination of the industry sectors in New Zealand was conducted in 2018 to determine which divisions were most adequately equipped for remote work. This investigation aimed to identify the workforce segments capable of successfully performing their duties while working from home. Olsen et al. conducted this comprehensive overview. These comprise of individuals who belong to the communications and technology, financial, administrative, professional, and public services domains. The findings of the study indicate that the mining industry has a percentage of 28% employees who possess the capability to work remotely from their respective homes.

Chart 1: Working from home easier for some industries

Estimated % of employees who can work from home



Based on 2018 Business Operations Survey shares

Other than that, mining segment related with tall duty, as workers must go underground to perform obligations which is very challenging, considering the hazard variables related with it. Subsequently, having propelled workers might truly be of significance to the industry and it was chosen.

There's moreover a room for extra inquire about into the relationship between work from domestic course of action, work fulfillment and execution level of the

representatives and making a difference the company to comes out with distant better, stronger arrange to meet the representative needs in future in case this work from domestic course of action will be permanently actualized.

Other than that, this consider too makes a difference to pick up a better and improved understanding of working from home, with an accentuation on a mining organization segment. The goals of this inquire about are:

- To assess the degree of employee satisfaction during a period of remote work in a mining organization.
- The present study addresses the evaluation of work performance amongst employees of a mining organization during the work from home period.
- The objective of this study is to discern the correlation between the level of job satisfaction and work performance of employees within a mining organization during remote work arrangements.

The present investigation aims to provide valuable insights into the impacts of work from home patterns on work performance and employee satisfaction within the mining industry. The findings of this study will enable organizations to better comprehend the challenges associated with remote work arrangements while navigating the current widespread context. In addition, it would also facilitate the organization in generating improvements to enable telecommuting as an alternative work approach for employees who need not be present at the physical location.

1.4 RESEARCH QUESTIONS

This study intends to examine the characteristics of motivated individuals who work remotely from their homes and the ways in which this dynamism has an impact on their performance levels. This study aims to investigate the impact of work from home arrangements on achievement and implementation, and the interdependence of these two factors. Nowadays, a growing number of companies are opting to employ a remote workforce. However, certain

companies remain hesitant to adopt this working arrangement due to concerns regarding the impact it may have on their business. The principal aim of this study is to ascertain the performance of employees in the context of telecommuting following the introduction of a remote work policy within the organization.

As this represents an initial foray into remote work arrangements for company employees, it is crucial to comprehend the impact that such arrangements have on workforce members.

- How happy are employees when they work from home.
- How well do employees work when they work from home.
- Does having good internet connection affect how happy and productive employees are when working from home.

When addressing the mining sector, it is imperative to acknowledge the presence of certain constraints that require consideration. This pertains specifically to the integral component of machinery and equipment that is inherent to this industry.

Quality of Work and Plan

As the representatives are compelled to balance their responsibilities between remote work and on-site attendance, there is a considerable likelihood that work productivity will be affected due to an inadequate labor force. If a greater amount of time is allocated to the completion of a task, it can be inferred that the resulting output will be of inferior quality, thereby adversely impacting the work's overall quality.

Safety and Machinery

In the context of sAFETY, it is imperative that workers who are operating on-site and facing technical malfunction or conducting evaluation, must necessarily be present at the location in order to ensure physical inclusion. Conducting reviews through external frameworks within the confines of one's residence is deemed insecure and imprecise. It is possible for the workers of an organization to encounter insecure lines that are susceptible to hacking. The confidential data of the organization may also be susceptible to risks.

1.5 SIGNIFICANCE OF THE STUDY

A significant number of individuals pursue the concept of remote work. For multinational corporations, it is imperative to conduct in-depth research on the subject matter and assess its impact on varying enterprises.

This stimulates contemplation of how individuals perform their work in the absence of their formal occupational setting. It is imperative to conduct an inquiry into the ramifications of the COVID-19 outbreak on individuals who are actively involved in remote work, as this will furnish managers with significant discernments on how to adeptly administer this circumstance. The aim of this study is to examine the techniques employed by individuals when executing their occupational responsibilities while working from home in the context of the COVID-19 pandemic.

The aim of the current research is to examine how the outbreak of the COVID-19 pandemic has affected the mining industry in the Perak region. The current investigation aims to explore the implications of remote work on the productivity of mining personnel, with emphasis on determining the presence of either favorable or unfavorable outcomes. This study seeks to ascertain plausible avenues for enhancing the ability of mining professionals to operate from their place of domicile with optimal efficiency.

The majority of individuals employed in the mining industry are unable to engage in remote work. Certain employees are required to travel to the mining location. In order to facilitate a greater portion of the mining industry workforce to work remotely, it is imperative that meticulous and comprehensive planning is executed. Strategies must be formulated to enable on-site personnel to seamlessly integrate with the remote workforce.

The enhanced job satisfaction of workers is positively correlated with their increased job performance and a heightened sense of motivation to complete their assigned tasks. This would be advantageous for the organization from a business standpoint. The present investigation aims to scrutinize the results, observations, and recommendations pertaining to the subject matter under investigation. The implementation of this strategy will enable maintenance personnel to discern the efficacy of the novel operational methodology.

The findings of this study provide potential benefits in enhancing the efficacy of mining firms' motivation methodologies so as to spur better work performances from their personnel.

1.6 THE ORGANISATION OF THE STUDY

The present study is structured into five distinct sections, as enumerated herein. The inaugural chapter elucidated the essence and objectives of the research in question. The present chapter endeavors to explicate the problem that the aforementioned parties aim to address. This passage discusses the discourse on the objectives, inquiries, and significance of a research endeavor.

Chapter 2 examined literature pertaining to the impact of remote work on job performance and satisfaction across different organizations.

The present investigation concerns Sibelco Malaysia Sdn. , a corporate entity operating in Malaysia. The organization with the abbreviation "Bhd. " is to be reformulated in a more formal and academic manner. Tapah, Perak is the location in question. This chapter encompasses a myriad of intellectual propositions, empirical investigations, systematic observations, and informed conjectures.

Chapter three expounded on five distinct elements, namely: the strategic formulation of research design, selection of the study population, collection of data, identification of the research topics, and analysis of the acquired information. The conclusions drawn from the study were based on the systematic gathering, scrutiny, and discourse surrounding the information.

In the fourth chapter, the researcher discussed the findings and outcomes obtained from the study. The individual engaged in a scholarly pursuit conducted experiments to validate their hypotheses and subsequently engaged in discussions to disseminate their findings.

Chapter five of the research manuscript presents the significant findings derived through the exploration conducted by the researcher. The researchers additionally engage in dialogue regarding the potential implications of their findings and potential issues associated with their investigation. Subsequently, the investigator provided recommendations for future investigations.

Finally, the enumeration of references and supplementary data is appended.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The COVID-19 pandemic has necessitated expeditious and considerable modifications in operational procedures for numerous enterprises worldwide. The COVID-19 pandemic has a profound impact on both organizational entities and individuals, occurring in multifaceted manners. Nonetheless, the present investigation will exclusively investigate the impact of the virus on enterprises. The present study aims to examine the effects of remote work on job performance and job satisfaction among employees. Specifically, the study will investigate the influence of working from home on the ability of employees to carry out their duties optimally and their levels of contentment during work.

The COVID-19 pandemic has had a significant impact on both individuals and businesses. This study solely concerns the impact of COVID-19 on enterprises. In efforts to deter the spread of the highly contagious COVID-19 virus, individuals have resorted to telecommuting as a proactive measure to mitigate the risk of exposure and contracting the disease. Several scholars argue that this has yielded substantial benefits. The aforementioned technology has also been employed in the context of disaster preparedness. This passage highlights two primary sources of information, namely the work of Belzunegui-Eraso and Erro-Garcés (2020) and that of Ferreira and colleagues. In the year 2020, Brynjolfsson and his research associates posited a statement. Prior to the onset of the COVID-19 pandemic, a notable proportion of individuals--15%--who participated in surveys conducted within the United States reportedly engaged in remote work arrangements to some extent. This phenomenon can be attributed to the multitude of alterations that occurred with regards to individuals' employment locations at the outset of the pandemic.

As a result of the COVID-19 pandemic, there are certain factions that contend that the implementation of telecommuting, allowing employees to work from their homes one or two days per week, would prove advantageous. Several prominent corporations, namely Amazon, Facebook, HubSpot, Microsoft, Slack, and Twitter, have analyzed the impact of the COVID-19 pandemic on virtual work. The intention of the individuals in question is to persist in conducting virtual work in a post-pandemic context. There exists a possibility whereby alterations may be made to the frequency and degree of adaptability exhibited. Several corporations, including Netflix's high-ranking executive, have expressed their dissatisfaction with the work-from-home arrangements and expressed an eagerness to return to the traditional workplace.

Post-pandemic, certain vocations traditionally confined to on-site operations, such as construction, real estate, mining, and public services, will still implement a degree of remote work. Amidst the ongoing pandemic situation, there is a discernible increase in the number of individuals opting to work remotely from their homes, particularly within the domains of healthcare, education, and entertainment sectors. It is posited that the current observed levels are greater than those prior to the pandemic.

In his scholarly article, Barrero elaborates on the growing acceptance of remote work amidst the COVID-19 pandemic. This trend has been motivated by positive personal experiences, resource allocation by organizations, and a perceptible reduction in the stigma associated with it. During the COVID-19 pandemic, it was noted by researchers that certain occupations and industries faced greater challenges in transitioning to remote working arrangements compared to others.

Subsequently, we shall examine the existing scholarly research and antecedent investigations to elucidate the influence of remote work arrangements on employee contentment and productivity. I apologize, regrettably, there is no given text to be paraphrased in an uncomplicated language. Could you kindly furnish the text which necessitates simplification in an academic manner. According to the work of Saludin and Hassan (2012), it was suggested that.

The mining industry researcher conducted an observational review to investigate employees' remote work practices.

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2.1.1 WORKING ENVIRONMENT

Increasingly, enterprises globally are implementing adaptable employment schemes in response to societal transformations, such as diversified career paths aligned with gender and age. In contemporary times, labourers have the ability to utilise technology to facilitate remote work and flexible working hours. This facilitates individuals in achieving work-life balance.

The practice of flexible working is one in which an organization exhibits a willingness to accommodate differing work schedules and locations, as well as varying approaches to task completion. Flexible working is a phenomenon that allows personnel to configure their work schedules in such a way that they can accommodate extraneous personal obligations and commitments. Typically, this occurs during pre-designated time intervals.

There exists a divergence of opinion regarding the nature of this occupation, with certain individuals holding the belief that it represents an emerging professional role linked to novel technological advancements, whereas others contend that its cloud-based nature renders it a remote occupation that can be carried out from virtually any location. According to certain scholars who specialize in the study of labor, there exists a belief that the discussion surrounding telecommuting is no longer deemed critical. Telework, akin to operating from a physical office or working remotely online, is identified as a distinct form of employment. According to certain authorities, this is a plausible viewpoint. The present discourse pertains to an event that transpired in the calendar year of 2016. Individuals are advised to allocate equitable attention to both their professional and personal endeavors. Numerous factors may influence the output and efficiency of the workforce according to Hafeez and Akbar (2015).

2.1.2 JOB SATISFACTION

According to Kaliski in 2007, when a person feels good about the work they do, we call it job satisfaction. People often think that it's strongly connected to doing well and feeling happy. Being happy with your job means doing something you like, doing it really well, and getting a good reward for your hard work. Job satisfaction means how much a person likes and enjoys their job. Being happy with your job is important because it helps you achieve success, make money, grow, and feel satisfied with your life.

It is important to consider different ways of working, especially in jobs where things need to be fixed or looked after, to make sure employees have a good balance between work and their personal life and can work better. This will be done by figuring out whether flexible working arrangements make employees happy at work.

2.1.3 WORK PERFORMANCE LEVELS

According to James (2016), working like this helps employees have more choices. This is good because they can take care of their own stuff while doing their job at the same time.

Miles (2016) from the CIPD says that bosses can keep their staff safe when they work flexibly by treating them well and making some rules, like giving them all the stuff they need to work and making them feel supported. All of these things could affect how motivated and satisfied employees feel at work, and how well they perform.

2.2 THEORETICAL FOUNDATION

The theoretical framework is a summary of the entire research. This study looks at how working from home affects job performance and how happy people are with their work. We made a plan to see if our research was working. We used information from other research papers to decide what things to measure. In this article, the main ideas are work performance and job satisfaction. They are things that are affected by other factors. When you work from home, there are different things that can affect your work. These include your workspace, how much motivation you have, how well you communicate with others, how good your work is, and how you manage stress. All of these things will be looked at to see how well you do your job. The workers manage to do their job from home. Connectivity will act as a middleman to help explain the relationship between two things.

2.3 EMPIRICAL RESEARCH

Before COVID-19, working from home was something only big companies offered to some employees as a special benefit. It was a good option because it gave people more freedom and privacy. But now, because of the pandemic, lots of people are working from home all the time. The COVID-19 started chaos in everybody's daily life, including business, education, and the economy.

Right now, many companies are letting their employees work from home. A study was done in Canada to find out if people who work from home during the pandemic are happy with their jobs. The study showed that people generally liked working from home, but there were some things that still needed to be improved to make them even happier. So, we can say that working from home can be okay if people have the right tools and feel supported. This should help them do well at their job.

2.4 PROPOSED CONCEPTUAL FRAMEWORK

Usually, companies that are more focused on management might allow employees to work from home. This study is looking closely at a company that mines things. Usually, workers from mining companies go to the work site to do their job. They regularly check and fix machines and equipment. When the MCO began, the company told the administrative employees to work from home. The technical employees had to switch between working at the office and working from home every other week.

We need to find out how employees do their work when they work from home, after two years of following the rules about it.

The researcher suggests that the things that make people work from home better are things like their work area, how motivated they are, how well they communicate, how good their work is, when they work, how safe their equipment is, and how they handle stress. In addition, work performance will act as a mediator. The things that affect how happy workers feel about their job are the independent variables.

The conceptual framework diagram as per below:

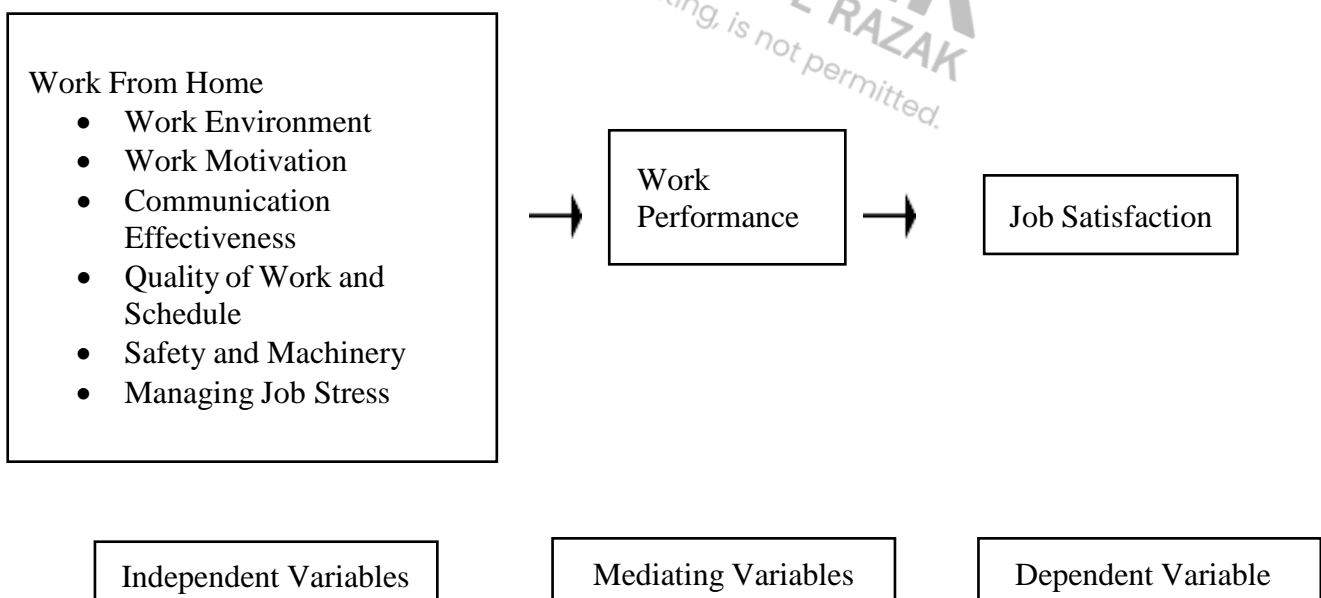


Figure 2.4. Theoretical framework of the independent variables and dependent variables with mediators

2.5 HYPOTHESIS DEVELOPMENT

The present study considers work from home arrangements as the dependent variable, while the employee's work performance and job satisfaction are conceptualized as the independent variables. The present study will employ connectivity as a mediating variable.

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK FROM HOME ARRANGEMENT

Spector (1997) posits that work satisfaction materializes when individuals exhibit a profound affection towards their occupation. Individuals' attitudes towards their jobs can vary considerably. While some individuals derive a sense of fulfilment and significance from their vocation, others may find it unappealing and require self-motivation to carry out their professional duties. The empirical research of Hyman and Summers (2004), Igbaria and Guimaraes (1999), as well as Baltes, Briggs, Huff, Wright, and Neuman (1999), suggest that the implementation of flexible working arrangements has a beneficial impact on the level of happiness experienced by employees. Consequently, teleworking employees are expected to augment their work output, productivity, and self-assurance, resulting in an improvement in the overall work quality, and increased levels of job satisfaction amongst the workforce. Given the foregoing, the present investigation has posited the hypothesis that a substantial association exists between telecommuting arrangements and employee job satisfaction.

THE RELATIONSHIP BETWEEN EMPLOYEE WORK PERFORMANCE LEVEL AND WORK FROM HOME ARRANGEMENT

According to Odembo (2013), employee performance pertains to the extent to which existing employees are capable of aligning their competences, skills, and objectives with those of the organization, thereby enabling them to fulfil the desired outputs. Consequently, the presence of a committed and passionate team fosters job fulfilment and enables the attainment of outcomes that not only meet but may also surpass expectations. According to Shaffril and colleagues (2010).

Employee performance can be conceptualized as the capacity and inclination of an employee to exert maximal effort and achieve optimal outcomes in their job duties, specifically when they experience satisfaction and contentment with their work. This study posits that a noteworthy correlation exists between the level of work performance exhibited by employees and the arrangement of work-from-home.

THE MEDIATING EFFECT OF INTERNET CONNECTION

Another pivotal concept that has been examined concerning the correlation between telecommuting arrangements, job contentment, and job efficacy pertains to the availability and quality of internet connectivity. The ability to perform work from home is contingent upon the provision of a reliable internet connection. A reliable and efficient connectivity is a prerequisite for seamless operation within a home-working environment. Moreover, the research indicated that the advantageous correlation between telecommuting and job productivity is moderated by the availability and quality of internet connectivity.

WORK FROM HOME ARRANGEMENTS

The final parameter examined in this inquiry pertains to adaptable job provisions, specifically with respect to remote work arrangements. The prospects of working from home as an independent variable hold considerable potential for enhancing employee performance beyond prior levels. This is primarily due to the fact that a contented workforce proactively contributes to the accomplishment of organizational objectives. According to Beauregard and Henry (2009), the practice of remote work is not a novel concept for large corporations such as Google or organizations with an administrative orientation. The implementation of a work-from-home policy has the potential to enhance employee performance and productivity. However, such an arrangement is atypical in the maintenance sector, as employees must physically visit the worksite in order to conduct comprehensive inspections of their work. The objective of this investigation is to examine the potential correlation between work from home arrangements and the levels of job satisfaction and work performance, in order to determine any significant findings.

H1: Work from home factors will have positive impact on employee's work performance

H2: Employee's work performance will have positive impact on employee's job satisfaction

2.6 SUMMARY OF CHAPTER 2

Chapter 2 furnishes a comprehensive examination of antecedent scholarly contributions concerned with remote work arrangements and their implications for employee consequences, encompassing the association between performance standards and occupational contentment. The present chapter focuses on the construction of a theoretical framework, which is built upon the problem statement and objectives of the study. This academic endeavor seeks to establish a solid base for the subsequent research analysis.

The primary objective of this empirical investigation is to engage in a methodical examination of pertinent literature, concentrating on previous studies. The findings of the present inquiry will facilitate the discernment of areas necessitating enhancement and unveil the approach taken by the prior investigation concerning the subject matter under investigation in the present study.

The current chapter is dedicated to the development of a theoretical framework that is primarily informed by the problem statement and research objectives expounded upon in the current investigation. Before presenting the proposed conceptual framework, an exhaustive examination of relevant literature pertaining to the research aims and inquiries was conducted to preclude erroneous interpretations of data. Furthermore, a conceptual framework has been formulated to examine the interconnections among the variables or concepts integrated within the model.

The present study aims to examine the contribution of previously conducted research to the body of knowledge, thereby emphasizing the significance of its results. Throughout the process of empirical inquiry, concerted endeavors are undertaken in order to acquire a deeper understanding of the methods employed in research practices. The understanding outlined herein establishes the fundamental basis for constructing a robust theoretical framework that encompasses sophisticated notions aimed at achieving research goals and outcomes.

The current investigation has been supported by a robust conceptual framework that has been informed by previous research endeavors of significant magnitude.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The adeptness of a researcher in possessing the essential competencies of data acquisition, analysis, and selection is paramount. The capacity of a researcher to elucidate the relevance of the amassed data and aptly convey the underlying concept to the intended audience is of utmost significance. The principal objective of the current investigation was to evaluate the effects of remote work on job performance and employee contentment within the mining sector amidst the pandemic. The researchers deployed a survey instrument to gather data from the employees working in the mining sector, as a part of their research endeavor. The questionnaire mentioned above holds significant value in identifying the potential obstacles faced by employees while working remotely during the pandemic.

3.2 RESEARCH DESIGN

This investigation employs a quantitative approach wherein hypothesis testing is utilized to examine the causal connection among the identified variables in a statistically significant manner. The present investigation will employ the survey method as a means to explore the nexus between the independent, dependent, and mediating variables. In this study, surveys will be disseminated among personnel employed in the mining industry, and the resultant data will be utilized as a distinct source of information. The proposed questionnaire design will comprise multiple inquiries for each variable. The questionnaire is designed to be structurally segmented into various sections, thereby facilitating an enhanced comprehension of the challenges that employees encountered during the pandemic. In this study, SPSS software was utilized for the analysis of 100 surveys that were collected. Within the scope of this research endeavor, it has been determined that Google Forms offers unparalleled utility as an efficacious instrument for developing a comprehensible and user-friendly survey. The questionnaire was structured by organizing it into three distinct variables, each containing multiple items to be meticulously analyzed.

3.3 STUDY POPULATION AND SAMPLING PROCEDURES

The term "population" is commonly used to denote a group of individuals who exhibit one or more shared attributes delineated as pertinent to a particular study. Creswell (2005) is cited as the author in this reference. The focus demographic of this study encompasses executives and managers who are employed in remote work arrangements.

The mining industry. The sampling process was executed by means of invitations disseminated through electronic mail. Gender parity was observed in the distribution of participants, with equal representation of male and female respondents. The survey instrument will be distributed among employees who are working remotely from their respective homes.

The statistical analysis procedure encompassed a tripartite sequence, which employed the Statistical Package for the Social Sciences (SPSS) software. The initial stage entailed an assessment of the demographic composition of the individuals who provided responses. A reliability analysis was carried out on each variable obtained during the second stage of the analysis to assess the precision of each variable.

The present study employed SPSS software to ascertain Cronbach's coefficient alpha, coupled with conducting descriptive statistics and correlation analyses. Such a measure determines the strength of positive correspondence exhibited by the variables. During this stage of the analysis, an examination was conducted on the hypothesized relationships presented in the conceptual model.

3.4 DATA COLLECTION METHOD

A research methodology utilizing a quantitative approach with rigorous causal inference was implemented to determine the magnitude and statistical significance of independent variables on the outcome of dependent variables. An online questionnaire was administered to a cohort of employees in the mining sector in Perak for the purpose of data collection. Given that the participants of the survey have previous exposure to telecommuting and exhibit the proficiency to execute remote work tasks, one can reasonably conclude that they possess the requisite infrastructure to obtain internet connectivity. Thus, to facilitate the distribution of the questionnaire, it was electronically disseminated through the internet. To obtain suitable study participants, distribution of the questionnaire link shall occur through social media channels and electronic mail transmission.

In accordance with the primary objective of this investigation, the most effective methodologies for scrutinizing the accumulated data involve the utilization of descriptive-analytical and inferential statistical techniques. The aim of this study was to scrutinize the effectiveness of labor practices within the mining industry amidst the current global health crisis. The author of the study depicts the original data utilizing descriptive statistics. In addition, the utilization of inferential statistics empowers the researcher to extrapolate beyond the immediate observations. In this study, inferential statistics were employed by the researcher to determine the attitude of employees towards remote work. The current investigation employed inferential statistical methods to examine the perceptions of employees pertaining to work arrangements conducted remotely. The utilization of descriptive statistics involves the portrayal of the incidences within the obtained dataset. The current manuscript provides a summary of the format of the survey questionnaire, which is outlined in a tabular configuration as depicted subsequently. Determining the optimal sample size recommendation was the primary focus of this study.

In order to achieve an academic tone, it is imperative to adopt a scholarly style when rephrasing this text. The questionnaire shall be divided into distinct categories to facilitate data stratification. The first segment of the questionnaire, denoted as Part A, will encompass a meticulous outline of the participant, while the subsequent portions of the survey will concentrate on derived variables.

The participants' responses were assessed utilizing a 5-point Likert scale, which yielded the subsequent outcomes:

1 = strongly disagree; 2 = disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC PROFILE

Please tick in the selected answer.

Age

- 25-30 years
- 31-35 years
- 36-40 years
- 41-45 years
- 46 and above

Gender

- Male
- Female

SECTION B: MY CURRENT WORK SITUATION

Organisational Level

- Upper
- Middle
- Lower

Job Requirement

- Administrative Department in office
- Technical work in site

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Maximum Working Hours Per Day

- Less than 6 hours
 - 7 hours
 - 8 hours
 - 10 hours
 - 12 hours
 - More than 12 hours
- | |
|--|
| |
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| |

Preferred Workplace

- Home
 - Office
 - Hybrid
 - Others
- | |
|--|
| |
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| |
| |

Before the Covid-19 virus, how many days per week did you work from home, either part-time or full-time or hybrid?

- I have never experienced working from home
 - Less than one day
 - One day
 - Two days
 - Three days
 - Four days
 - Five days
 - Six days
 - Seven days
- | |
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Do you work from home since the declaration of the pandemic Covid-19 virus?

- Yes, I only work from home since then
 - Yes, I sometime work from home (Hybrid)
 - Never
- | |
|--|
| |
| |

SECTION C: JOB SATISFACTION

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

JOB SATISFACTION							
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly	Agree	Agree	Neutral	Disagree	Strongly	Disagree
	1	2	3	4	5	1	2
Most days I am really enthusiastic about my work	1	2	3	4	5		
I find real enjoyment in my work everyday	1	2	3	4	5		
I am satisfied from the recognition and reward I get for good work	1	2	3	4	5		
I am satisfied from the chances of promotion in my working place	1	2	3	4	5		
I am satisfied with the jobscope of my work	1	2	3	4	5		

SECTION D: JOB PERFORMANCE

1. Very Unsatisfied 2. Unsatisfied 3. Neutral 4. Satisfied 5. Very Satisfied

JOB PERFORMANCE						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Very	Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
	1	2	3	4	5	1
Family task sometimes interferes with my ability to perform job-related duties	1	2	3	4	5	
I am efficient in my job while working from home	1	2	3	4	5	
Working from home will allow me to do my tasks in my own schedule.	1	2	3	4	5	
I am more productive when I work from home.	1	2	3	4	5	
I am self-motivate and more productive when I work from home.	1	2	3	4	5	
In my opinion, higher management can manage accountability of employees work from home	1	2	3	4	5	
In my opinion, organization can survive with work from home employees	1	2	3	4	5	
Work from home will lead unproductive employees	1	2	3	4	5	

Work from home causes lack of communication between employer and employees					
--	--	--	--	--	--

WORK FROM HOME FACTORS

SECTION E: WORK ENVIRONMENT

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

WORK ENVIRONMENT						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My workstation is completely shared with family members or other non-coworkers.	1	2	3	4	5	
I personally arrange my workspace without the intervention of my company	1	2	3	4	5	
I am satisfied very comfortable in my home physical workplace	1	2	3	4	5	

SECTION F: WORK MOTIVATION

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

WORK MOTIVATION						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My employer pays me salary without fail while keeping me safe from COVID-19 infection	1	2	3	4	5	
My employer allows me to arrange my working Schedule by myself.	1	2	3	4	5	
My employer permits me to work independently without their frequent supervision	1	2	3	4	5	
I can work more effectively since I don't have to travel to work.	1	2	3	4	5	
I am satisfied with the working jobscope	1	2	3	4	5	

SECTION G: COMMUNICATION EFFECTIVENESS

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

COMMUNICATION EFFECTIVENESS						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Low productivity caused by poor communication that happen among employees	1	2	3	4	5	
Face-to-face communication is less efficient as online communication	1	2	3	4	5	
The more money spent on internet communication, the more efficient the process becomes.	1	2	3	4	5	
I'm comfortable dealing with my colleagues virtually	1	2	3	4	5	
Working from home allows more efficient contact with superiors.	1	2	3	4	5	

SECTION H: QUALITY OF WORK AND SCHEDULE

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

QUALITY OF WORK AND SCHEDULE						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
I don't like duty roster in my work schedule while working from home and site	1	2	3	4	5	
My daily work progress is affected with the less team on site due to team rotation	1	2	3	4	5	
My work progress is much slower and less efficient when working from home	1	2	3	4	5	

I need more time to complete my daily tasks when working from home	1	2	3	4	5
--	---	---	---	---	---

SECTION I: SAFETY AND MACHINERY

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

SAFETY AND MACHINERY						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly	Agree	Agree	Neutral	Disagree	Strongly
	Disagree	Disagree	Agree	Agree	Neutral	Strongly
My role needs me to be physically involved at site	1	2	3	4	5	
I can perform inspection remotely from home and virtual machinery checking	1	2	3	4	5	
I feel more safer to work from home	1	2	3	4	5	
I feel the system and data adequately protected while working from home	1	2	3	4	5	

SECTION J MANAGING JOB STRESS

1. Never 2. Rarely 3. Sometimes 4. Frequently 5. Always

MANAGING JOB STRESS					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Never	Rarely	Sometimes	Frequently	Always
	I spend too much time for my work while working from home	1	2	3	4
I feel exhausted working from home compare working in office	1	2	3	4	5
It is difficult to maintain emotional control while working from home	1	2	3	4	5

SECTION K: CONNECTIVITY

1. Unstable 2. Rarely 3. Sometimes 4. Frequently 5. Stable

INTERNET CONNECTION					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Unstable	Rarely	Sometimes	Frequently	Stable
Connectivity will limit me from performing my technical responsibility	1	2	3	4	5
My works is definitely dependent on my internet connection	1	2	3	4	5
I am discouraged to attend online meeting if I have poor internet connectivity	1	2	3	4	5

SECTION L: VIRTUAL PLATFORM USED

HOW MUCH DO YOU USE EACH SYSTEM AT HOME?					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Less than 5	>5	6-10	10-15	More than 20
Company Shared Folder					
Zoom					
Microsoft Teams Meeting					
DWG Software Application					
GED Software Application					

SECTION M: ONLINE PLATFORM USED BY ORGANIZATION FOR WORK AT HOME

Choose the relevant answer(s)

Please tick / in the selected answer.

Social media applications that are being used by organization for official tasks.

- WhatsApp
- Telegram
- Facebook Messenger
- Instagram
- WeChat
- Line

Virtual meeting platforms are being used by organization for official meetings and discussions.

- Microsoft Teams
- Facetime
- Cisco WebEx
- Google Meet
- Zoom
- Google Hangouts
- Skype

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3.5 OPERATIONALISATION AND MEASUREMENT

3.5.1 INDEPENDENT VARIABLES

3.5.1.1 WORK FROM HOME ARRANGEMENTS

It is postulated that workers are increasingly inclined to seek employment with organizations that offer a pliant work milieu and timetable. The implementation of a flexible schedule can serve as a means for employees to easily integrate their personal and professional pursuits, resulting in a lessened prevalence of work-family conflicts.

The aforementioned capability facilitates individuals' adeptness in efficiently regulating their personal and occupational domains whilst simultaneously elevating their work output.

3.6 DEPENDENT VARIABLE

3.6.1 WORK PERFORMANCE LEVEL

Based on an essay authored by Bailey (2012), it has been indicated that the particular vocation in question exhibits a higher degree of output efficiency and operational effectiveness as compared to its conventional office-based counterparts. A more current publication by the British School of Economics and Political Science (2016) aligns with Bailey's assertion that past investigations have indicated telecommuting to be more advantageous in terms of employee productivity compared to working in a traditional office setting. The observed discrepancy between the aforementioned studies may imply that remote work arrangements offer a transitory alternative with comparatively lesser lasting advantages in contrast to the previously ascertained research findings. The selection of the work site by an employee has been identified by Morganson et al (2010) as having significant implications and variations with respect to employment related factors.

Lewis and Humbert (2010) suggest a focus on the implementation of the contemporary working style rather than solely on adhering to flexible working regulations for businesses.

3.6.2 JOB SATISFACTION

The overall positive disposition of an employee with regards to their work environment is directly linked to their level of job satisfaction. The aforementioned experience can be categorized as cognitive in character, pertaining to the evaluation and understanding of stimuli, as well as affective in nature, involving emotional responses to the stimuli. Extensive inquiry has been conducted within this particular sphere, and assessments of contentment have displayed disparate outcomes dependent upon the gauge utilized, whether appraised by emotions or cognizance of labor (Hulin, 2003). Job satisfaction pertains to an analysis of the work environment, the caliber of an individual's professional life, and the significance that the employee assigns to their work experience. Tomažević and J Seljak (2014) elucidate a scholarly discourse.

3.7 DATA ANALYSIS TECHNIQUES

The questionnaire shall be formulated by utilizing pertinent elements of previous research questionnaire with the incorporation of certain alterations.

- 1) The study employs descriptive analysis techniques, specifically mean, median, mode, percentages, frequency, and range, to summarize and portray the data.
- 2) The research methodology implemented in this study involves conducting inferential analysis through the employment of correlation, regression, and analysis of variance techniques.

3.7.1 DESCRIPTIVE ANALYSIS TECHNIQUES

The employee demographic segment of Sibelco Malaysia Sdn. holds significance in the organizational context. The present study employs Bhd, an organization based in Tapah, Perak, which is primarily engaged in maintenance services and currently operating remotely, as a representative sample. Through the implementation of close-ended questioning techniques, the researcher is able to gain insight into the respondent's work performance level and level of job satisfaction. This information allows for a determination of how working from home impacts the individual and aids in defining the respondent impact.

The present study employed a descriptive analysis technique to elucidate respondent characteristics. Specifically, a close-ended question was utilized to solicit opinions, traits, and behaviors, as well as attitudes toward the posed inquiry.

3.7.2 INFERENCE ANALYSIS TECHNIQUES

The present investigation employed a quantitative causal approach to evaluate the impact and statistical relevance of independent variables on dependent variables in order to fulfil its research aims. In order to present and analyze the results and findings of the survey, the researcher will utilize a table. The present study employed inferential statistical techniques with the objective of answering research inquiries through the collection and examination of a representative sample data. The results were subsequently synthesized to provide a summary of the findings. To procure data, online surveys were disseminated amongst the staff members situated in Perak. Given that the surveyed individuals are empowered to work from their residences, it is plausible to hypothesize their possession of internet connectivity. Consequently, the survey instrument was disseminated and rendered readily available through online channels. Consequently, the sampling methodology was specifically tailored towards individuals possessing access to internet connectivity and possess acquired prior experience undertaking remote work owing to the widespread outbreak of the coronavirus pandemic in the year 2019. In order to collect responses, the questionnaire was disseminated through social media channels. A measuring instrument known as a 5-point Likert scale was employed to quantitatively assess participants' responses, which were subsequently evaluated in accordance with established criteria.

1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

After the exclusion of invalid and missing responses, a total of 101 reliable and valid responses were systematically chosen and subjected to further evaluation.

3.8 SUMMARY OF CHAPTER 3

The focal point of the current chapter pertains to the formulation of research design in concurrence with the research topic under investigation. The process of gathering, measuring, and analyzing data will be conducted in accordance with the established conceptual framework. This chapter elaborates on the particulars pertaining to the study population and the sampling protocols. This encompasses pertinent information pertaining to the sampling criteria, justification for participant selection, geographic scope of the sampling region, and the methodology utilized during the sample procurement procedure. Furthermore, a comprehensive description of the data collection methodology has been presented to illustrate the dependability of the data obtained, and the manner in which each variable in the study was gauged, taking into account three fundamental elements, namely independent variables and dependent variables. The present section elaborates on the data analysis methodologies that have been implemented in this study with the aim of achieving the research goals.

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CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter delineates the outcomes of a research project in a sequential order. Firstly, a comprehensive depiction of the participants' characteristics is presented, followed by an exposition of the research findings. This study successfully attained six distinct research objectives. Initially, the research aims to investigate the extent to which employees are content during the remote working phase within a mining organization. Secondly, the aim of this study is to analyze the degree of work performance exhibited by employees of a mining organization during the work from home (WFH) period. Thirdly, the objective is to discern the correlation between telecommuting and job satisfaction among employees. Subsequently, the aim is to ascertain the correlation between telecommuting and the job productivity of workers. Finally, an examination of the correlation between remote work and individuals' levels of satisfaction and job performance will be conducted, with a focus on the mediating factors involved.

The present chapter is structured into two distinct sections for analytical purposes. Firstly, the descriptive analysis of the characteristics of the respondents will be presented. Secondly, the inferential analysis will be categorized into two distinct types, specifically the correlation analysis and the regression analysis. The findings of this inquiry are displayed in tabulated form. Ultimately, this section culminates with the final inference of the research.

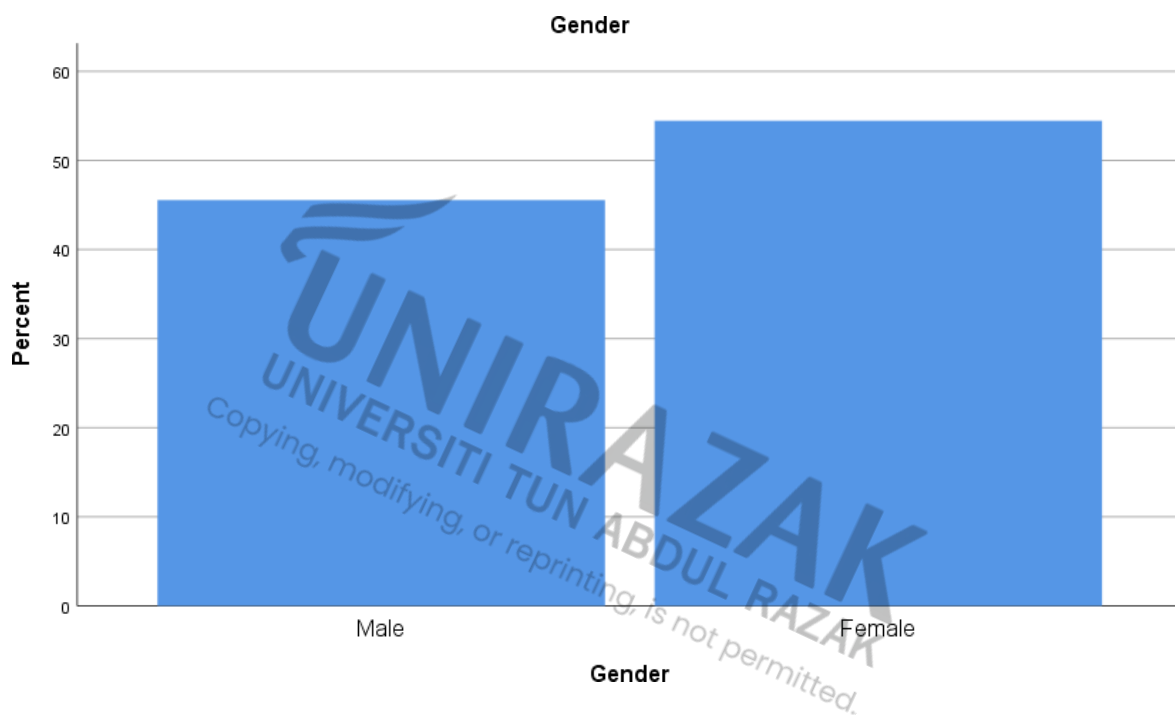
4.2 DEMOGRAPHY OF RESPONDENTS

A systematic sampling approach was employed to select a total of 101 individuals from a mining corporation. Each participant was subsequently presented with a structured questionnaire that contained 75 inquiries, categorized into various sections based on the variables under study. The present study examined respondents' demographic characteristics, including age, gender, current employment status, professional background, and occupational preferences, by means of a structured questionnaire.

Table below shows the demographic results:

4.2.1 Gender

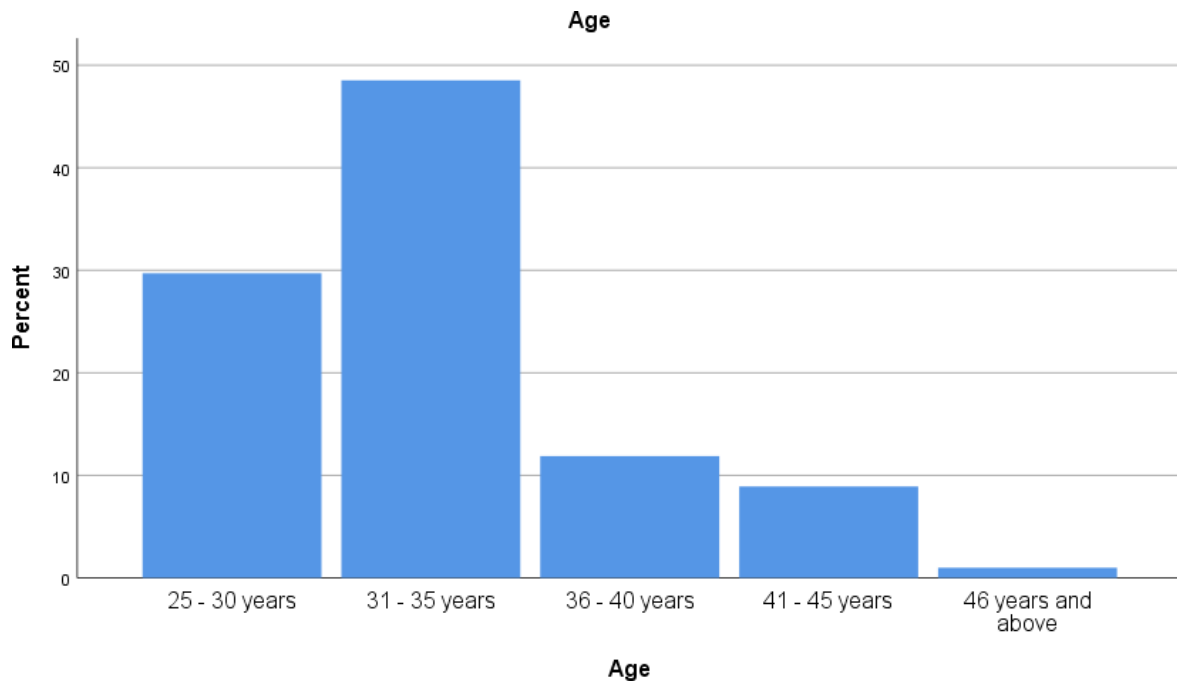
	Frequency	Percent
Male	46	45.5
Female	55	54.5



Graph 1

4.2.2 Age

	Frequency	Percent
25 – 30 years	30	29.7
31 – 35 years	49	48.5
36 – 40 years	12	11.9
41 – 45 years	9	8.9
46 years and above	1	1.0

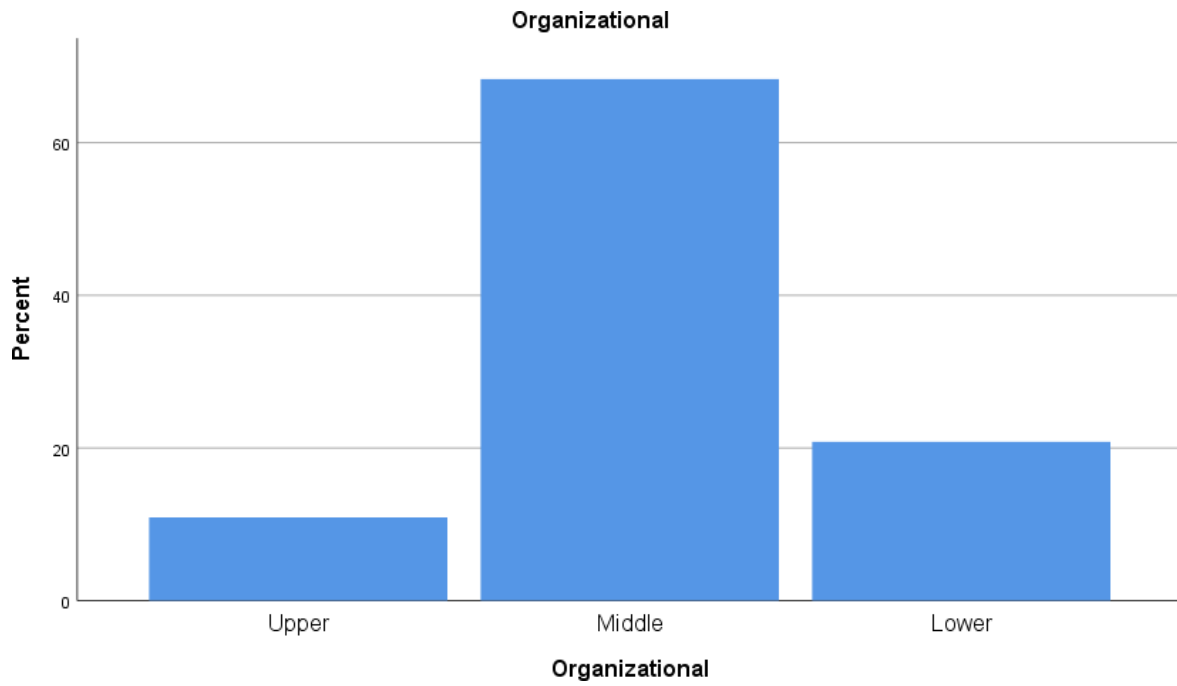


Graph 2

4.3 CURRENT WORK SITUATION

4.3.1 Organizational Level

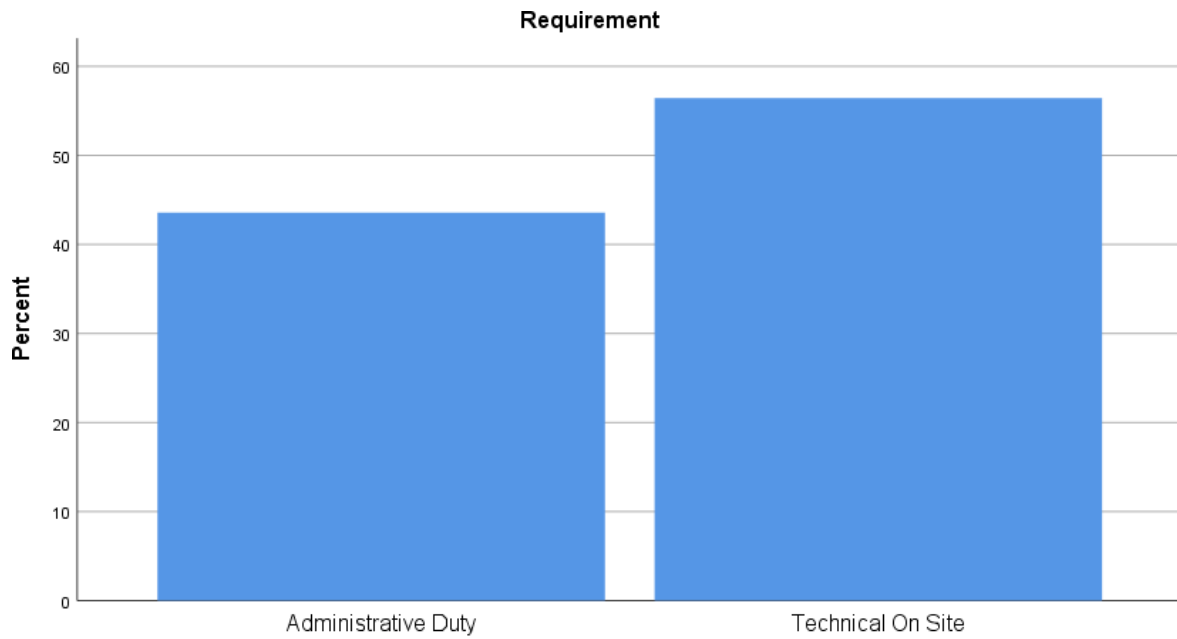
	Frequency	Percent
Upper	11	10.9
Middle	69	68.3
Lower	21	20.8



Graph 3

4.3.2 Job Requirement

	Frequency	Percent
Administrative Department in office	44	43.6
Technical work on Site	57	56.4

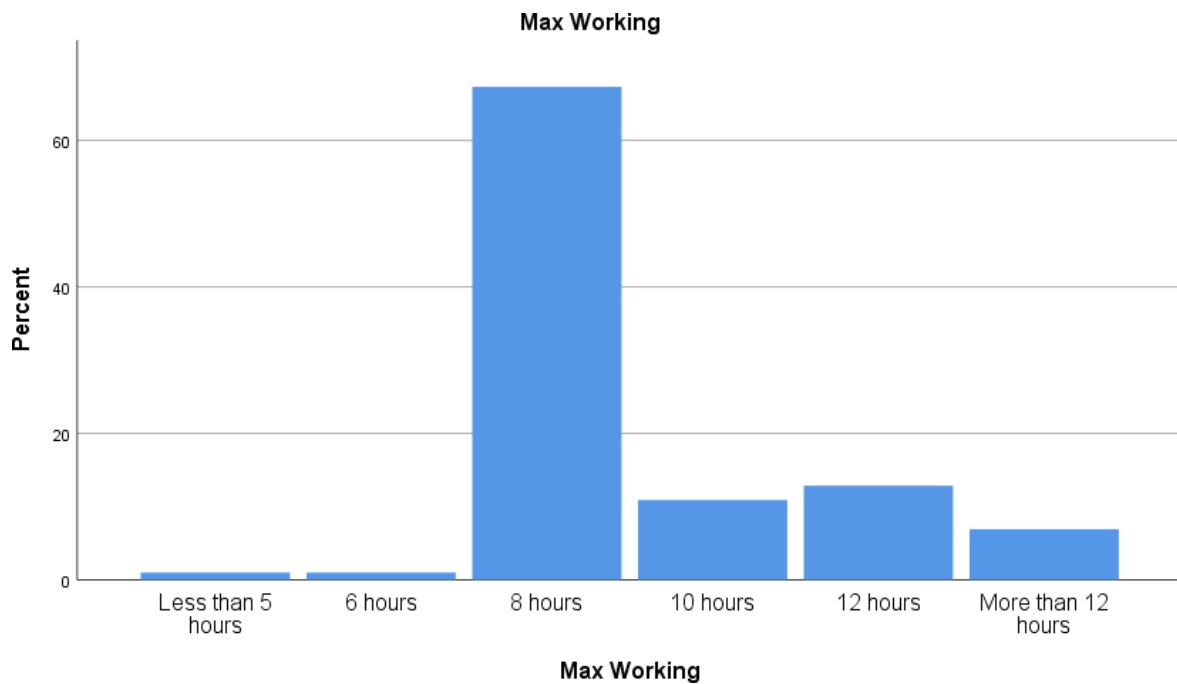


Requirement

Graph 4

4.3.3 Maximum Working Hours Per Day

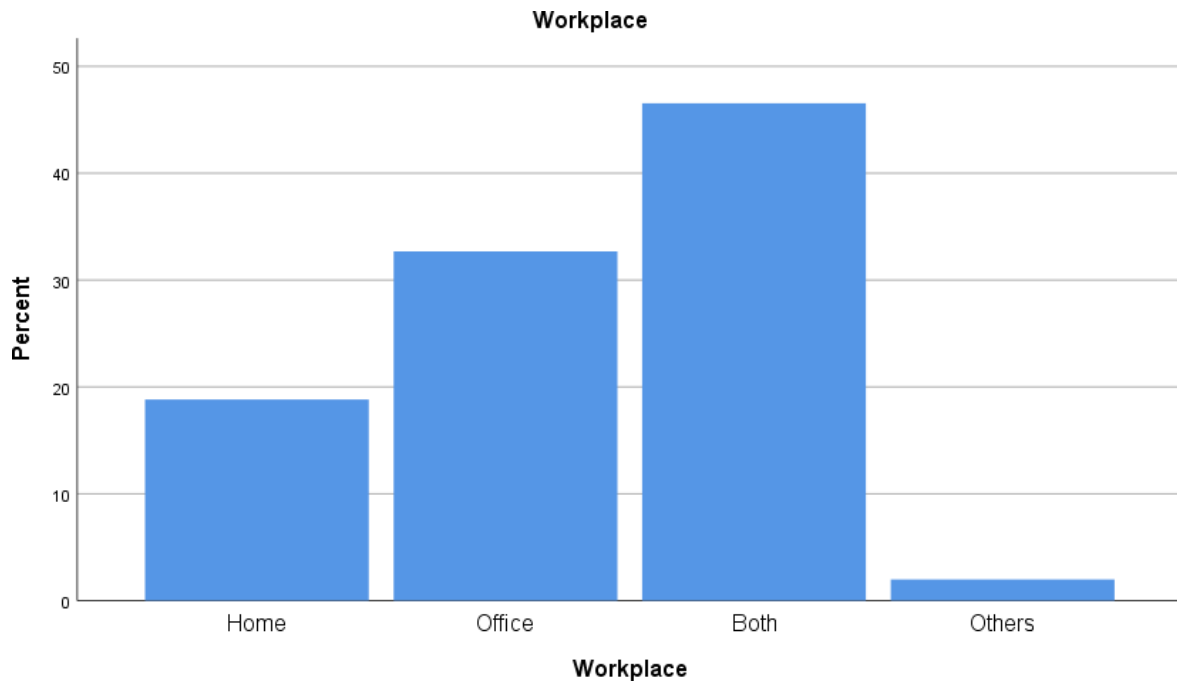
	Frequency	Percent
Less than 6 hours	1	1.0
6 hours	1	1.0
8 hours	68	67.3
10 hours	11	10.9
12 hours	13	12.9
More than 12 hours	7	6.9



Graph 5

4.3.4 Preferred Workplace

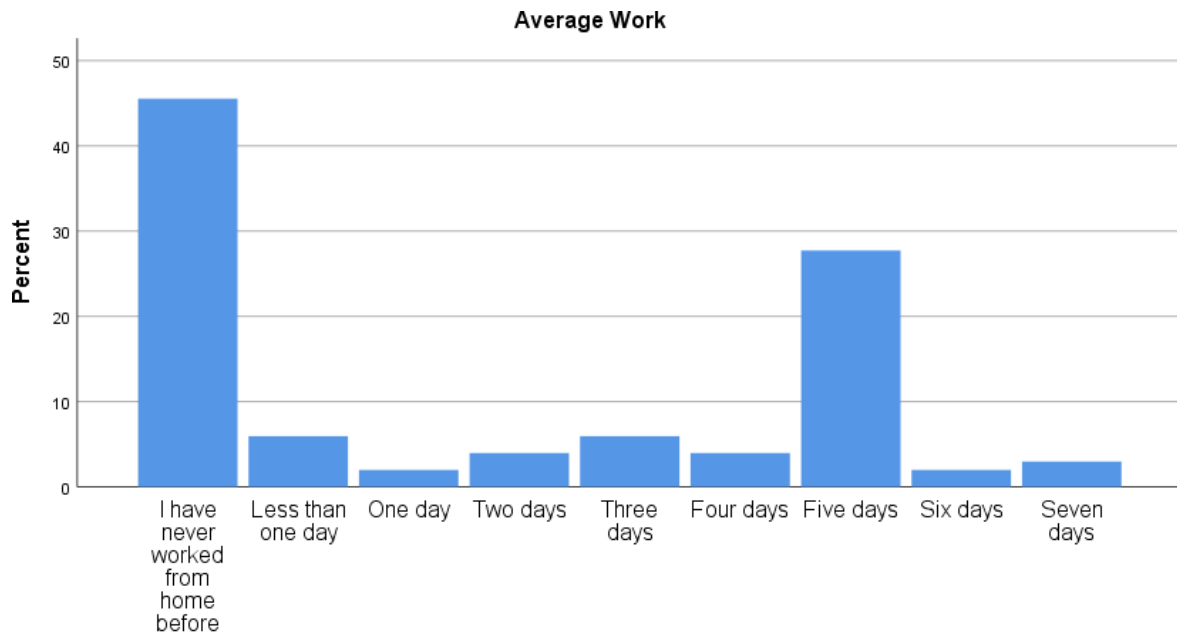
	Frequency	Percent
Home	19	18.8
Office	33	32.7
Hybrid	47	46.5
Others	2	2.0



Graph 6

4.3.5 Before the Covid-19 virus, how many days per week did you work from home, either part-time or full-time?

	Frequency	Percent
I have never experienced worked from home before	46	45.5
Less than one day	6	5.9
One day	2	2.0
Two days	4	4.0
Three days	6	5.9
Four days	4	4.0
Five days	28	27.7
Six days	2	2.0
Seven days	3	3.0

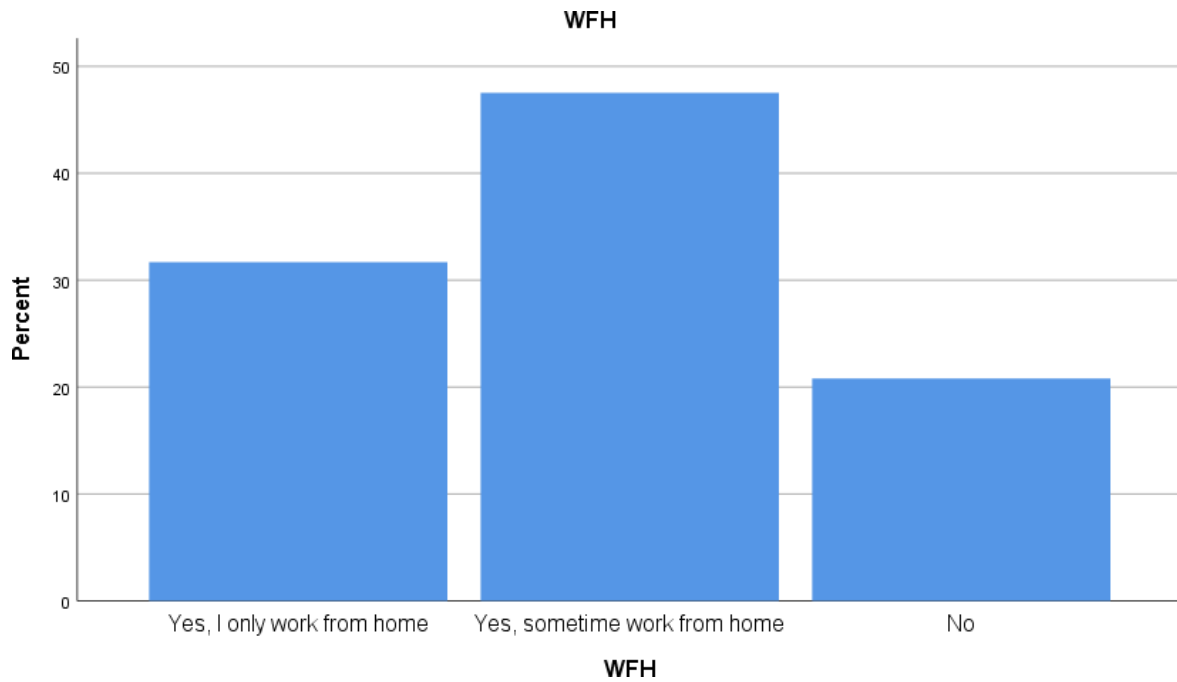


Average Work

Graph 7

4.3.6 Work from Home Since the Outbreak of The Covid-19 Virus

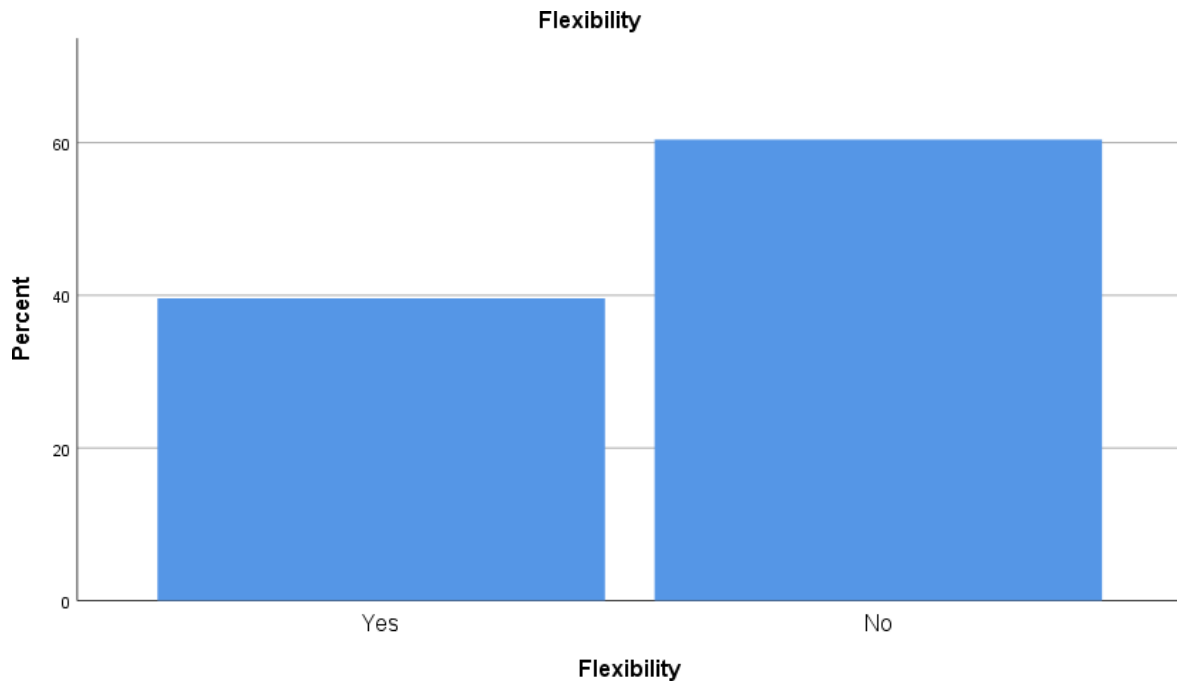
	Frequency	Percent
Yes, I only work from home since then	32	31.7
Yes, sometime work from home (Hybrid)	48	47.5
No	21	20.8



Graph 8

4.3.7 Flexibility to Work Remotely Before Pandemic

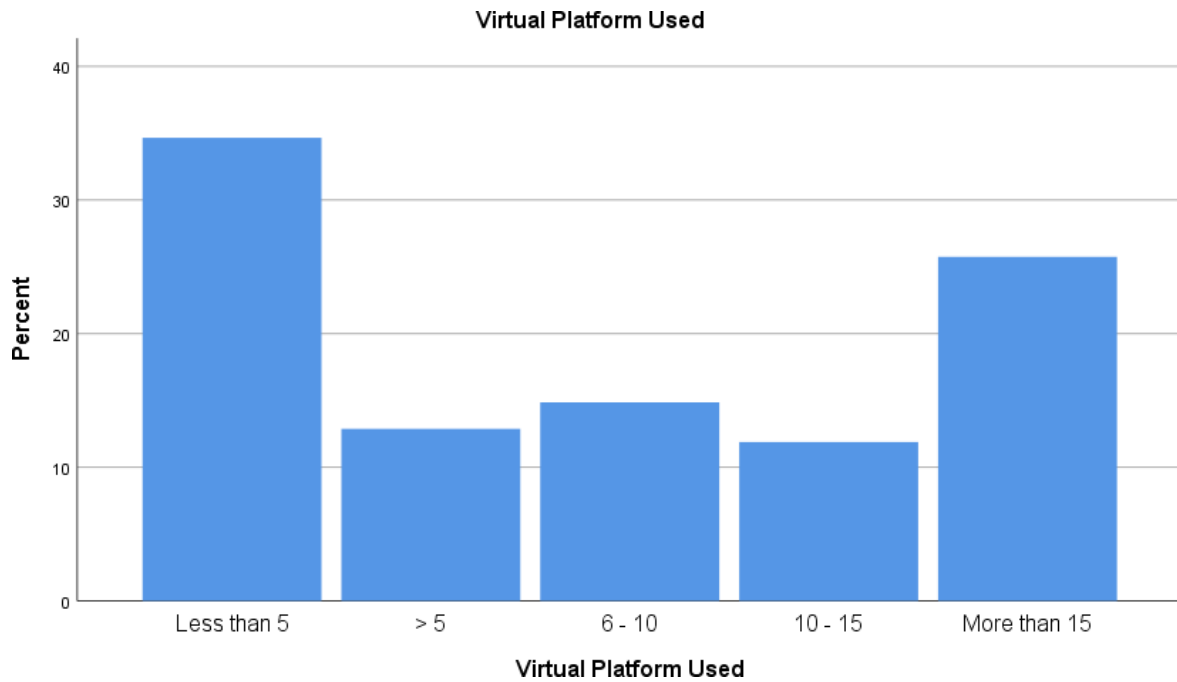
	Frequency	Percent
Yes	15	14.9
No	86	85.1



Graph 9

4.4 VIRTUAL PLATFORM USED

		Less than 5		> 5		6 - 10		10 - 15		More than 15	
		F	%	F	%	F	%	F	%	F	%
Company	Shared	35	34.7	13	12.9	15	14.9	12	11.9	26	25.7
Folder											
Zoom		53	52.5	9	8.9	14	13.9	8	7.9	17	16.8
DWG Software		68	67.3	9	8.9	12	11.9	6	5.9	6	5.9
Application											
GED Software		72	71.3	12	11.9	9	8.9	5	5.0	3	3.0
Application											



Graph 10

4.5 ONLINE PLATFORM USED BY ORGANIZATION FOR WORK AT HOME

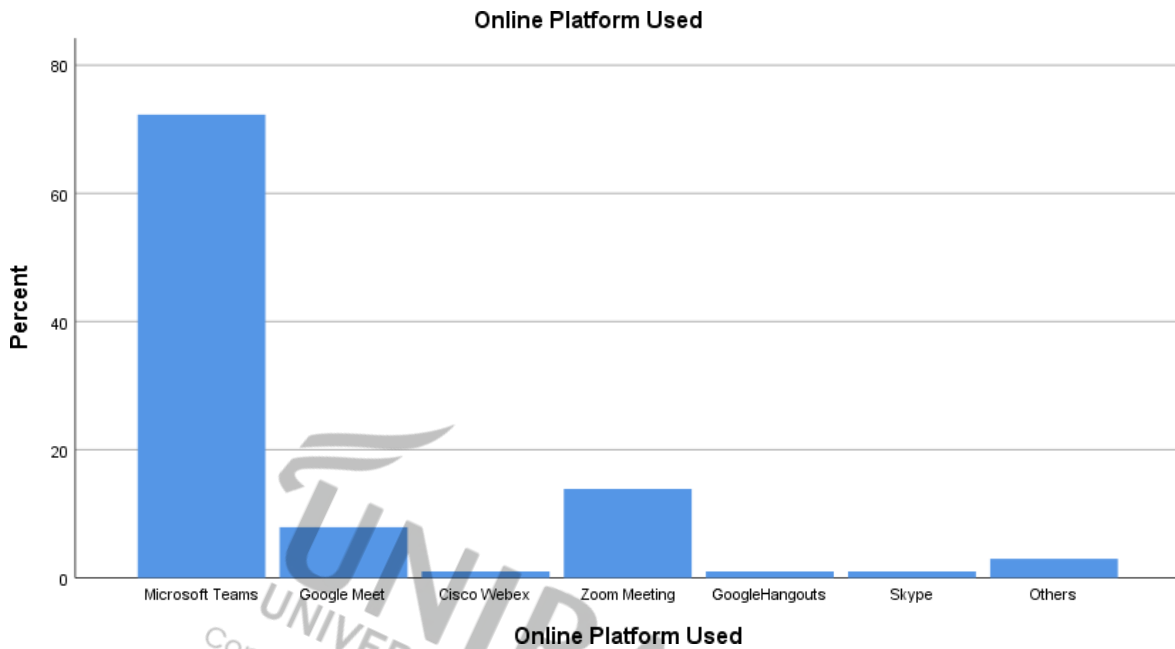
4.5.1 Social Media Application That Used by Organization for Official Task

	Frequency	Percent
WhatsApp	96	95.0
Telegram	3	3.0
Facebook Messenger	1	1.0
WeChat	1	1.0

4.5.2 Virtual Meeting Platform Used by Organization for Official Meeting and Discussion

	Frequency	Percent
Microsoft Teams	73	72.3
Google Meet	8	7.9
Cisco WebEx	1	1.0

Zoom Meeting	14	13.9
Google Hangouts	1	1.0
Skype	1	1.0
Others	3	3.0



Graph 11

In this study, 46% of the people were males and 55% were females. This information was used to describe the population being studied. 297 out of 100 people are between 25 and 30 years old. 485 out of 100 people are between 31 and 35 years old. And 119 out of 100 people are between 36 and 40 years old. For people who are between 41 and 45 years old, around 8.9 out of 100 are in this age group. And for those who are 46 years old, only about 1 out of 100 people are in this age group. The job needs skills for doing technical work on site 56.4% of the time, and administrative work 43.6% of the time.

Then, the researcher studies how the workers had to work during the pandemic and if there were any changes to their regular schedule. Before the pandemic, only 14 out of 100 employees could work from home. Only a few employees, specifically about 15 percent of them, can work from their homes. In addition, the researcher wants to know where people like to work the most. 188 out of 100 employees want to work from home all the time, while 32.7 out of 100 employees like working in the office. 5 percent of people chose to work at two jobs. Lastly the researcher also investigates on the virtual platform used and the frequency of each platform that being used.

4.6 RELIABILITY ANALYSIS

Variables	Cronbach's Alpha	N of items
Job Satisfaction	0.894	5
Employee's work performance	0.820	9
Work from Home		
Work Environment	0.736	3
Work Motivation	0.788	5
Safety and Machinery	0.717	4
Quality of Work and Schedule	0.865	4
Communication Effectiveness	0.714	6
Managing Job Stress	0.720	4
Overall Work from Home	0.707	26
Connectivity	0.806	3

Prior to conducting tests on the proposed hypotheses, an examination of the scales' reliability was conducted. The evaluation of reliability was conducted by means of Cronbach's α . According to Ho (2014), a reliability threshold for a scale is met when the Cronbach's alpha coefficient value for the corresponding construct is greater than 0.7. In the model proposed, all of the constructs are deemed reliable given that their respective Cronbach's α values exceed the threshold of 0.7. The Cronbach's test was employed to assess the internal consistency of the items measuring job satisfaction, work performance, and work from home factors, with the outcomes presented in the aforementioned table. A Cronbach's alpha coefficient of 0.7 or higher is deemed favorable by social scientists. The findings presented in Table 5 demonstrate that all variables possessed an alpha value exceeding 0.70. The findings demonstrate that all scales exhibited a high level of internal consistency, thereby demonstrating their reliability for use in research.

4.7 NORMALITY ANALYSIS

Variables	Skewness	Kurtosis		
	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	-.488	.240	.561	.476
Employee's work performance	.089	.240	-.481	.476
Work from Home				
Work Environment	-.422	.240	-.614	.476
Work Motivation	-.749	.240	1.401	.476
Safety and Machinery	-.022	.240	-.077	.476
Quality of Work and Schedule	-.070	.240	-.846	.476
Communication Effectiveness	-.328	.240	.176	.476
Managing Job Stress	.251	.240	-.882	.476
Overall Work from Home	.115	.240	.465	.476
Connectivity	-.367	.240	-.433	.476

From this table, what we can conclude is that the distribution is approximately symmetric as the overall work from home factors result is 0.115.

4.8 DESCRIPTIVE ANALYSIS

4.8.1 Job Satisfaction

No	Items	SD	D	N	A	SA	Mean	SD
C1	I find real enjoyment in my work everyday	1 (1.0)	0 (0.0)	28 (27.7)	49 (48.5)	23 (22.8)	3.72	.110
C2	Most days I am really enthusiastic about my work	2 (2.0)	1 (1.0)	31 (30.7)	43 (42.6)	24 (23.8)	3.85	.865
C3	I am satisfied from the recognition and reward I get for goodwork	3 (3.0)	9 (8.9)	19 (18.8)	43 (42.6)	27 (26.7)	3.81	1.027

C4	I am satisfied from the chances of promotion in my working place	5 (5.0)	10 (9.9)	21 (20.8)	42 (41.6)	23 (22.8)	3.67	1.087
C5	I am satisfied with the jobscope of my job	2 (2.0)	5 (5.0)	22 (21.8)	46 (45.5)	26 (25.7)	3.88	.920
Overall							3.83	.788

4.8.2 Employee's Work Performance

No	Items	VU	U	N	S	VS	Mean	SD
*D1	Family task some times interferes with my ability to perform job-related duties	17 (16.8)	28 (27.7)	28 (27.7)	22 (21.8)	6 (5.9)	3.28	1.159
D2	I am efficient in my job while working from home	2 (2.0)	16 (15.8)	27 (26.7)	34 (33.7)	22 (21.8)	3.57	1.062
D3	Working from home Will allow me to do my tasks in my own schedule	0 (0.0)	13 (12.9)	22 (21.8)	36 (35.6)	30 (29.7)	3.82	1.004
D4	I am more productive when I work from home	3 (3.0)	17 (16.8)	37 (36.6)	22 (21.8)	22 (21.8)	3.43	1.099
D5	I am self-motivated and more productive when I work from home	3 (3.0)	11 (10.9)	25 (24.8)	34 (33.7)	28 (27.7)	3.72	1.078
D6	In my opinion, higher management can manage accountability of employees working remotely	1 (1.0)	13 (12.9)	27 (26.7)	34 (33.7)	26 (25.7)	3.70	1.025

D7	In my opinion, organization can survive with work from home employees	3 (3.0)	8 (7.9)	31 (30.7)	29 (28.7)	30 (29.7)	3.74	1.064
*D8	Work from home will lead to unproductive workers	17 (16.8)	20 (19.8)	28 (27.7)	27 (26.7)	9 (8.9)	3.09	1.226
*D9	Work from home causes lack of communication between employer and employees	15 (14.9)	14 (13.9)	30 (29.7)	24 (23.8)	18 (17.8)	2.84	1.294

Overall

3.47 .715

* Negative items

4.8.3 Work from Home

a) Work Environment

No	Items	SD	D	N	A	SA	Mean	SD
E1	My workstation is completely shared with family members or other non-co-workers.	6 (5.9)	26 (25.7)	35 (34.7)	28 (27.7)	6 (5.9)	3.02	1.010
E2	I personally arrange my workspace without the intervention of my company	1 (1.0)	13 (12.9)	31 (30.7)	39 (38.6)	17 (16.8)	3.57	.952
E3	I am very comfortable at my work from home physical workplace	1 (1.0)	13 (12.9)	20 (19.8)	39 (38.6)	28 (27.7)	3.79	1.023

Overall**3.46 3.806**

b) Work Motivation

No	Items	SD	D	N	A	SA	Mean	SD
F1	My employer pays me a salary without fail while keeping me safe from COVID-19 infection	4 (4.0)	1 (1.0)	11 (10.9)	36 (35.6)	49 (48.5)	4.24	.971
F2	My employer allows me to arrange my working schedule.	3 (3.0)	3 (3.0)	17 (16.8)	34 (33.7)	44 (43.6)	4.12	.993
F3	My company permits me to work independently without supervision	4 (4.0)	4 (4.0)	19 (18.8)	30 (29.7)	44 (43.6)	4.05	1.071
F4	I can work more effectively since I don't have to travel to work.	3 (3.0)	4 (4.0)	38 (37.6)	24 (23.8)	32 (31.7)	3.77	1.038
F5	I am satisfied with the working jobscope	1 (1.0)	9 (8.9)	25 (24.8)	36 (35.6)	30 (29.7)	3.84	.987
Overall							4.00	.745

c) Safety and Machinery

No	Items	SD	D	N	A	SA	Mean	SD
*G1	My role needs me to be physically involved at site	15 (14.9)	10 (9.9)	27 (26.7)	36 (35.6)	13 (12.9)	2.78	1.238
G2	I can perform inspection remotely from home and virtual machinery checking	18 (17.8)	29 (28.7)	30 (29.7)	13 (12.9)	11 (10.9)	2.70	1.221

G3	I feel more safer to work from home	2	4	25	37	33	3.94	.957
		(2.0)	(4.0)	(24.8)	(36.6)	(32.7)		
G4	I feel the system and data adequately protected while working from home	1	6	23	43	28	3.90	.911
		(1.0)	(5.9)	(22.8)	(42.6)	(27.7)		
Overall							3.33	.803

* Negative items

d) Quality of Work and Schedule

No	Items	SD	D	N	A	SA	Mean	SD
H1	I don't like duty roster while working from home and site	16	17	34	28	6	2.91	1.150
		(15.8)	(16.8)	(33.7)	(27.7)	(5.9)		
H2	My daily work progress affected with the less team on site due to team rotation	16	14	27	34	10	3.08	1.230
		(15.8)	(13.9)	(26.7)	(33.7)	(9.9)		
H3	My work progress is much slower and lessefficient when work from home	26	26	18	22	9	2.62	1.318
		(25.7)	(25.7)	(17.8)	(21.8)	(8.9)		
H4	I need more time to complete my dailytasks when working from home	25	24	16	27	9	2.71	1.337
		(24.8)	(23.8)	(15.8)	(26.7)	(8.9)		
Overall							2.83	1.064

e) Communication Effectiveness

No	Items	SD	D	N	A	SA	Mean	SD
I1	Low productivity caused by poor communication that happens among employees	2 (2.0)	11 (10.9)	25 (24.8)	41 (40.6)	22 (21.8)	3.69	.997
I2	Face-to-face communication is less efficient as online communication	4 (4.0)	28 (27.7)	33 (32.7)	21 (20.8)	15 (14.9)	3.15	1.108
I3	The more money spent on online communication, the more efficient the process becomes	1 (1.0)	12 (11.9)	23 (22.8)	41 (40.6)	24 (23.8)	3.74	.986
I4	Smooth online communication depends on effective internet connection	0 (0.0)	3 (3.0)	11 (10.9)	39 (38.6)	48 (47.5)	4.31	.784
I5	Working from home allows more efficient contact communication with superiors	0 (0.0)	17 (16.8)	34 (33.7)	35 (34.7)	15 (14.9)	3.48	.944
I6	I am comfortable dealing with my colleagues virtually	1 (1.0)	14 (13.9)	30 (29.7)	32 (31.7)	24 (23.8)	3.63	1.027

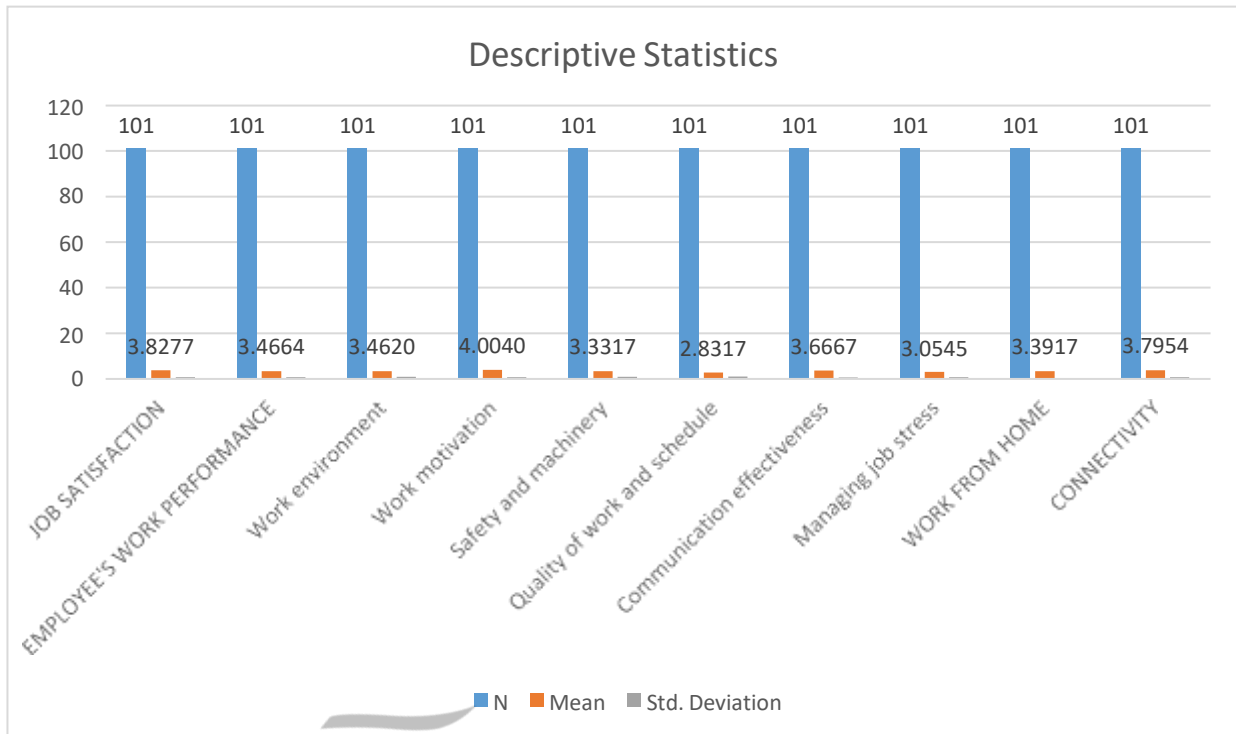
	Overall	3.67	.628
f)	Managing Job Stress		

No	Items	SD	D	N	A	SA	Mean	SD
*J1	I spend too much time	0	19	29	43	10		
	For my work while work	(0.0)	(18.8)	(28.7)	(42.6)	(9.9)	2.56	.910
	From home							
*J2	I feel exhausted working	11	24	32	27	7	3.05	1.108
	from home compare	(10.9)	(23.8)	(31.7)	(26.7)	(6.9)		
	working in office							
*J3	It is difficult to control	7	28	37	29	0	3.13	.913
	emotion control while	(6.9)	(27.7)	(36.6)	(28.7)	(0.0)		
	working from home							
J4	I am more focus on myjob	0	20	34	26	21		
	when work from home	(0.0)	(19.8)	(33.7)	(25.7)	(20.8)	3.48	1.035
	Overall						3.05	.734

* Negative items

g) Overall Work from Home

	Mean	SD
Work Environment	3.46	.806
Work Motivation	4.00	.745
Safety and Machinery	3.33	.803
Quality of Work and Schedule	2.83	1.064
Communication Effectiveness	3.67	.628
Managing Job Stress	3.05	.734
Overall (Work from Home)	3.39	.362



Graph 12

4.8.4 Connectivity

No	Items	SD	D	N	A	SA	Mean	SD
K1	Connectivity will limit me From performing my technical responsibility	0 (0.0)	6 (5.9)	36 (35.6)	39 (38.6)	20 (19.8)	3.72	.850
K2	My works definitely dependent on my internet connection	2 (2.0)	7 (6.9)	18 (17.8)	38 (37.6)	36 (35.6)	3.98	1.000
K3	I am discouraged to attend online meeting if I have poor internet connectivity	0 (0.0)	5 (5.0)	37 (36.6)	44 (43.6)	15 (14.9)	3.68	.787
Overall							3.80	.750

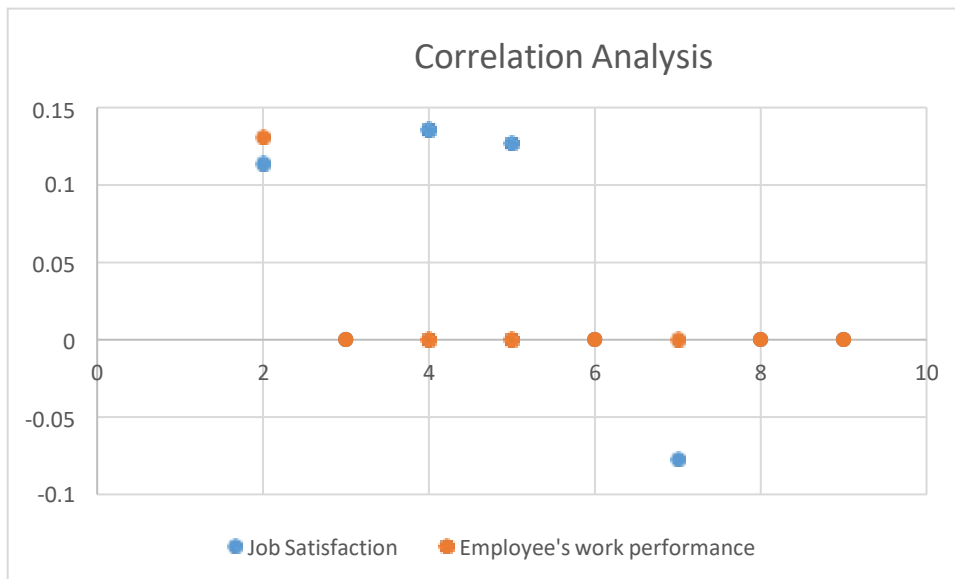
The variables attained were analyzed utilizing descriptive functions in an academic manner of writing. Subsequently, the comprehensive work-from-home parameters encompassing work milieu, advancement of work drive, assurance, equipment, work quality and timetable, efficiency in communication, and aptitude in job strain regulation have been collated in the aforementioned table. The normal distribution of the results can be attributed to the fact that all data points fall within the standard deviation range.

4.9 CORRELATION ANALYSIS

The exposition below is predicated upon the outcome of a correlation analysis of the dependent and independent variables within the present inquiry. The Pearson correlation coefficient was employed to ascertain the association between the two variables, as demonstrated below.

	Job Satisfaction	Employee's work performance
Work from Home		
Work Environment	0.114	0.131
Work Motivation	0.412**	0.499**
Safety and Machinery	0.136	0.402**
Quality of Work and Schedule	0.127	0.430**
Communication Effectiveness	0.276**	0.459**
Managing Job Stress	-0.077	-0.493**
Overall Work from Home	0.326**	0.406**
Connectivity	0.408**	0.256**

**p<0.01; * p < 0.05



Graph 13

This study considers a set of independent variables which pertain to various factors that impact work performance. These factors include the work environment, motivation, communication efficacy, work quality and schedule, safety and machinery, and the management of job-related stress. The table presented above depicts a favorable association between the reliant variable and each of the autonomous variables. The degree of correlation between individual independent variables and employee work performance as well as job satisfaction is discerned through the results of a correlation analysis. Such an analysis aids in establishing a quantitative understanding of the relationship among various factors related to employee work performance and job satisfaction. The results obtained from the assessment reveal a coefficient value of 0 for the correlation between job satisfaction and work performance. It has been observed that there exists a correlation of 0 between job satisfaction and work performance.

The present study reports that work performance as a mediator variable yielded a coefficient of 0.408 for job satisfaction and 0.256 for work performance.

Essentially, the independent variables of work environment, work motivation, safety and machinery, quality of work and schedule, communication effectiveness, and job stress management exhibit a favorable correlation with the dependent variable.

4.10 MULTIPLE REGRESSION

4.10.1 Work from Home Impact on Employee's Job Satisfaction

H1 Work from home factors will have positive impact on employee's job satisfaction

Model		Unstandardized		Standardized		t	Sig. P
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	1.671	.709			2.358	.020
	Work environment	-.022	.097	-.023		-.230	.819
	Work motivation	.423	.115	.399		3.674	.000
	Safety and machinery	.036	.101	.037		.356	.722
	Quality of work and schedule	.071	.079	.095		.892	.375
	Communication effectiveness	-.146	.139	-.116		-1.046	.298
	Managing job stress	.247	.120	.230		2.060	.042

a. Dependent Variable: Job satisfaction

R-square = 0.209, F (6, 94) = 4.128, Sig. F = 0.001

The present table displays that the Linear Regression Coefficient reveals a statistically significant relationship between the dependent and independent variables. The degree of correlation is proportional to the proximity of the figure to unity: specifically, the closer the figure is to 1, the stronger the correlation. With respect to variability, the numerical value of 94 can be equated to $R^2 = 0.209$, or 21%, signifying that 21% of the individuals in the sample are of the belief that there exists a correlation amid the considered variables within the population.

4.10.2 Work from Home Impact on Employee's Work Performance

H2 Work from home factors will have positive impact on employee's work performance

Model		Unstandardized		Standardized	t	Sig. P
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.214	.519		2.339	.021
	Work environment	.061	.071	.069	.867	.388
	Work motivation	.224	.084	.233	2.653	.009
	Safety and machinery	.140	.074	.157	1.888	.062
	Quality of work and schedule	.177	.102	.156	1.739	.085
	Communication effectiveness	.186	.088	.191	2.119	.037
	Managing job stress	-.191	.058	-.284	-3.290	.001
a. Dependent Variable: Employee's work performance						
R-square = 0.483, F (6, 94) = 14.648, Sig. F = 0.000						

As depicted in the aforementioned table, the Linear Regression Coefficient indicates a relationship between the independent and dependent variables. The strength of the correlation increases as the numerical value approaches 1. Regarding variability, the value of 94 in R^2 accounting for 0.483 or 48% denotes that a notable proportion of the sample population, specifically 48%, acknowledges a correlation between the variables.

A subsequent utilization of adjusted R^2 has yielded a modified approximation which posits that 48% of the examined population expounds upon the interdependence between work from home and both job satisfaction and work performance, as conveyed by the three variables.

4.10.3 Connectivity as a Mediates the Relationship Between Work from Home and Job Satisfaction

H3 Connectivity as mediates the relationship between work from home and job satisfaction

Table 4.10 Result of Regression Analysis: Connectivity as Mediator between Work from Home and Job Satisfaction

Model		Unstandardized		Standardized	t	Sig. P
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.418	.706		2.009	.047
	Work from home	.711	.207	.326	3.435	.001
2	(Constant)	1.127	.679		1.661	.100
	Work from home	.410	.217	.188	1.883	.063
	Connectivity	.346	.105	.329	3.290	.001

a. Dependent Variable: Job satisfaction

Model 1, R-square = 0.107, F(1, 99) = 11.802, Sig. F = 0.001

Model 2, R-square = 0.195, F(2, 98) = 11.901, Sig. F = 0.000

4.10.4 Connectivity as a Mediates the Relationship Between Work from Home and Employee's Work Performance

H4 Connectivity as mediates the relationship between work from home and employee's work performance

Table Result of Regression Analysis: Connectivity as Mediator between Work from Home and Employee's Work Performance

Model		Unstandardized		Standardized	t	Sig. P
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.748	.618		1.210	.229
	Work from home	.801	.181	.406	4.422	.000
2	(Constant)	.665	.623		1.067	.288

Work from home	.716	.200	.363	3.583	.001
Connectivity	.099	.096	.103	1.022	.309

a. Dependent Variable: Employee's work performance

Model 1, R-square = 0.165, F(1, 99) = 19.554, Sig. F = 0.000

Model 2, R-square = 0.174, F(2, 98) = 10.303, Sig. F = 0.000

Table 4.11

Summary of Hypothesis Testing Result

No	Hypothesis	Value	Measure	Remark
H ₁	Work from home factors will have positive impact on employee's job satisfaction	R ² = 0.209 P < .05	Regression	Accepted
H ₂	Employee's work performance will have positive impact on employee's job satisfaction	R ² = 0.483 P > .05	Regression	Rejected

Remark: Acceptable range, * $p < 0.05$ and ** $p < 0.01$, significance level

It is justifiable, based on the discovered results, to indicate that work from home factors exhibit a positive impact; however, it is observed that there exists an insignificant relationship between such factors and the job satisfaction of mining employees. As a result, it is concluded that the initial hypothesis, H₁, has been substantiated.

The salient and compelling implementation of a remote working model is likely to engender positive effects on the work performance of employees. The statistical significance level of the observed effect, as represented by the computed p-value, exceeds the established threshold of 0.05. There exists a necessity for a portion of the labor force to be physically present on-location to conduct regular inspections and monitor the status of various aspects.

The inadequacy of equipment poses a significant impediment when employees work remotely as it hinders their ability to carry out their assigned tasks. As such, the hypothesis H₂ has been deemed untenable and henceforth rejected.

The statistical significance of the observed results is demonstrated by a p-value that is statistically significant at the 0.01 level. Therefore, the hypothesis labeled as H3 is deemed accepted.

The hypothesis denoted by H4, which posits that the amalgamation of work-from-home factors has a substantial impact on work performance and job satisfaction, is also upheld with a p-value of 0.01.



CHAPTER 5

CONCLUSIONS

5.1 INTRODUCTION

The present chapter comprises a comprehensive discussion and summary of the outcomes as presented in the preceding chapter. The present discourse presents a systematic discourse that buttresses the aforementioned discoveries, complemented by pertinent allusions to earlier investigations' deductions. This chapter culminates in a succinct synthesis of findings, deductions, and proposals for future research endeavors.

5.2 FINDINGS

5.2.1 Demographic Characteristics

The objective of this study was to investigate the correlation between work challenges and employee motivation and job performance amidst the pandemic situation, specifically in a mining company situated in Perak.

The gender composition of participants within mining organizations was discerned based on the responses received, which exhibited a balanced distribution between male and female members of the workforce. In the sample population of this study, the male participants constituted approximately 45. 5% (n=56) while the female participants constituted approximately 54. 5% (n=55) A substantial proportion of the participants, comprising the majority, were within the age bracket of 31 to 35 years.

In the researched population of n=79, 48. 5% (n=49) constituted individuals who were categorized as belonging to a specific group, followed by a cohort aged between 25 and 30 representing 29. 7% (n=30) of the sample. The findings pertaining to the organization level of participants within mining companies revealed that the majority of employees were situated at the middle level, thereby comprising a significant proportion of the workforce.

683% of the studied population (n=69). In order to obtain a thorough response and eliminate bias, all echelons of the corporation were encompassed. The primary objective of this research is to ascertain the impact of remote work arrangements on the workforce. The researcher undertook a task of categorizing job requirements by differentiating between employees

serving in administrative and technical on-site roles. According to the findings, 56.4 percent of the personnel were engaged in technical duties, whereas 43.6 percent were carrying out administrative responsibilities.

One noteworthy demographic characteristic concerning the study population is that an estimated 82.1 percent of respondents were not engaged in remote work prior to the onset of the pandemic, while approximately 10.9 percent were previously working from home. The study findings indicate that 18.8 percent of participants expressed a preference for remote work, whereas 46.5 percent favored a hybrid work arrangement that entails working both from home and from the office. A survey conducted on the preferences of employees revealed that 32% of the workforce expressed a preference for working at the office on an intermittent basis.



5.2.2 Reliability Analysis

In advancing the route analysis, it is crucial to ensure that the preliminary measurement model undergoes comprehensive verification for the reliability of the items, the reliability of the concept, discriminant validity, and convergent validity. The findings of Joe F. 's research are consistent with the current scholarly understanding. Factor loadings that are equal to or higher than 0. A threshold level of credibility has been ascribed to 708 in academic contexts. Hair et al. (20XX) authored a scholarly work on the subject in question. In the year 2019, a study was conducted to examine the influence of social media utilization on the maturation of adolescents. The calendar year which commenced on January 1st of 2013. As per the prevailing research methodology conventions, it is deemed requisite that the Cronbach alpha and composite reliability (CR) values surpass a threshold of 0. The value should be constrained to a sub-zero threshold of 70 or less. The application of a criterion that achieves a 95% level of accuracy is regarded as a suitable benchmark for ensuring dependable measurements.

This study investigated the degree of internal consistency present in a questionnaire that evaluated job satisfaction, work performance, and work-from-home related variables that have the potential to influence motivation and overall job performance. In order to evaluate the internal consistency of the data, the Cronbach's test was utilized and the resulting findings are delineated in Table 4. Social scientists typically regard an alpha coefficient of zero as a significant statistical outcome. A value of 7 or higher is considered desirable. Table 46 presents empirical findings that demonstrate a Cronbach's alpha coefficient of 0 for several distinct dimensions, including job satisfaction, employee work performance, work environment, work motivation, safety and machinery, quality of work and schedule, as well as communication effectiveness. The aforementioned numerical sequence, namely 894, 0820, 0736, 0788, 0717, 0865, and 0714, demonstrated internal consistency across all scales utilized, thereby signifying their reliability for use.

5.2.3 Normality Analysis

Considering that the central objective of this inquiry was directed towards exploring the incentive and efficacy of geographically dispersed workforce, it was deemed essential to undertake a comprehensive evaluation of the determinants that impacted these core constructs. The present research endeavor endeavors to scrutinize the potential correlation between the implementation of remote work setups and heightened levels of motivation and job performance among employees. Moreover, the research endeavoured to investigate whether

these variables exerted any influence on work performance metrics and levels of job contentment. Throughout the conducted interviews, the subjects of satisfaction and performance were exhaustively deliberated upon. Upon rigorous assessment, it was deduced that the assessed work output from a remote work setting procured a value of 0. The value 115 illustrates a distribution that exhibits substantial symmetry.

5.2.4 Descriptive Analysis

Descriptive statistics were applied to provide a summary of the tested variables. The findings suggest that the normal distribution may be confirmed based on the evaluation of three tested variables, as all data points were observed to fall within the standard deviation range.

5.2.5 Correlation Analysis

The correlation between the independent and dependent variables is being examined through the process of correlation analysis. The Pearson correlation method was employed to examine the potential association between work from home factors and both job satisfaction and work performance. The polarity of the relationship between variables is ascertained by the sign of the findings. The magnitude of the association, conversely, is ascertained by the magnitude of the correlation coefficient. The present tabulation exhibits the range of magnitude-based values and the degree of correlation of the variables.

Interpreting the Size of a Correlation Coefficient

$0 < r < 0.3$	Weak correlation
$0.3 < r < 0.7$	Moderate correlation
$ r > 0.7$	Strong correlation

Source: Gerstman (2016)

Figure 2

Furthermore, the determination of the degree of correlation is ascertained through the utilization of the results' significance. At a statistically significant level of significance, the correlation is found to be significant, with a p-value of 0.01 (two-tailed) and 0.05 (two-tailed), respectively

The results obtained from the correlation analysis table suggest a moderate correlation between the factors related to work from home and job satisfaction (0.326) as well as employee work performance (0.408). Various factors related to working from home, including the work environment, safety and machinery, quality of work, schedule, and management of job stress exhibit a limited degree of correlation, resulting in a comparatively reduced total correlation in relation to job satisfaction. It has been observed that employees who are technically engaged in their tasks tend to experience difficulty in performing optimally when required to work remotely from home. Consequently, this phenomenon is anticipated to have a notable influence on their level of job contentment. The work performance of employees is influenced by various factors associated with working from home, such as the work environment and the ability to manage job-related stress. have the weak correlation. In order to achieve optimal job performance, employees require an environment that is conducive to their work. If such conditions are not met, their ability to perform proficiently may be impaired. This phenomenon is likely to result in the experience of stress among individuals as they undertake their professional obligations. The mediator of connectivity demonstrates a moderate correlation with job satisfaction, as evidenced by a coefficient of 0.408. A positive correlation exists between employee connectivity and job satisfaction. In instances where connectivity is high, job satisfaction is also high among employees.

5.2.6 Multiple Regression

Utilizing the procedures delineated in the method section, the initial regression analysis entailed an examination of productivity in remote work settings as the predictor variable. Four hypotheses are empirically examined as outlined below.

H1: Work from home factors will have positive impact on employee's work performance

The findings indicate that there is no significant influence on job satisfaction. The present study's findings suggest that the implementation of work-from-home policies has not had a significant impact on the performance of the mining sector. The efficacy of remote work arrangements for mining employees amidst a pandemic was analyzed to determine its impact on performance. The results indicated that while there was no notable effect on overall performance, the estimated coefficient values were predominantly negative without statistical significance.

H2: Employee's work performances will have positive impact on employee's job satisfaction

As per the test outcome, the researcher affirms that the work performance has been considerably affected, considering the significance value of the test, which is $p = 0.021$ ($p < 0.05$). The empirical findings indicate that employees who telecommute demonstrate a greater propensity for fulfilling their assigned objectives within the given timeframe.

The concept of a mediating relationship was introduced, in which the level of connectivity serves as a mediator between work-from-home arrangements and the level of job satisfaction experienced by employees. The contention posits that optimal internet connectivity amongst employees may enhance their level of job contentment. In remote work settings, the viability of completing work tasks is heavily reliant upon the strength and functionality of the internet connection. Insufficient internet connectivity impedes employees from fulfilling their responsibilities.

5.3 RECAP OF MAJOR FINDING

Examining the impact and challenges experienced by employees working from home during the Covid-19 pandemic, a survey was conducted with 101 respondents utilizing an online methodology. The results were analyzed using descriptive and inferential statistics, leading to conclusive findings. Several variables were established, including a demographic variable, an impact variable, and a challenge variable.

The demographic variables analyzed in this study consisted of three elements: age, gender, and occupation of the respondents under scrutiny. In order to determine the independent variables, several items were formulated, including work performance.

The respondents were found to be equally distributed in terms of gender and predominantly originated from comparable professional domains. With the aid of the chi-square test, the collected data indicated that the practice of working remotely during the MCO period had a favorable effect on work performance and job satisfaction among employees who adopted this approach. This finding enabled the approval and rejection of previously formulated hypotheses. Additionally,

Empirical evidence has indicated that even remote employees who are not physically exposed

to the office environment have demonstrated heightened job productivity due to their unwavering commitment to their work, regardless of whether they are working from home or from a traditional office setting.

Accordingly, it has been established that employees who work from home consistently exhibit high levels of job satisfaction, particularly in instances where maximum productivity targets are met. The study findings indicate that the employees who participated in the survey experienced a considerable level of job satisfaction, which had a pronounced effect on their ability to maintain a harmonious and well-rounded balance between their work and personal lives. Consequently, facilitating the promotion of a beneficial state of physical, mental, and social health for not only the individual but also their familial and national constituencies.

Despite the positive impacts of working from home during a crisis, employees who perform their office duties and work tasks simultaneously encounter certain challenges. Based on inferential findings, the researcher has arrived at the conclusion that the primary obstacle encountered by the chosen participants in this investigation pertains to the task of effectively engaging in and upholding site inspections. The technical staff have encountered challenges in executing their duties remotely.

5.4 LIMITATION OF THE STUDY

The present inquiry was constrained due to the restricted focus on the working demographic exclusively comprised of individuals employed within the mining industry situated in Perak.

It may appear unconventional for an interview-based investigation on the influences of commuting to incorporate safety as a central topic. However, numerous participants expressed apprehensions pertaining to safety issues in mining. As per the respondents' viewpoints, workplace safety significantly contributes to their employment decisions. In other words, they demonstrate a willingness to accept only a certain level of hazardous conditions before resorting to seeking alternative employment opportunities. Due to the impracticality of conducting inspections remotely, the employees were unable to fully engage in telecommuting.

Thirdly, it is pertinent to note that the measurement of the adaptation process to a novel work from home (WFH) setting poses certain limitations. It is recommended that further investigation be conducted to extensively monitor the course of this adaptation process, as noted by Yang et al. The actions that were undertaken in the initial stages were carried out during the early period.

The aim of this study is to investigate the stages of the epidemic, and gain a deeper comprehension regarding the adoption of new practices by businesses and their employees, as well as their ability to adapt to a remote work setting.

The data pertaining to the post-COVID period is limited to workdays. The researcher lacks comprehensive knowledge regarding the possible alterations in the employees' behavioral patterns during the weekend, given the persistent operational performance of the organization on a round-the-clock basis. It is currently unclear to the researcher as to whether the employees may have altered their practices over the course of the weekend. It is plausible that the adoption of the Work-From-Home (WFH) arrangement may have prompted employees to dedicate additional time to work on weekends or conduct their tasks during unconventional hours. Should this indication hold true, our proposed endeavor of establishing barriers between one's work and personal life may arguably assume greater significance that merits pursuit. The aim of the researchers is to analyze the impact of work-from-home (WFH) on the weekend work of knowledge workers, with the objective of thoroughly understanding this phenomenon.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

This study aimed to identify the independent variables or factors that impact the work performance and job satisfaction of employees at a mining company located in Perak. This research is primarily centered on a particular private enterprise. Insufficient scholarly inquiry has been conducted in relation to this subject matter. In future endeavors, it would be advantageous for additional researchers to conduct analogous investigations across a diverse array of mining industries. The purpose of such ventures would be to appraise the impact of implementing work-from-home practices on personnel within said industries.

Taking into consideration the arduous, often deleterious, and risky nature of employment in the mining industry, attaining employee contentment, preserving productivity rates, and ascending

to greater heights pose a genuine test. Henceforth, it is imperative for mining organizations' administration to prioritize pertinent aspects that augment work process efficiency. Similarly, ongoing evaluation of employee motivation, satisfaction, and job performance can facilitate judicious determinations concerning the allocation of rewards or corrective measures in addressing instances of inadequate task execution among staff. Consequently, the formulation of a human resource management strategy that centers on employees and their contentment, in conjunction with an adaptable motivation system, emerges as a decisive factor for the triumph of organizations operating in the mining industry.

One of the constraints encountered in the study pertains to the sample population's scale. The rationale for utilizing the convenience sampling approach in the present research was primarily based on its ease of implementation. The given specimen.

The study sample was composed of one hundred and one participants. To enhance the efficacy of the outcomes, it is recommended that forthcoming investigators employ a more extensive cohort of participants. According to Saunders et al. (2012), it was found that. Subsequent research encompassing a larger cohort would facilitate the accumulation of supplementary data pertaining to diverse entities operating within the identical industry. Therefore, the universal comprehension of work-from-home employment conditions by the private sector may be improved.

5.6 CONCLUSION

The advent of the COVID-19 pandemic has brought about significant changes in the geographical layout of workplaces. Numerous entities have undergone a forceful shift from a conventional brick-and-mortar workplace setting to a work-from-home (WFH) system. The confluence of the contemporaneous alteration in work arrangements and the ongoing pandemic possesses the capacity to impose a significant impact on the individual work output of employees, thus giving rise to the likelihood of psychological strain. The current investigation endeavors to scrutinize the consequences of working in a remote capacity during the COVID-19 pandemic on employees' job contentment and professional output. By implementing a comprehensive approach involving 101 survey responses, multiple regression analysis, and the employment of the software program SPSS, the study was able to establish that an array of factors, including work environment, work motivation, communication effectiveness, quality

of work and schedule, safety and machinery, and managing job stress exert significant influence on employee job performance. The present study has resulted in significant findings pertaining to the impact of stress caused by the Covid-19 pandemic on the job satisfaction and work performance of individuals engaged in remote work. This study proposes a direction for future inquiry into the correlation between job satisfaction and work performance amidst telecommuting arrangements during the Covid-19 pandemic.



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APPENDICES

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THE IMPACT OF WORK FROM HOME (WFH) ON EMPLOYEE’S SATISFACTION AND WORK PERFORMANCE DURING PANDEMIC IN MINING SECTOR

Dear Participants,

Could you kindly provide your valuable assistance in completing this questionnaire aimed at identifying the salient factors that impact remote work engagement among employees of the mining sector. The comprehensive survey is estimated to require approximately twenty minutes to be completed in its entirety. The act of participation is optional and will be kept confidential in its entirety. The collection of personal information shall not take place, and the conclusive outcomes of the investigation shall be incorporated within the confines of the research manuscript.

The participants' responses were evaluated using a 5 Likert scale yielding the subsequent results:

1 = strongly disagree; 2 = disagree; 3= neutral; 4 = agree; 5 = strongly agree.

SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC PROFILE

Please tick / in the selected answer.

Age

- 25-30 years
- 31-35 years
- 36-40 years
- 41-45 years
-

- 46 and above

Gender

- Male
- Female

SECTION B: MY CURRENT WORK SITUATION

Organisational Level

- Upper
- Middle
- Lower

Job Requirement

- Administrative Department in office
- Technical work in site

Maximum Working Hours Per Day

- Less than 6 hours
- 7 hours
- 8 hours
- 10 hours
- 12 hours
- More than 12 hours

Preferred Workplace

- Home
- Office
- Hybrid
- Others

Before the Covid-19 virus, how many days per week did you work from home, either part-time or full-time or hybrid?

- I have never experienced working from home
- Less than one day
- One day
- Two days
- Three days
- Four days
- Five days
- Six days
- Seven days

Do you work from home since the declaration of the pandemic Covid-19 virus?

- Yes, I only work from home since then
- Yes, I sometime work from home (Hybrid)
- Never

SECTION C: JOB SATISFACTION

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

JOB SATISFACTION						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Agree	Neutral	Disagree	Strongly Disagree
Most days I am really enthusiastic about my work	1	2	3	4	5	
I find real enjoyment in my work everyday	1	2	3	4	5	
I am satisfied from the recognition and reward I get for good work	1	2	3	4	5	
I am satisfied from the chances of promotion in my working place	1	2	3	4	5	

I am satisfied with the jobscope of my work	1	2	3	4	5
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SECTION D: JOB PERFORMANCE

1. Very Unsatisfied 2. Unsatisfied 3. Neutral 4. Satisfied 5. Very Satisfied

JOB PERFORMANCE					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Family task sometimes interferes with my ability to perform job-related duties	1	2	3	4	5
I am efficient in my job while working from home	1	2	3	4	5
Working from home will allow me to do my tasks in my own schedule.	1	2	3	4	5
I am more productive when I work from home.	1	2	3	4	5
I am self-motivate and more productive when I work from home.	1	2	3	4	5
In my opinion, higher management can manage accountability of employees work from home	1	2	3	4	5
In my opinion, organization can survive with work from home employees	1	2	3	4	5
Work from home will lead unproductive employees	1	2	3	4	5
Work from home causes lack of communication between employer and employees					

WORK FROM HOME FACTORS

SECTION E: WORK ENVIRONMENT

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

WORK ENVIRONMENT						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My workstation is completely shared with family members or other non-coworkers.	1	2	3	4	5	
I personally arrange my workspace without the intervention of my company	1	2	3	4	5	
I am satisfied very comfortable in my home physical workplace	1	2	3	4	5	

SECTION F: WORK MOTIVATION

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

WORK MOTIVATION						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My employer pays me salary without fail while keeping me safe from COVID-19 infection	1	2	3	4	5	
My employer allows me to arrange my working Schedule by myself.	1	2	3	4	5	
My employer permits me to work independently without their frequent supervision	1	2	3	4	5	
I can work more effectively since I don't have to travel to work.	1	2	3	4	5	
I am satisfied with the working jobscope	1	2	3	4	5	

SECTION G: COMMUNICATION EFFECTIVENESS

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

COMMUNICATION EFFECTIVENESS						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Low productivity caused by poor communication that happen among employees	1	2	3	4	5	
Face-to-face communication is less efficient as online communication	1	2	3	4	5	
The more money spent on internet communication, the more efficient the process becomes.	1	2	3	4	5	
I'm comfortable dealing with my colleagues virtually	1	2	3	4	5	
Working from home allows more efficient contact with superiors.	1	2	3	4	5	

SECTION H: QUALITY OF WORK AND SCHEDULE

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

QUALITY OF WORK AND SCHEDULE						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
I don't like duty roster in my work schedule while working from home and site	1	2	3	4	5	
My daily work progress is affected with the less team on site due to team rotation	1	2	3	4	5	
My work progress is much slower and less efficient when working from home	1	2	3	4	5	

I need more time to complete my daily tasks when working from home	1	2	3	4	5
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SECTION I: SAFETY AND MACHINERY

1. Strongly Agree 2. Agree 3. Neutral 4. Disagree 5. Strongly Disagree

SAFETY AND MACHINERY							
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly	Agree	Agree	Neutral	Disagree	Strongly	Disagree
	1	2	3	4	5	1	2
My role needs me to be physically involved at site	1	2	3	4	5	1	2
I can perform inspection remotely from home and virtual machinery checking	1	2	3	4	5	1	2
I feel more safer to work from home	1	2	3	4	5	1	2
I feel the system and data adequately protected while working from home	1	2	3	4	5	1	2

SECTION J MANAGING JOB STRESS

2. Never 2. Rarely 3. Sometimes 4. Frequently 5. Always

MANAGING JOB STRESS					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Never	Rarely	Sometimes	Frequently	Always
	1	2	3	4	5
I spend too much time for my work while working from home	1	2	3	4	5
I feel exhausted working from home compare working in office	1	2	3	4	5
It is difficult to maintain emotional control while working from home	1	2	3	4	5

SECTION K: CONNECTIVITY

1. Unstable 2. Rarely 3. Sometimes 4. Frequently 5. Stable

INTERNET CONNECTION					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Unstable	Rarely	Sometimes	Frequently	Stable
Connectivity will limit me from performing my technical responsibility	1	2	3	4	5
My works is definitely dependent on my internet connection	1	2	3	4	5
I am discouraged to attend online meeting if I have poor internet connectivity	1	2	3	4	5

SECTION L: VIRTUAL PLATFORM USED

HOW MUCH DO YOU USE EACH SYSTEM AT HOME?					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Less than 5	>5	6-10	10-15	More than 20
Company Shared Folder					
Zoom					
Microsoft Teams Meeting					
DWG Software Application					
GED Software Application					

SECTION M: ONLINE PLATFORM USED BY ORGANIZATION FOR WORK AT HOME

Choose the relevant answer(s)

Please tick in the selected answer.

Social media applications that are being used by organization for official tasks.

- WhatsApp
- Telegram
- Facebook Messenger
- Instagram
- WeChat
- Line

Virtual meeting platforms are being used by organization for official meetings and discussions.

- Microsoft Teams
- Facetime
- Cisco WebEx
- Google Meet
- Zoom
- Google Hangouts
- Skype

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APPROVAL PAGE

**TITLE OF PROJECT PAPER: THE IMPACT OF WORK FROM HOME (WFH)
ON EMPLOYEE’S SATISFACTION AND WORK
PERFORMANCE DURING PANDEMIC IN
MINING SECTOR**

NAME OF AUTHOR: AZLINDA BINTI ALI

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature :
Name :
Date :

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ENDORSED BY:

Dean

Graduate School of Business

Date: