

**The Impact of Working from Home on the Banking Sector Employees' Productivity
in the Klang Valley Area**

Vikneswary A/P Gunarasa



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

June 2022

DECLARATION

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



Signature :

A handwritten signature in black ink, appearing to read 'Vikneswary', is written over the signature line.

Name : Vikneswary a/p Gunarasa

Date : 28th June 2022

ACKNOWLEDGEMENT

Please accept my heartfelt thanks for all the help and direction over the past few months from my Professor. Dr. Farhana Tahmida Newaz. I appreciate everything she has done for me.

I would like to take this opportunity to extend my gratitude to family and friends as well as all those individuals participated in my study. I also would like to thank all the lecturers who have guided, supported and assisted me throughout the process of completing this MBA course.

Last but not least I would like to express my gratitude to the organization and the individuals who volunteered and decided to take part in this investigation. Not forgetting Professor Dr. Siri Roland Xavier, the Supervisor assisting and reviewing this research study from time to time, while providing salient remarks to further elevate this paper. He is very helpful and have provided a huge support in ensuring that I follow the requirement when preparing this paper.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT.....	vi
CHAPTER 1 INTRODUCTION	
1.1 Background of Study.....	1
1.2 Context.....	1
1.3 Purpose Statement.....	2
1.4 Significance of the Study.....	2
1.5 Research Question.....	4
CHAPTER 2 LITERATURE REVIEW	
2.1 Review of Related Literature.....	5
2.2 A Historical Perspective on People Working From Home.....	6
2.3 Lack of Motivation and Productivity among Employees.....	7
2.4 Technology.....	9
2.5 Work Life Balance.....	10
2.6 Employers.....	11
2.7 Summary.....	12
2.8 Conceptual Framework.....	12
2.9 Hypothesis.....	13
CHAPTER 3 RESEARCH METHODOLOGY	
3.1 Method.....	14
3.2 Research Philosophy.....	14
3.3 Ontology.....	14
3.4 Epistemology.....	15
3.5 Qualitative Vs Quantitative.....	15
3.6 Mixed Methods.....	16

3.7	Choice of Research Methodology.....	16
3.8	Data Collection.....	17
3.9	Data Collection - Factors for Consideration.....	18
3.10	Feasibility Study.....	18
3.11	Data Collection Sample.....	19
3.12	Data Collection Procedure.....	19
3.13	Data Analysis.....	19
3.14	Ethical Considerations.....	20

CHAPTER 4 RESULTS AND DISCUSSION

4.1	Findings.....	21
4.2	Thematic Analysis.....	21
4.3	Theme 1 – Individual Preferences Respondents.....	21
4.4	Theme 2 – Levels of Motivation and Performance.....	22
4.5	Theme 3 - Work Life balance.....	22
4.6	Theme 4 – Isolation from the workplace.....	22
4.7	Theme 5 – Technology as a driver.....	23
4.8	Summary.....	23
4.9	Discussion.....	23
4.10	Discussion – Study Objectives.....	27
4.11	Limitations.....	28

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1	Conclusion.....	29
5.2	Recommendation.....	31

REFERENCES.....	34
-----------------	----

APPENDICES.....	38
-----------------	----

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 Working from Home on the Banking Sector Employees' Productivity
in the Klang Valley Area**

**By
Vikneswary A/P Gunarasa**

June 2022

Employees working in a banking business or finance industry in the Klang Valley Area are the focus of this study, which examines how working from home affects their motivation and productivity. Working from home has been shown to be a beneficial method of working in the past due to the widespread availability of newer technologies. While working from home, employees' motivation and performance levels were impacted, and this study sought to examine this in greater detail. Semi-structured questionnaires were carried out as part of this study's qualitative research technique. Employees' viewpoints and experiences were gathered using this method, and trends in their motivation and productivity levels while working from home were evaluated. It was possible for the researcher to record responses via the google form application. These responses then were transcribed and tagged so that the researcher could apply a thematic method to analyze them. According to the findings, working from home boosts morale and productivity among employees. Even though opinions on whether employees perform better when they work from home differed, many said that removing the option to work from home would have a significant impact on their productivity. Working from home has a favorable impact on staff morale and productivity, which in turn improves employee well-being, work-life harmony, and job contentment. This was evident in this study. Additionally, if employees are more engaged and deliver higher-quality work, this is likely to have a positive effect on the company's ability to keep and grow its workforce.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

The banking business or industry and how employees inside financial institutions have the ability to work from home when necessary or when the firm does not demand it will be the topic of this study. These concepts are also referred to as "working remotely," "mobile working," or "agile working."

Work-life balance can be improved if employees who presently have the option to work from home are more engaged and productive, according to the findings of this study, which focuses on the motivation and performance of those employees. The purpose of this research is to learn more about the benefits of working from home and to see if it should be made available to employees who don't already have the option. The findings of the study will establish whether or not this is a good thing for staff motivation and performance.

Working from home has evolved as a flexible working strategy throughout the years. It may now be used in conjunction with other agile practices. Employees can work from home or any other location they want with agile working (CIPD, 2016). Working from home is possible with this way of operation. There was a 1% increase in the number of agile workers in Canada between 2000 and 2008, with the majority of these workers being university graduates, according to Turcotte (2010).

1.2 Context

While there has been a recent trend toward more flexible work hours, this research will focus on the benefits of working from home. A flexible working agreement that permits an employee to work from home may be combined with other flexible work arrangements, such as part-time hours or working from home for a portion of the week (ACAS, n.d.). The phrase "working from home" will be used throughout this study to refer to this form of flexible work arrangement.

The opportunity to work from home affects employee motivation and performance, as well as work-life balance, and it will be feasible to learn more about this by focusing on employees

who use this option. A key question for this research is: can working from home be as helpful in the banking industry as it is elsewhere?

1.3 Purpose Statement

While the number of employees working from home has grown, little research has been done on whether or not this option should be made available to more employees. As a result, this topic was chosen. Depending on the workload, working from home may become more common in the banking industry, despite the modest number of employees who now have the choice.

Workers who work from home may be more motivated and more productive, but there is some debate over the impact that working from home has on these factors. That's why this study is so important. If this is the case, would it be possible to allow additional employees to try out this working style? In order to achieve high levels of employee satisfaction, it is necessary to assess the elements that influence employee motivation and performance. An organization's success is greatly enhanced if its people are satisfied in their jobs. Research on this topic should be able to provide the bank with findings, conclusions and recommendations based on this study's findings. An understanding of this newer and changing way of doing business will be gained from this.

Working from home can benefit employees by allowing them to sustain a healthy balance between work and life, according to Watson and Lightfoot (2003). While working from home may inspire people to work longer hours each day, this study discovered that it can also cause workers to feel alienated because they are frequently away from the workplace. Furthermore, this study will look into whether banking employees who work from home are harmed by isolation.

1.4 Significant of Study

Currently, this study is focused on financial institutions because it is not clear if this technique of functioning is applicable to all businesses. Whether or not there are any concerns about employees working from home will be fascinating to see if these concerns can be addressed or if they act as a complete barrier for this particular company. As part of the investigation, this study will also look at any issues an employee may have that have an impact on the company.

However, there is little evidence to suggest that flexible working arrangements benefit employees in any way. For example, it's unclear whether workers who take use of these arrangements are more motivated, have greater capacity for work, or perform at a higher level as a result.

Taking a course on working from home will help us understand it better. An inconclusive study on the impact of remote work on employee motivation and performance. The literature also focuses on how to work from home in general rather than a specific business. Previous research on this topic has not considered the impact of employee motivation and performance on the entire corporation. Why isn't this option available to more employees?

The focus of many recent research has been narrowed down to narrowly defined organizations or job functions. Wade (2011) interviewed Paul Braun, the managing director of a disaster claims consultancy firm, and this research focuses on the dangers of working from home for this firm. As a response to a perceived lack of staff creativity due to the huge number of employees that worked from home, other research, such as Pathak, Bathini, and Kandathil (2015), examined Yahoo's prohibition on working from home. As a result, it will be interesting to see how this form of flexible working affects workers in the banking industry. For this reason, the focus differs from Yahoo's in that the organization sets out to achieve many things that may affect schedules and flexible working arrangements. The nature of work at a bank may be monotonous and repetitive, and it is not always team oriented.

This study will reveal the realities of working from home in banking. According to Mullins (2010), new technology has enabled workers to work outside the company, and this study will investigate the impact on the banking business. Cousins & Robey (2015) investigated how mobile technology affects and contributes work/life boundaries. This research focuses on how fresh organizational norms and procedures may be enabled by mobile technologies, such as mobile working.

Basile and Beauregard (2016) predict that as technology progresses, the use of working from home will spread and climb dramatically. Other research has reached similar results. There have been numerous studies on the subject, but the results are mixed when it comes to whether working from home increases or decreases productivity and morale among employees.

Motivation is a combination of forces that can both energize and maintain an employee's behavior. Employees will be evaluated to see if they are more motivated to complete tasks, participate in more diverse activities, provide better customer service, and end working early

so they may go home earlier. Mullins (2010) claims that performance is a steppingstone to peak employee production. This study's results will be based on whether employees believe they can perform better and concentrate better when working from home.

1.5 Research Question

Bank employees or financial industry employees aren't sure how working from home affects their productivity and motivation. In spite of the claims of some research, it is impossible to know if those who work from home are more or less motivated while doing so. Studies such as Canonico (2016) claim that the negative consequences of working from home on corporate cultures are still up for dispute. In order to better understand how working from home affects work-life balance, this study will examine how people's motivation and performance levels differ. Technology is making it easier for people to do their jobs while sitting in front of a computer screen at home. Some companies, on the other hand, are hesitant to adopt this new method of working because they are concerned about the implications for their own operations. The purpose of this study, on the other hand, is to see if workers who are allowed to work from home are more motivated and productive. Both the employee and the firm would benefit from this.

This study will aim to answer that question. Researcher: By answering this question, I hope to demonstrate the level of motivation and performance of remote employees.

“Is working from home perceived as a beneficial or detrimental influence for employees, and how does this affect their work life balance?”

Following the aforementioned study topic, the following objectives have been defined so that appropriate data can be gathered. The following objectives have also been set to help collect the most relevant data required to adequately address the research issue.

- The goal is to analyze data to see if working from home improves motivation, performance, and work-life balance.
- Determine whether working from home has a negative impact on motivation and productivity.
- Determine whether working from home has a negative impact on motivation and productivity.

CHAPTER 2

LITERATURE REVIEW

2.1 Review of related Literature

Performance, according to Mullins (2010), is a steppingstone toward employee performance. This study will consider whether employees believe they can perform better from home and focus more on their tasks when they are not distracted by the office atmosphere.

According to the CIPD (2016), organizations use flexible working to allow employees and employers to meet their own schedule needs. This sort of flexible working allows employees and companies to work remotely for all or part of the workweek. According to Shorthose (2004), some private sector companies are slow to adopt this new manner of working. This study's purpose is to first describe and explain flexible working's roots. The research will then look at prior research to see how working from home affects employee motivation, performance, and work-life balance.

Businesses benefit from mobile working, yet managing staff successfully is a challenge for every corporation. Working from home may be appealing to some employers, but not all, says ACAS (n.d.). Working from home may not be as beneficial as some other academics claim, according to Chin (2014), a researcher in the field. Additional ambiguity exists about how workers divide their working week, for example, working from home days may vary from week to week. There is also a lack of research on the influence of flexible working hours on employee well-being, according to Geurts and Demerouti (2003). This is because there are so many potential benefits and drawbacks that have yet to be discovered. Positive aspects may include the potential for more employees to work from home thanks to new and improving technological implementations, while negative aspects may include the challenges employees face in finding a work-life balance in organizations that are slow to adopt this newer way of working.

Even though many companies promote mobile working, there is debate over whether working from home has any detrimental effects on employees, according to Churchard (2015). Working from home can cause feelings of isolation that would not exist in an office (Mullins, 2010). Working from home may not be the ideal solution for many employees, according to Tisal and

Awais (2016). Depending on the employee's home situation, this manner of working may work well for some but not for others, according to Jizba and Kleiner (1990).

Flexible working hours may be advantageous for employees who operate in specific areas of the firm, such as customer service. Organizations worry that it's tough to tell if those working from home are really committed to their jobs and doing their best work (Bloom, cited in Timsal and Awais, 2016). HR has the responsibility of making sure that employees have a positive experience when working remotely in order to maximize their productivity. According to a study by Basile and Beauregard (2016), HR can play a key role in ensuring that working from home is successfully implemented and developed. HR can also play a role in building a more flexible and varied workplace by properly managing working from home.

A third of employees who work from home feel their supervisors don't support them enough, according to Barton (2017). According to Canonico, working from home might cause social and professional isolation (2016). The authors Kattenbach, Demerouti, and Nachreiner (2010) concluded that HR should be tasked with finding and removing needless limitations. When it comes to managing this type of work, HR's key goals are predictability and reduced time constraints. Workers should be able to set their own schedules and work hours, the survey concluded.

2.2 A Historical Perspective on People Working From Home

Work style has changed in recent years, according to the authors of Kurland & Bailyn (cited in Tietze & Musson, 2010), based on employee location. Employees are able to carry out their daily duties at any time and in any location because they have extended their working environment's location. Based on Ellis, the number of employees working from home in the United Kingdom has climbed by around a fifth in the last decade (2016).

Men are more likely than women to work from home, according to the TUC (2013), but the proportion of women doing so has grown significantly in recent years. Even if this study was not conducted in Malaysia, it is apparent that this manner of working is more developed in Britain and may have the same impact on Malaysian businesses.

The study by Morley et al (1995) shows that businesses could benefit from more responsive working practices if they use flexible working strategies. An additional concern raised by this poll was the low use of flexible work arrangements in Ireland, which included the ability to

work from home. However, the study revealed that various labor market changes, particularly the crisis, have impacted working practices. As a result of this, flexible working methods have become more widespread in Ireland.

At the time, the majority of studies focused on classifying employees based on their level of job satisfaction and work/life balance, as reported by Morganson, Major, Oborn, Verive, and Heelan (2010). One could have assumed that this book was aimed at people who work in an office or at home. In the light of this study's findings, more research is needed to focus on varied work activities and arrangements.

2.3 Lack of Motivation and Productivity among Employees

Firms are now testing new employee development strategies to attract and retain outstanding personnel, according to Timsal & Awais (2016). This manner of working allows people to execute their regular chores while still arranging time for personal tasks, as outlined by James (2016). Working from home might severely effect business culture, according to Canonico (2016). Employees are less inclined to accept change unless it is regarded as favorable to their requirements (CIPD, 2016).

As stated by the CIPD (2016), companies can prevent the hazards connected with flexible working arrangements by treating employees fairly and implementing guidelines such as providing necessary facilities and equipment, ensuring employees feel supported, and considering health and safety.. Any or all of these characteristics may impact employee engagement, productivity, and overall workplace happiness.

In accordance with Weatherly and Otter, managers have the ability to deny requests from employees for work flexibility if the business case justifies it (2011). To put it another way, this could be due to a multitude of factors such as how it affects customer service and how much money it costs the firm, as well as how difficult it is for an organization to keep track of the volume and quality of work that has been done. It is likely that these variables could affect employee performance because it is impossible to tell if they are working at a suitable level or if they are motivated enough to achieve the best results possible.

Furthermore, any type of work has a lot of disadvantages. Timsal and Awais (2016) believe that working from home is not optimal for many employees due to the high levels of concentration, devotion, self-motivation, and control necessary. There are a number of

disadvantages to working remotely, according to James (2016), the most notable of which is the difficulty to keep one's enthusiasm for one's job and one's ability to be self-disciplined and self-driven in order to fulfil one's daily responsibilities. There's no mention of how these issues affect the employee in this section.

Jizba and Kleiner (1990) found that employees who work from home or on the go are less likely to succeed in their professions. Working from home may limit opportunities for advancement in areas like communication, cooperation, and interpersonal skills with coworkers. The monotony of doing the same tasks at home may also limit their opportunities to develop new abilities. Jizba and Kleiner discovered in 1990 that working from home/mobile work limits people's capacity to advance in their professions. Employees who work from home may have fewer opportunity to grow in areas like communication, interaction, and interpersonal skills. The monotony of their labor at home may also limit their opportunities to master new skills.

In a research based on the travel company Ctrip, Bloom (2014) found that allowing employees to work from home increased productivity. However, because this study was conducted with workers at a contact center, it was simple to measure their performance. On the subject of working from home at Yahoo, Bloom (2014) was asked if Marissa Mayer was correct in banning employees from doing so because of a variety of reasons, including low morale in the organization. For his new-born child while working full-time, Ian Wright, a former office worker, began working from home as a company owner, according to Barton (2017). Ian, on the other hand, quickly discovered he couldn't focus on his job owing to the new baby's needs. Thus, he initially put his child into daycare, believing that this was to blame for his inability to focus. This was also a failure, as Ian's lack of productivity at home was exacerbated by the myriad distractions that surrounded him. Instead of working from home anymore, Ian has finally made the decision to lease office space and dedicate himself solely to his business.

This type of work is more efficient and effective, according to Bailey (2012). However, the London School of Economics and Political Science (2016) showed that these apparent gains have diminished with time. A transient remedy with minimal long-term benefit if the results of these two trials disagree. This has the potential to impact workplace happiness, inclusivity, and work-life balance. Lewis and Humbert (2010), on the other hand, suggest that organizations should priorities real-world practice above company-specific flexible work regulations.

2.4 Technology

Flexible working choices have expanded as a result of industry changes and improvements, giving companies more leeway to accommodate more of their workforce in this way of working. Since 2005, the number of employees working from home has increased by 4.2 million, according to a CIPD report by Churchard (2015). Roberts (2010), in a podcast, explores how many hours a day UK professionals spend commuting to and from work. Employees are able to use more flexible working practices due to the shift in working methods, which reduces travel time and has a good impact on current environmental challenges, as discussed in this episode.

According to Timsal and Awais (2016), new technologies have made it possible to work from home. Modern technology has made it possible for workers to work from anywhere and at any time, however research by Cole (2016) reveals that this flexibility may be at the expense of psychological detachment for those who work from home. In addition, some organizations have been influenced by new and creative ideas. Innovation and delivery performance were severely impacted by working from home, suggesting that this type of working may have a detrimental impact on employee and employer motivation.

Yahoo is a good example of a corporation that enforced a ban on employees working from home across the board. Employee and employer motivation and performance may both be impacted negatively by working from home, according to research conducted by Yahoo (Arun Pathak et al, 2015). According to this research, office workers have better levels of communication since they are able to engage more effectively and positively. Some companies have even attempted to ban the use of telecommuting, such as Best Buy (Basile and Beauregard, 2016).

Arun Pathak et al (2015) study how other technology and IT-based firms, such as Google and Hewlett-Packard, have imposed limits on working from home. According to The Irish Times, Apple and Amazon priorities hiring employees who work from home, such as customer service reps. Companies deploy these personnel to save office space and reduce absenteeism (Reddan, 2015). According to Miles (2016) for the CIPD, technological advancements have increased the number of people working from home.

Laptop computer and software performance, cost, and availability have all helped firms in recent years to allow employees to work from home. The availability of broadband in most houses has made it easier for people to work from home. Mobile phone and laptop use has

allowed firms to increase their options for allowing employees to work from home, potentially reducing costs. According to numerous sources, flexible working methods are becoming increasingly dependent on technology. However, these studies do not indicate how this affects employees.

Workplace flexibility is no longer a question for employees, according to Dixon (2014), because technology has made it possible for them to work from a variety of locations, such as accepting business calls on their mobile devices. Businesses are now using "tracking software and other Big Brother inspections" (Shellenbarger, 2012) as a means of determining whether or not their employees are actually working because of the tremendous advancement in technology and the spike in flexible employment (Shellenbarger, 2012).

2.5 Work Life Balance

Tietze and Musson (2010) claim that a cultural shift in the way managers work has them questioning their capacity to work from home. Rather than just focusing on work-life balance, the authors of this study advise businesses to consider their employees' viewpoints on working from home. For example, each employee may have various definitions of "working from home" and "work-life balance."

This may imply that the approach isn't reliable or consistent. As a result, full-time management is dubious. According to McCartney and Evans (2005), upper-level staff support is critical to an organization's success. According to Peters, Den Dulk, and De Ruijter (2010), working from home has an impact on general management and how organizations can alter their daily job obligations to meet internal and external expectations. Despite this, the researchers recommend more research on mobile working and the impact of environmental changes on managerial attitudes.

Timsal and Awais (2016) claim that working from home provides employees with more freedom, better work-life balance, and the potential for superior performance. McCartney and Evans (2005) discovered that working from home does not allow employees to establish a favorable work/life balance.

Working from home, according to Anderson and Kelliher (2009), increases staff loyalty and job satisfaction. Working from home has many advantages for employees, including increased flexibility and reduced commute time, adds Turcotte (2010). According to Barton, working

from home boosts job satisfaction (2017). Bloom (2014) states that happy employees are less inclined to switch employment.

McCartney and Evans (2005) concluded that flexible work options, such as working from home, offered significant benefits for pharmaceutical companies, including Lilly UK. This organization uses flexible working options, such as working from home, to recruit, retain, and encourage people. In an interview conducted by Anderson and Kelliher (2009) on flexible working, one employee stated that the organization was able to retain personnel by giving flexible work schedules.

Working from home is also described as 'boundaryless' work, according to Mellner, Kecklund, Kompier, Sariaslan, and Aronsson (2016). The researchers found that those who work long hours may be weak in psychological distance. A worker who works from home is more likely to be connected to the internet and accessible to their company.

On average, Canadians who worked from home for more than 10 hours per week were dissatisfied with their work-life balance. Frustrated workers worked more than 10 hours per week, 14% worked less, and 12% did not work from home at all. Working from home for more than 10 hours per week reduced job satisfaction.

2.6 Employers

There are several elements that must be considered when an organization implements a flexible work strategy, according to McCartney and Evans (2005).

- To connect the policy with the business plan of the organization.
- Communicating with all employees, taking into account their ideas;
- Providing the required equipment and resources so that both managers and employees can effectively perform their jobs, for example on par with what they would do in an office environment.

Employers are increasingly adopting flexible work practices because of the market and because they can be extremely effective in the workplace, according to Kattenbach, Demerouti, and Nachreiner (2010). Businesses and employees have also been impacted by this shift, although no conclusions have been formed regarding how they were affected. According to ACAS, businesses are increasingly allowing employees to work from home (n.d.). They claim this to

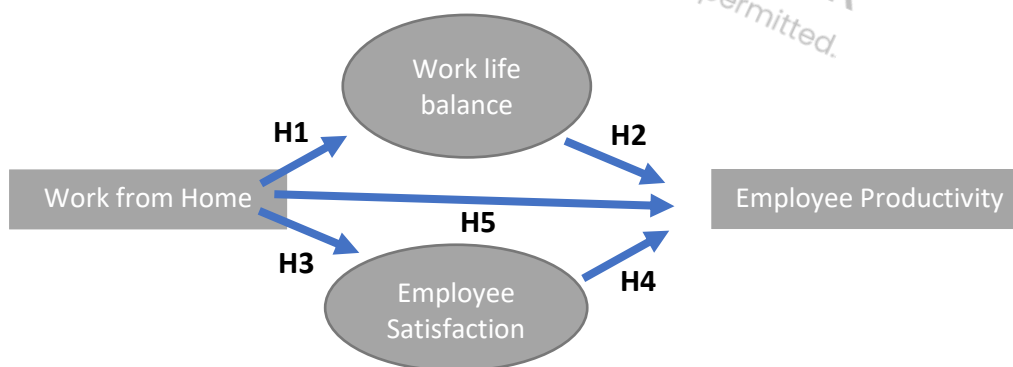
be true. Because it saves money and allows for more space in the office, Barton (2017) believes that some firms are employing hot-desking to encourage more employees to work from home, which is a win-win for the company.

2.7 Summary

Many of the studies we reviewed demonstrate that being able to work from home is a beneficial experience. Yet little is known about the motivational and performance effects of people working from home. Consider the impact on employees and their feelings when changes are made to their work environments. Because of the profound impact that technology has had on our daily lives, more and more people are choosing to work from home. In contrast, the goal of this research is to close the motivation and performance gap that still exists among employees.

Following that, this study will look into motivation, performance, and work-life balance to determine whether or not this manner of working should be adopted by more departments inside the bank. Jizba and Kleiner (1990) stated that this manner of working might be beneficial for certain people, but it might not be beneficial for others.

2.8 Conceptual Framework



2.9 Hypothesis

- i. H1 - Bank employees working from home has a positive impact on work life balance
- ii. H2 - Work from home improves bank employee productivity
- iii. H3 - Work from home has a positive impact on job satisfaction
- iv. H4 - Job satisfaction has a positive impact on productivity
- v. H5 - Work from home has a positive impact on employee productivity



CHAPTER 3

METHODOLOGY

3.1 Method

Numerous research efforts will be required to obtain a deeper knowledge of working from home and to address the study plan's questions. It is possible to do research in a variety of different ways, including quantitative and qualitative approaches. Here, we'll look at a number of different research methodologies in order to identify which one is most fit for this particular topic. There will be details on the procedures that were utilized to obtain the data, as well as any ethical considerations or limits that may have existed at the time of data collection.

3.2 Research Philosophy

The way a researcher views the world is reflected in their research philosophy. Hypotheses are utilized to support the overall research approach as well as the specific research methodology employed in the study. They must be relevant and useful to the research project at hand (Saunders, Lewis, Thornhill, 2009).

According to Modell, ontology and epistemology may be difficult to categories or group together because of their overlapping nature (2009). In addition, Saunders et al. (2012) used their research onion, which they describe as a tool for peeling back each layer of the onion in order to arrive at a study plan that is effective. Researchers may find it useful to apply philosophical viewpoints such as ontology and epistemology to aid them in the planning and design of their research projects.

3.3 Ontology

According to Marks and Yardley, it is the notion of what may be understood about reality by scientific investigation (2004). Specifically, constructivism is an ontological stance that asserts that modern events are always changing, and that this may be linked to a lack of knowledge in the social world, as stated by Bryman and Bell (2011) in their work on constructivism. Because of the methods employed, they were need to exert a great deal more caution when carrying out their investigation.

3. 4 Epistemology

Marks and Yardley call it epistemology (2004). It refers to the process by which new information is acquired. While the natural sciences are frequently associated with quantitative study, this isn't always the case with positivism, which has a different epistemological viewpoint (Bryman and Bell 2011). However, interpretivism is the philosophical perspective employed in this study, which focuses on people's values, actions, emotions, and perspectives on the world (Pease, 2013). A qualitative research approach is more likely to be the primary method used in a study focusing on constructivism and interpretivism, according to the findings (Pease, 2013).

3. 5 Qualitative vs. Quantitative

However, Kapoulas and Mitic (2012) state that there is much ambiguity as to whether this interest in qualitative research will continue. There is a great deal of uncertainty because alternative data collection methods may be used in the future. Some academics have expressed displeasure with the use of questionnaires for qualitative data gathering because of the language used, how the material is presented, and what they discover. This is further supported by Qu and Dumay (2011).

According to Neuman and Jankowicz (quoted in Anderson, 2009), the two most prevalent methods of gathering data, quantitative and qualitative, have significant distinctions. In their research, Neuman and Jankowicz stated that quantitative data would be more about looking at statistics, whereas qualitative data would be more about looking at themes that emerged from a variety of sources. There is a general concentration on language in qualitative research and the ability to go into greater depth in quantitative research, according to Jankowicz and Neuman.

It is possible to plan out the research in advance using quantitative data analysis, according to Saunders, Lewis, and Thornhill (2012). It is possible for the method to modify and adapt as the study progresses with qualitative data analysis, on the other hand. When conducting questionnaires, for example, the questions could be generated and/or enlarged as necessary. Also, according to the University of Wisconsin, quantitative research is based on objective data, whereas qualitative research is based on subjective data.

3.6 Mixed Methods

- In their research, several scientists are considering utilizing a combination of different research methods. Qualitative and quantitative data would be examined in this study. According to Anderson, results from mixed method research can be displayed using a variety of sources (2009).
- There has been a change in research questions. quantitative and qualitative aspects should be given the same attention
- HR issues have changed in terms of both the macro (quantitative) and the micro (qualitative) in order to get an overall picture of how things are going.

This study would not have benefited from a mixed methods approach because combining and combining the results of quantitative and qualitative research can be difficult. Even so, according to Creswell (2013), a more complete picture can be gained by employing a combination of quantitative and qualitative methodologies. There are some who believe that because mixed methods research is a newer and more common method, it's not as good as either quantitative or qualitative research. This gives the impression that this strategy is inferior to either of the other two.

3.7 Choice of Research Methodology

Taylor, Bogdan, and DeVault (2015) wrote in their 2015 paper that it has to do with how people approach problem solving and doing tasks. In order to acquire a better understanding of what people believed and how they characterized their experiences, qualitative research was done in this study. According to Gopaldas, qualitative research methodologies are crucial for the majority of investigations (2016). Thus, a better grasp of relevant literature, proposed issues, and hypothetical study topics can be achieved through the collection of data through these methods. Qualitative research examines people's perceptions of a situation and how that affects their behavior (Neuman and Jankowicz, cited in Anderson, 2009).

This research will benefit greatly from a qualitative method because people's attitudes of working from home have evolved significantly over time, and there is growing concern about the implications for both employees and companies. According to the findings of this study, a qualitative technique allows researchers to expand on theory rather than simply test it

(Anderson, 2009). This is critical to the study's findings, which center on people's attitudes and perceptions of working from home. In this study, a quantitative method would have been less beneficial because it will only look at how many employees felt more motivated when they worked from home, rather than how many employees actually claimed they felt motivated. For this reason, it was able to draw more accurate findings because it had access to a wider range of viewpoints.

It was possible to provide recommendations to the company about working from home because of the findings and conclusions that were obtained using this type of data collection method. The "research question" section's goals and objectives were set in motion to achieve these outcomes. Researcher's conclusions and recommendations may have been different as a result of this.

3. 8 Data Collection

In order to conduct this study effectively, it was necessary to consider numerous factors, such as the intended audience, the number of participants, the methodology employed, and the questions posed in order to answer the research questions (Bryman and Bell, 2011). The study's method of investigation was to conduct structured questionnaires with participants.

Structured questionnaires provide for flexibility in the survey agenda as the questionnaire develops, according to them. Spender picked structured questionnaires because he thought they allowed for unstructured interviews and informal agreement on the participants and the study question.

After considering structured questionnaires, Lucie (Cited in Bryman and Bell, 2011) concluded the researcher can present more general questions because they already know their study's objectives while using this approach to data collecting. Researchers can seek more unstructured inquiries and questions as the study goes because they know what areas need to be addressed and what the answers are when they employ this strategy.

Other forms of queries, such as organized and unstructured interviews, were also investigated. These are more frequent in quantitative research and would not be used here. Structured questionnaires are used to assure the researches validity and measurement (Bryman and Bell, 2011). The researcher must be able to relate the open-ended question to the main study problem. The participants will thereafter be allowed to express themselves via the google form.

3.9 Data collection – Factors for consideration

Research methodologies and data gathering procedures were examined in order to discover the best strategy to conduct this study. In this manner that the most relevant information could be accessed and utilized. The following considerations had to be made when employing a qualitative data collection technique:

- Responses
- To explain the questionnaires framework and provide participants instructions. A thorough explanation of what is expected of the participant and how the questionnaire is shaped is critical to the success of the study, and it may help the participant feel more at ease.
- As a result, the questions were separated so that the first set was quick hits and the second set allowed for more detail if wanted. As a result, the participant will be less overwhelmed by the study's questions.

3.10 Feasibility Study

Using this technique, researchers can be sure that the survey questions are relevant, there are no repeats, and that their method works well in general (Bryman & Bell, 2011). The pilot study used a person who works from home, based on the questions in appendix 1. Because there was a lot of repetition and overlap in the questions, this allowed the questions to be reworded a bit. Based on this study's objectives, each question was crafted in such a way that it was relevant to all of the study's objectives. In addition, pilot research provided an indication of the length of each questionnaires.

No matter how many questions posed via the google form, the researcher will be able to tell if we asked too many or too few questions based on their responses. As a result of this study, the number of questions presented changed. There is a list of the finalized questions included in the appendices. In order to avoid the participant giving the same responses over and over again, some of the original questions had to be reworded.

Because questionnaire method was employed in this study, it was straightforward to alter and change the questions as the study progressed. However, if quantitative data was used, this would not be possible because the questions cannot be simply modified.

3.11 Data Collection Sample

The research could continue after a pilot trial. People who work from home were chosen as the target audience for this study. Choosing a sample size for a study might be difficult because of time and expense constraints. Limitations like how long it will take to analyze the data and whether or not it cost anything are included in this category. These considerations had to be taken into account when deciding on the sample size.

Talking to other employees and managers in the organization who had worked from home before, we were able to identify potential participants for the study. Appendix 3 contains a copy of the email addressed to these workers. These workers were contacted through email to see whether they'd be interested in participating in the study after their identities had been discovered. The corporations jointly sent the email to 250 of its employees. I had aimed for a response rate of 200, but only 161 employees took the time to answer. This study would be able to collect adequate data since there would be enough of time for questionnaires and an abundance of data to analyze if all 161 participants who answered said they were willing to participate.

3.12 Data Collection Procedure

The Data was collected using the google form application. The link for the google form was attached along with the email detailing the research specifications. The employees need to fill in the answers for the questionnaires using the google form and thereafter submit those answers. The google form will record these answers and tabulates each response in an Excel sheet format in order for the researcher to tabulate and triangulate the responses.

3.13 Data Analysis

Analyzing data in a way that allows researchers to display their findings and talk about their discoveries is essential in any study. In qualitative research, Turunen (2013) identifies content analysis and thematic analysis as the two primary methods for examining the data's content.

It is generally the case that the researcher receives a list of attributes and the frequency with which the occurrence occurred using content analysis (Marks and Yardley, 2004). From the collection of data, this information is derived.

Thematic analysis, on the other hand, was utilized to examine qualitative data in this study. Analysis of qualitative data can be regarded as a flexible method of identifying reporting patterns, such as themes, in the data. Thematic analysis (Braun and Clarke, 2006). A thematic analysis, on the other hand, focuses just on the data's emerging patterns, rather than the entire dataset (Marks and Yardley, 2004). The researcher will be able to look at and identify the main themes from the data collection in order to analyze the responses offered by respondents. Using this method, it is possible to identify patterns in the data that was gathered (Braun and Clarke, 2006).

3.14 Ethical Considerations

After analyzing the preceding issues, more ethical questions arise. Some of the study's volunteers may not be able to work five days a week due to family illness or other personal reasons. After this, there would be no more ethical difficulties. Their remarks would not be linked to them personally and whatever information they provided would be kept totally confidential. Each participant in the study had to complete a consent form (Appendix 5). It covered all of these topics.

The researcher required to be sensitive to each participant's needs if there were any potential risks. Due to the likelihood of some participants being distressed by certain topics (University of Greenwich, n.d.). It was unlikely that any issues would have arisen due to the study's vast scope. Everyone knew they could go at any time.

It was also important to properly collect and manage all participant data. This was done to verify that no one else had access to, misplaced, or erased the data. The google form was produced from the researcher's personal Gmail account, hence the results were only accessible by the researcher, allowing researchers to maintain control of the data. Since 1988 and 2003, the Data Protection Acts required that data be kept only as long as needed (Data Protection Commissioner, n.d.). All questionnaire transcripts were saved on a laptop in a safe folder.

CHAPTER 4

RESULTS & DISCUSSION

4.1 Findings

This study's findings helped answer the research question. The data collected revealed five things about remote workers' motivation and performance. The 9 participants in this study work for a bank and can now work from home, as stated previously. Using structured questionnaire, As a result, the researcher has a lot of data to work with.

4.2 Thematic Analysis

Below are the themes that is identified from the study:

1. Varying levels of Individual preferences
2. Motivation & performance levels
3. The key factor is work life balance
4. Isolated Workplace
5. Technology influence

A number of questions were addressed about working from home and how it influenced their motivation and performance. Participants in the survey commended working from home.

4.3 Theme 1 – Individual Preferences

In each of the questionnaire, respondents expressed their delight at being able to work from home. 70% of the responses recorded convenience via Q4.

Researcher found that working from home was more productive since there were less interruptions, according to the study's 162 participants. Similarly, majority of the responses recorded also shows that the participants are more comfortable to work from home as it is more conducive. We can conclude that working from home provides the ultimate comfort and conveniences as the responses recorded that, most of them get to work in a homely environment.

Working from home appeals to a wide range of people for a variety of reasons. Commuter times can be significantly reduced by working from home, according to several participants in

this study. When there is less commute or use of transportation, then there is more cost savings for the participants.

4.4 Theme 2 – Levels of Motivation and Performance

Majority of participants said working from home enhanced their motivation. Working in a comfortable environment boost morale and allows them to work happily. Being in a familiar environment would allow the participants to be more driven to get the work done. On top of that, there is no restrictions on the dress code or break times. The participants presented that with zero monitoring or SOPs, they feel more motivated to complete their work. Further to that, majority of the participants also presented high levels of productivity with increased levels of motivation. This presented positive reinforcements to the participants. z

Participants were asked how they thought their performance would change if working from home was no longer a possibility. Several of the participants indicated working from home would impair their performance, while several others felt it would have both a good and negative effect.

Few of participants were conflicted between the positive and negative implications of eliminating the possibility of working from home. However, members show their devotion to the company by working from home when necessary.

4.5 Theme 3 - Work Life balance

The study indicated that motivated persons have a better work-life balance. Many of the participants were able to spend more quality time with their families at the same time they were also able to pursue extracurriculars activities or hobbies or even a night out with friends. The majority of survey participants stated that working from home increased their motivation and improved their work-life balance.

4.6 Theme 4 – Isolation from the workplace

While most participants enjoyed working from home, they also felt alone. In a normal office environment or setting, there will other staffs which results in having someone there all the

time. Further to this, the participants are able communicate and share ideas in a normal office setting, however, when working from home, although many participants claim the environment is homely, comfy and peaceful, they do not have any interactions or limited interaction. This may affect their morale and they may feel isolated.

4.7 Theme 5 – Technology as a driver

During the questionnaire, participants were asked if they sensed any limits or problems that could affect their motivation and effectiveness while working from home. Majority of the participants informed that there are no limitations as many of their employer is providing some form of support when working from home. The support is in the form of providing broadband services, subsidize the internet charges and etc. Technology is available and it allows for the participant to successfully complete their work without any hindrance or down time.

4.8 Summary

When the researcher reviews each of the 162 participants responses whether they preferred working from home or in an office, they unanimously stated that it was a 50/50 split. These simple themes and conclusions clearly outline the benefits and cons of remote employee engagement and performance.

4.9 Discussion

Overall, there has been a lot of research done about working from home, which has helped this study reach its goals and aims. Some critical questions were posed at the outset of this investigation. We looked at a variety of sources and conducted qualitative research to get to the bottom of these questions. After that, the following debate was compiled. Using semi-structured questionnaires to obtain data, this section examines the results presented in this manner.

Research on working from home is extensive, and it has helped this study attain its goals and objectives. When this investigation began, it posed a number of critical questions. In order to answer these questions, we looked at a variety of sources and conducted qualitative research.

Finally, the following debate was compiled. Using semi-structured questionnaires to gather data, this section examines the results presented this way.

4.9.1 Discussion - Theme 1 – Individual Preferences

Working from home was clearly a favorable experience for most employees. Many organizations regard mobile working as a positive manner of working, as mentioned by Churchard (2015). This study backs it up. Working from home may appear beneficial to some, but not all organizations, according to previous research (ACAS, n.d.).

Working from home was useful for the study's participants, according to majority of participants. Likely reasons for working from home include more flexibility, peaceful environment, less travel or commute time and etc.

People who work from home are more enthused and productive than those who work in an office because they have a greater sense of well-being. James (2016) concurs with this findings. Employees think this manner of working allows them to handle their daily responsibilities as well as personal tasks. They also said they would be more stressed and see a negative impact if the opportunity to work from home was withdrawn. The ability to work from home has been shown to improve employee satisfaction, which in turn improves motivation and productivity. This study suggests that increasing these levels improves work-life balance. Working from home provides employees with freedom, flexibility and allows them to stay focused.

4. 9.2 Discussion – Theme 2 – Levels of Motivation and Performance

It was critical to track the evolution of both employee motivation and performance over time in this study, which examined the effects of working from home on both. People who conducted this study intended to find out if working from home makes people more motivated and more productive. To test if this had any effect on how well they could perform and have a balanced life at work, they also decided to conduct an experiment. The majority of persons who worked from home were more motivated than those who didn't work from home, according to the responses.

Working from home often makes employees feel like they have to put in more effort or achieve more goals because they are not truly working. However, Watson and Lightfoot (2003) feel that those who work from home work longer hours. Roberts (2010) examined how employees in the UK commute for over 22 million hours every day and how changes in working patterns, such as flexible working practises, will reduce travel times and so be more environmentally friendly.

These findings are in line with other studies, such as Anderson and Kelliher (2009), which found that an organization that offered flexible work schedules was able to keep its employees. While the majority of individuals had the same opinion about performance levels, there are a few participants with different opinions about them.

All participants in this study agreed that their performance might be effected if they could no longer work from home, as shown by the results. Because it appears to have a significant impact on employee motivation and performance, this method of working should be implemented as widely as possible in the workplace. Timsal and Awais (2016) observed that organizations are seeking for new ways to keep and grow their personnel, and that people are interested in working for companies who are flexible all over the place right now. Because employees value working from home so highly and would be "hugely dissatisfied" if the option were removed, it is reasonable to assume that they would become less committed, demotivated, and disengaged in their jobs if the option were removed.

The literature and the conclusions of this investigation are slightly at odds. Because there are no interruptions, employees can perform and concentrate better when working from home. While Ian Wright worked from home to be more productive and perform better, he said he had more distractions, which Barton investigated in (2017).

There is a contradiction here since while individuals in this survey found that there were little distractions at home, Ian Wright looked to have many more distractions than he did at the workplace, e.g. a newborn infant at home. In a workplace full of distractions, this study's findings suggest that participants themselves may reduce workplace distractions.

4.9.3 Discussion - Theme 3 – Work Life Balance

Timsal and Awais claim that work-life balance benefits all employees (2016) Working from home offers employee's flexibility, a better work-life balance, and the possibility for higher productivity. This shows that employees can push through work and perform to a higher standard to stay motivated and spend time with their families. To investigate the impact of working from home on psychological detachment, Mellner et al (2016) claimed that working from home constituted 'boundaryless' work.

4.9.4 Discussion - Theme 4 – Isolation

This issue was offered to the researcher via the questionnaire and was not chosen for this study, however participants mentioned it as a crucial factor they had difficulty adapting to. An isolated and lonely work environment can have an adverse effect on an employee's motivation and performance, according to the findings of this study. This is consistent with Mullins (2010), who found that people who work from home experience a sensation of loneliness that they don't while they're in the office.

Even if there is a fear of being alone, employees found that striking the right balance between time spent in the office and time spent working from home was the most effective way to achieve their goals. In their study, Shellenbarger (2012) found that there was a sense of uncertainty about how employees were dividing their working week, such as the number of days they worked from home. Because employees may work from home when they want, isolation isn't as important as it once was, according to this study's findings. Also, facts reveal that people who work from home can't do so full-time due to isolation.

4.9.5 Discussion – Theme 5 – Technology as a driver

The literature and this study's findings clearly show that technology has advanced, Timsal and Awais (2016) point out that new technology has enabled working from home. Newer technologies provide for greater location and time flexibility, yet there is no evidence of detrimental consequences on workers. According to Miles (2016) for the CIPD, and this study's participants, employees are increasingly working from home due to technological advances.

However, technological issues aren't addressed in existing literature. The productivity and morale of employees who work from home will suffer if their technology is inefficient.

4.10 Discussion – Study Objectives

Each of the study's objectives was met and was discovered in each of the themes. We will discuss how the findings of this study aided us in reaching each of these aims.

To begin, the study's overarching research question was "Is working from home viewed as having a beneficial or negative influence on employees, and how does this affect their work-life balance?" By and large, working from home significantly boosts motivation and performance, which benefits work-life balance. The following study objectives demonstrate this.

4. 10.1 Discussion – Objective 1

"To gain an understanding of the impact of working from home on employee motivation and performance levels."

Throughout the questionnaire, participants commented on how working from home kept them motivated. When asked why they liked working from home, the participants in this study cited independence and flexibility as major motivators. Participants' comments to this study revealed a general sense of optimism about the participants' motivation and performance levels.

4.10.2 Discussion – Objective 2

"To conduct a critical analysis of data obtained in order to determine whether working from home increases motivation and performance and, if so, whether this has an effect on work-life balance."

According to section 5.2 of this study, employees' motivation and performance levels rose when they were given the possibility to work from home. An additional finding that came out of this research was that the work-life balance of employees was positively impacted by their motivation and performance levels.

4.10.3 Discussion – Objective 3

“To assess whether there are any negative factors that could affect motivation and performance whilst working from home”

Managers need to be aware of and endeavor to overcome the two primary elements that arose from this study's findings and discussion section. Technology and solitude were identified as two of the study's major drawbacks. Isolation and technological problems can both have a negative impact on employee motivation and performance. As a result, employees may be less motivated and less likely to fulfil their goals. Organizations can seek to overcome these restrictions by focusing their efforts on them.

4.10.4 Discussion – Objective 4

“To see whether there are any routine activities that can be incorporated into firms to boost employee motivation and performance levels over the next year”

According to the study's recommendations, a Team Development Strategy should be implemented to make employees feel more active, included, and engaged. The literature and this study's findings showed that remote workers suffer from isolation and time away from the office.

4.11 Limitations

There will always be factors to consider when conducting research. The following problems were identified and addressed as a result of semi-structured questionnaires.

Researchers that employ semi-structured questionnaires have difficulty probing subjects since it is not face to face engagement and the response is only once, hence the researcher is not able to go back and clarify the responses should there be any.

As the questionnaire is lengthy with majority questions requiring short paragraph or long paragraph answer, participants may be eager to complete the questionnaire, while in the process, may not grasp full understanding of the questions.

CHAPTER 5

CONCLUSION

5.1 Conclusion

When it comes to their work-life balance, persons who work from home tend to have a better work-life balance than those who work in an office. Semi-structured questionnaires and a wide variety of data from banking/financial industry employees were used to produce this research. 'Research question' section defined four primary objectives for the project. Some research shows that working from home improves motivation and performance, and this is backed up by a number of studies. It is in this area that the findings will be briefly summarized, as well as ideas for how to improve them.

There was a void in the body of knowledge on working from home that necessitated this investigation. Literature has stated that working from home is beneficial to workers, and improved technology has made this possible. Research on how working from home affects motivation and productivity was lacking before to this study, which the researcher filled. Currently, technology companies like Dell are the subject of most study into working from home. Research on working from home has been dominated by technology companies, such as Dell, hence the banking industry was chosen for this study. It was necessary to do a more thorough investigation to determine whether employees who worked from home were more motivated and produced better work, and if so, why can't more employees at a bank work from home?

In general, working from home has a lot of advantages, according to this research. Due to past research and this study, this is the case. People who work from home have a higher level of motivation than those who work in an office, according to this research, since they believe they can get through their workload and complete the task at hand. Because they could not spend as much time with their families if they worked full-time in an office, many respondents indicated that working from home increased their motivation to complete their jobs. Many people also reported that working from home improved their work-life balance because they were more productive, had more motivation, and were happier, more engaged, and more satisfied with their careers.

The ability to undertake non-work-related activities is an important motivator for people who work from home. Working from home allowed employees to maintain their work-life balance because they were self-disciplined. It is possible, for example, to organize their work schedules around their personal obligations.

People who worked from home had higher levels of productivity because they were more inclined to complete their tasks. There will be a positive impact on the company's bottom line since employees will be more motivated to maintain and enhance their current levels of productivity. Three employees were identified as "fence sitters" as a result of the investigation. If working from home was no longer an option in the workplace, how would participants feel about their performance? None of the three employees' explanations for why they didn't think working from home would impair their performance actually referred to working from home.

Due to the fact that people may perceive questions in a way that isn't how they were initially intended, researchers have to be careful while conducting studies because of this. In spite of this, these folks were candid about the factors that made working from home tough for them, such as being alone and having to utilize technology. Many of those who took part in the research noted one or the other of these things. They also said that some of the technology was demoralizing. According to Miles (2016), a former CIPD employee, technological advancements have made working from home more convenient for many people. There have never been so many people working from home. We've already mentioned that software and log-in issues were a major concern for workers.

Motivation and performance can be harmed by a number of factors, including isolation. Employees blamed a lack of communication and a sense of belonging on this. An individual may work from home only two or three days a week to achieve a "balance."

Workers' motivation and output were found to be affected, which in turn affected their work-life balance. As a result, no matter what form of working arrangement an organization chooses, there will always be negative aspects to consider, discuss, and resolve.

Managers in banking organizations may want to look into introducing this type of working into other departments of the bank, as it is obvious from this research that working from home enhances employee engagement, performance, and work-life balance. In spite of this, a great deal of work remains. For both the person and the organization, there could be more research done into how working from home compares to working in an office.

5.2 Recommendations

It is our hope that the information provided here will be useful to banks and other organizations looking to hire more remote workers. Working from home has been proved to have a significant positive impact on both staff morale and productivity in the past. People who work from home have been given the following ideas on how to adapt new organizational practices.

5.2.1 Recommendation 1 – Working from Home, Implementation

- Companies should consider placing more employees in positions that allow them to work from home, such as sales or customer service, because the benefits of this arrangement far outweigh the disadvantages.
- As a recommendation, this method of working could be implemented in other areas of the company. This might be tested at a few locations within the bank.
- The company's HR department would need to ensure that all of its employees' contracts were in compliance with the company's policy of agile working. These are worthy of investigation.
- As this is a process that will need to be adopted inside the organization, the timescale for introducing this should be roughly 6 months. In order to execute this newer way of working, there must be a local agreement with employees, and this must ensure that managers are satisfied with the requirements and the reasons for doing so
- Working in this manner may save the company money because it frees up office space and reduces the requirement for office buildings.
- We want to cut down on how much office space we need
- Senior management might organize routine follow-up meetings with all managers to explicitly look at the effect this has had on employee relationships and workload.

5.2.2 Recommendation 2 – Review current facilities

- Check your workplace to see if it has the right tools for you to work from home.
- A lot of people thought that technology was their main problem.
- Because the business will need to ensure that its IT infrastructure is capable of supporting the working arrangement to be adopted with secure network connections, this advice could be used in conjunction with the first one mentioned above.
- As long as each employee has the same software and equipment they would have at work, the company can allow them to work from home.
- This should be done every eight months to make sure that the facilities support is good.

5.2.3 Recommendation 3 – Initiation of a mentoring program

- Work-from-home employees can learn from one another's mistakes and successes by participating in a formal mentoring program set up by their employers.
- This might be done as soon as employees are offered the option of working from home. They'll get a better sense of how to organize their time and workspace at home after reading this.
- People who are currently working from home or who work in HR can serve as facilitators.
- A mentoring program should not incur any additional costs other than the mentor's time, which he or she must give up so that employees can share their own experiences. This could be done by checking in with managers often.

5.2.4 Recommendation 4 - Team Development Strategy

- Remote workers often feel isolated, so a team-building technique should be implemented to make them feel more connected. • It is the responsibility of HR to ensure that this is done on a daily basis.
- In this way, all employees will be informed of upcoming assignments and projects as well as important company news and HR publications. This necessitates regular face-to-face interactions amongst team members.

- In order to ensure that employees have an opportunity to voice their opinions on whether or not this new method of working is beneficial to both them and the organization, this should be implemented.
- In addition, there shouldn't be any fees associated with this. In light of the strategy's requirements, however, the cost would need to be rethought.
- Every three months, HR should verify that the process is working properly for both managers and employees.



REFERENCES

- ACAS (n.d.) Homeworking. Retrieved on 4th March 2022 from <http://www.acas.org.uk/index.aspx?articleid=4853>
- Anderson, D. and Kelliher, C. (2009) 'Flexible working and engagement: the importance of choice'. *Strategic HR Review*, 8(2): pp.12-18.
- Anderson, V. (2009) Approaches to gathering data in HR research Retrieved on 4th March 2022 from: http://www2.cipd.co.uk/NR/rdonlyres/9B0FB658-EBEF-43A2-839F-6C7AA5973F9D/0/9781843982272_sc.pdf
- Arun Pathak, A., Raju Bathini, D. and Kandathil, G. (2015) 'The ban on working from home makes sense for Yahoo: It needs the innovation and speed of delivery that come from office-based employees'. *Human Resource Management International Digest*, 23(3): pp.12- 14.
- Bailey, S. (2012) Does Working From Home Work? Retrieved on 7th March 2022 from : <https://www.forbes.com/sites/sebastianbailey/2012/09/19/does-working-from-home-work/#2a400fb648dd>
- Barton, E. (2017) Working from home may actually hurt your career. Retrieved on 7th March 2022 from: <http://www.bbc.com/capital/story/20170418-how-working-from-home-ruins-everything>
- Basile, K. and Beauregard, A. (2016) 'Strategies for successful telework: how effective employees manage work/home boundaries'. *Strategic HR Review*, 15(3): pp.106-111.
- Bloom, N. (2014) To raise productivity, let more employees work from home Retrieved on 8th March 2022 from: <https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home>
- Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology'. *Qualitative Research in Psychology*, 3 (2). pp. 77-101
- Brooks, C. (2014) 10 Big companies that will let you work from home. Retrieved on 8th March 2022 from: <https://www.yahoo.com/news/10-big-companies-let-home-121235634.html>
- Bryman, A. and Bell, E. (2011) *Business Research Methods*. 3rd Edition. United States: Oxford University Press.
- Cachia, M. and Millward, L. (2011) 'The telephone medium and semi-structured interviews: A complementary fit'. *Qualitative Research in Organisations and Management: An International Journal*, 6(3): pp.265-277.
- Canonico, E. (2016) Putting the work-life interface into a temporal context: An empirical study of work-life balance by life stage and the consequences of homeworking. Retrieved on 8th March 2022 from: <http://etheses.lse.ac.uk/3349/>
- Chin, G. (2014) Working from home can work well Retrieved on 10th March 2022 from: <http://science.sciencemag.org/content/346/6215/1339.5>

- Churchard, C. (2015) Home working boom means 4.2 million UK staff now shun the office Retrieved on 10th March 2022 from: <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2015/06/05/home-working-boom-means-4-2-million-uk-staff-now-shun-the-office.aspx>
- CIPD (2016) Change Management. Retrieved on 4th March 2022 from: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet#8088>
- CIPD (2016) Flexible Working Practices Retrieved on 4th March 2022 from: <https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/factsheet>
- CIPD (2016) Remote working can be a mixed blessing for both employers and employees. Retrieved on 4th March 2022 from: <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2016/09/20/remote-working-can-be-a-mixed-blessing-for-both-employers-and-employees.aspx>
- Cole, G. (2016) 'Controlling the boundaries: How to minimise the negative impact of working outside regular hours'. Human Resource Management International Digest, 24(6): pp.15-17.
- Cousins, K. and Robey, D. (2015) 'Managing work-life boundaries with mobile technologies: An interpretive study of mobile work practices'. Information Technology & People, 28(1): pp.34-71.
- Creswell, J. (2013) Research Design – Qualitative, Quantitative and Mixed Methods Approaches. 4th ed. United States of America: SAGE Publications.
- Dixon (2014) How businesses can adapt to the flexible working trend Retrieved on 14th March 2022 from: <https://www.virgin.com/entrepreneur/how-businesses-can-adapt-to-the-flexible-working-trend>
- Ellis, M. (2016) Working from home soars with 1.5 million people shunning the office for a more flexible life. Retrieved on 4th March 2022 from: <http://www.mirror.co.uk/news/uk-news/working-home-soars-15million-people-8008210>.
- Geurts, S. and Demerouti, E. (2003) Work/Non-Work Interface: A Review of Theories and Findings. Retrieved on 4th March 2022 from: https://books.google.ie/books?hl=en&lr=&id=Cmr1aIWsgI4C&oi=fnd&pg=PA279&ots=5P7z_uqjvS&sig=q2TA3zyjP-Up1AN4Ei8GBuqT9ls&redir_esc=y#v=onepage&q&f=false
- Gopaldas, A. (2016) 'A front-to-back guide to writing a qualitative research article'. Qualitative Market Research: An International Journal, 19(1): pp.115-121.
- Gov UK (2015) 10 Steps: Home and Mobile Working. Retrieved on 4th March 2022 from: <https://www.gov.uk/government/publications/10-steps-to-cyber-security-advice-sheets/10-steps-home-and-mobile-working--11> [Accessed 22nd January 2017].
- Hitt, M., Steward Black, J. And Porter, L. (2012) Management. 3rd international ed. New Jersey United States: Pearson Education.

James, S. (2016) How to work from home effectively. Retrieved on 14th March 2022 from: <https://www.youtube.com/watch?v=bAEvruLE1Ss>

Jizba, B. and Kleiner, B. (1990) 'Evaluate your Work-at-Home Potential'. *Work Study*, 39(4): pp.9-12.

Kattenbach, R., Demerouti, E. and Nachreiner, F. (2010) 'Flexible working times: effects on employees exhaustion, work-nonwork conflict and job performance'. *Career Development International*, 15(3): pp.279-295.

Kapoulas, A. and Mitic, M. (2012) 'Understanding challenges of qualitative research: rhetorical issues and reality traps'. *Qualitative Market Research: An International Journal*, 15(4): pp.354-368.

Lewis, S. and Humbert, L. (2010) 'Discourse or reality?: Work-Life balance, flexible working policies and the gendered organisation'. *An International Journal*, 29(3): pp.239-254.

Mann, S. (2013) 'Smart Flexibility: Moving Smart and Flexible Working from Theory to Practice'. *Leadership & Organisation Development Journal*, 34(6): pp.588-589.

Marks, D and Yardley, L. (2004) *Research Methods for Clinical and Health Psychology*. United Kingdom: SAGE Publications.

McCartney, C. and Evans, C. (2005) 'Lilly UK makes flexible working work: Support from the top is a major reason for success'. *Human Resource Management International Digest*, 13(2): pp.5-7.

Mellner, C., Kecklund, G., Kompier, M., Sariaslan, A. and Aronsson, G. (2016) 'Boundaryless Work, Psychological Detachment and Sleep: Does Working 'Anytime – Anywhere' Equal Employees Are 'Always on'?'. *New Ways of Working Practices (Advanced Series in Management)*, 16: pp.29-47.

Morganson, V., Major, D., Oborn, K. Verive, J. and Heelan, M. (2010) 'Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion'. *Journal of Managerial Psychology*, 25(6): pp.578-595.

Morley, M., Gunnigle, P. and Haraty, N. (1995) Developments in flexible working practices in the Republic of Ireland: Research evidence considered. *International Journal of Manpower*, 16(8): pp.38-58.

Peters, P., Den Dulk, L. and De Ruijter (2010) 'May I work from home? Views of the employment relationship reflected in line managers tele work attitudes in six financial- sector organisations'. *Equality, Diversity and Inclusion: An International Journal*, 29(5): pp.517-531.

Qu, S. and Dumay, J. (2011) 'The qualitative research interview' *Qualitative Research in Accounting and Management*, 8(3): pp.238-264.

Reddan, F. (2015) Big tech firms target those who work only from home . Retrieved on 17th March 2022 from: <http://www.irishtimes.com/business/big-tech-firms-target-those-who-work-only-from-home-1.2348679>

Roberts, A. (2010) Costing the Earth – Working from Home. Retrieved on 4th March 2022 from: <http://www.bbc.co.uk/programmes/b00tpncw>

Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*. 4th ed. Pearson Education Limited.

Shellenbarger, S. (2012) Working from home without slacking off. Retrieved on 17th March 2022 from:

<https://www.wsj.com/articles/SB10001424052702303684004577508953483021234> [Accessed 20th May 2017].

Taylor, S., Bogdan, R. and DeVault, M. (2015) *Introduction to Qualitative Research Methods: A Guidebook and Resource*. Retrieved on 17th March 2022 from:

The London School of Economics (2016) Home working loses its appeal over time for both companies and staff. Retrieved on 17th March 2022 from: <http://www.lse.ac.uk/website-archive/newsAndMedia/news/archives/2016/09/Home-working.aspx>

The University of Wisconsin (2017) Differences between Qualitative and Quantitative Research. Retrieved on 17th March 2022 from:

<http://researchguides.ebling.library.wisc.edu/c.php?g=293229&p=1953453> [Accessed 27th May 2017].

Timsal, A. and Awais, M. (2016) 'Flexibility or ethical dilemma: an overview of the work from home policies in modern organisations around the world'. *Human Resource Management International Digest*, 24(7): pp.12-15.

Turcotte, M. (2010) Working at home: An update Retrieved on 17th March 2022 from <http://www.winnipegwebshop.com/wp-content/uploads/2012/07/11366-eng.pdf>

Turunen, H. (2013) Content Analysis and Thematic Analysis: Implications for conducting a qualitative descriptive study Retrieved on 17th March 2022 from :<http://onlinelibrary.wiley.com/doi/10.1111/nhs.12048/full>

University of Greenwich (n.d.) What might be the ethical issues and risks that arise in my research? Retrieved on 17th March 2022 from: <http://www2.gre.ac.uk/research/ethics/what-might-be-the-ethical-issues-and-risks-that-arise-in-my-research>

Wade, J. (2011) 'The Risks of Working from Home'. *Risk Management*, New York, (58.9): pp.14-15.

Watson, I. and Lightfoot, D. (2003) 'Mobile working with Connexions'. *Facilities*, 21(13/14): pp.347-352.

Weatherly, P. and Otter, D. (2011) *The Business Environment – Theme and Issues*. 2nd ed. Oxford University Press Inc.

Van Teijlingen, E., Hundley, V. (2001) The importance of pilot studies. *Social Research Update*, 35. Retrieved on 5th January 2022 from

<https://aura.abdn.ac.uk/bitstream/handle/2164/157/SRU35%20pilot%20studies.pdf?sequence=1&isAllowed=y>

APPENDICES

UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

Appendix 1 – Survey Questions (1st Draft for Pilot Study)

1. State the number of months or years you have worked for the organization?
2. State the number of months or years you have been working from home?
3. How often do you work from home per week?
4. What is the reason you work from home?
5. Is your work full time or part time?
6. Do you work in multiple locations? (Otherwise known as mobile working)
7. Do you enjoy working from home?
8. What is your job functions that enables you to work from home?
9. How important is it for you to have the option of working from home & Why?
10. At home, how is your working environment like?
11. What is your preference when it comes to working from home or working in an office environment? Why?
12. Do you have experience of work/life balance while working from home?
13. What is your typical day like while working from home, e.g. working in the mornings/evenings
14. How do you think working from home influences your motivation levels?
15. Do you feel your motivation levels would be affected positively or negatively if working from home was no longer an option in your workplace?
16. How do you feel when working from home influences your performance levels?
17. Do you have any experiences of communicating and interacting with other colleagues while working from home?
18. Do you get any support from your organization? And what kind of support?

19. Does the level of support you receive from your organization affect how many days you work from home per week?
20. Do you miss working in an office environment full time?
21. Do you feel like you get distracted easily? (Can you expand on this?)
22. In what way does this affect your motivation and performance levels?
23. How do you feel working from home impacts your ability to complete work tasks?
24. Are you able to switch off from work? (Do you feel you find yourself working longer hours)
25. What is your opinion on more people within your workplace being offered the opportunity of working from home?
26. In general, do you feel there are any limitations surrounding working from home with regards to your motivation and performance levels?
27. Would there be a main challenge that you would face on a regular basis while working from home?
28. Are there any additional comments you wish you make regarding working from home / mobile working?

Appendix 2 – Final questionnaire

1. State the number of months or years you have worked for the organization?
2. Is your position full time or part time?
3. State the months or years you are working from home?
4. What is the reason(s) you work from home?
5. How often do you work from home per week?
6. What is your job functions that it enables you to work from home?
7. Do you work in multiple locations? (Otherwise known as mobile working)
8. Is it important for you to have the option of working from home & Why?
9. If you are working from home, what is your environment like?
10. What is your preference in terms of working from home or office? Why?
11. State your experiences with work life balance when you work from home?
12. What is your typical day is like when working from home, e.g. working in the mornings/evenings?
13. How do you think working from home influences your motivation levels?
14. Should working from home no longer remains as an option, will it affect your performance level positively or negatively?
15. Do you have any experiences communicating and working along your colleagues while working from home?
16. Does your organization provide support when working from home and what kind of support do you receive?
17. Does working from home has any impact in the completion of your work and tasks?
18. While working from home, do you easily get distracted?
19. How does this effect your motivation and performance levels?
20. Are you able to switch off from work? (Do you feel you find yourself working longer hours)

21. What is your opinion on more people within your workplace being offered the opportunity of working from home?
22. In general, do you feel there are any limitations surrounding working from home with regards to how this may affect your motivation and performance levels?
23. Would there be a main challenge that you would face on a regular basis while working from home?
24. Are there any additional comments you wish you make regarding working from home / mobile working?


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

Appendix 3 – Email issued to potential participants

Dear Sir/ Madam,

I am currently in the process of completing my dissertation for my Masters in Business Administration and I would greatly appreciate it if you could take the time to read the below and I hope you would be interested in participating in my study.

Work-from-home policies and the influence they have on employees' motivation and productivity are the focus of my research. A copy of the questions has been attached as part of this research along with the google form link.

I would love to hear from you should you be willing to participate; it would be a huge help. Kindly click on the link and fill in. It is important that you complete all the questions in order to capture the essence of the responses.

Thank you in advance

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

APPROVAL PAGE

TITLE OF PROJECT PAPER: THE IMPACT OF WORKING FROM HOME ON THE BANKING SECTOR EMPLOYEES' PRODUCTIVITY IN THE KLANG VALLEY AREA

NAME OF AUTHOR : VIKNESWARY A/P GUNARASA

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

SUPERVISOR

Signature : _____

Name : _____

Date : _____



ENDORSED BY

Dean

Graduate School of Business