

# THE IMPACT OF WORK FROM HOME, WORK ENVIRONMENT AND WORK MOTIVATION ON JOB PERFORMANCE TOWARDS ACADEMICS IN HIGHER EDUCATION INSTITUTIONS: A STUDY IN MUKAH

Siti Nadzirah Aini binti Mohd Shuhaimi<sup>1\*</sup>

<sup>1</sup> Jabatan Perdagangan, Politeknik Mukah, 96400, Sarawak, Malaysia (E-mail: [nadzirah@pmu.edu.my](mailto:nadzirah@pmu.edu.my))

## Article history

Received date : 14-4-2025

Revised date : 15-4-2025

Accepted date : 25-5-2025

Published date : 16-6-2025

## To cite this document:

Mohd Shuhaimi, S. N. A. (2025). The impact of work from home, work environment and work motivation on job performance towards academics in higher education institutions: A study in Mukah. *Jurnal Penyelidikan Sains Sosial (JOSSR)*, 8 (27), 17 - 29.

**Abstract:** *This study investigates the impact of work from home, work environment, and work motivation on job performance toward academics in higher education institutions, focusing on Politeknik Mukah and UiTM Campus Mukah in Sarawak. A quantitative research design was employed, involving a sample of 220 academic staff selected through stratified sampling to ensure balanced representation across faculties, departments, and academic levels. Data were collected using structured questionnaires and analysed using the Statistical Package for the Social Sciences (SPSS) version 27. Multiple regression analysis was conducted to examine the relationships among the variables. The results indicate that work from home practices have a significant and positive effect on academic job performance, with a coefficient value of 0.359. In contrast, the work environment variable did not demonstrate a significant influence on job performance, as indicated by a coefficient value of 0.003. Additionally, work motivation was identified as a significant factor influencing job performance, with a coefficient value of 0.232, underscoring the importance of fostering both intrinsic and extrinsic motivational factors to enhance employee performance. The study also identified a moderate positive correlation between work from home arrangements and work motivation, indicating that flexible work practices can effectively boost motivation levels among academic personnel.*

**Keywords:** *Work from home, Work Environment, Work Motivation, Job Performance*

## Introduction

COVID-19 has spread dramatically worldwide by 2020. According to Tang (2022), Malaysia reported its first COVID-19 cases on January 25, 2020. Cases increased significantly in March 2020, prompting the Malaysian government to announce the first lockdown period, the Movement Control Order (MCO), from March 16 to March 31, 2020. Tumin (2020) indicated that 44% of workers surveyed by Malaysia's Department of Statistics (DOS) started working from home during MCO. Adding to that, losing their jobs was also experienced by 10% of survey participants, leading to an official unemployment rate of 3.9% in March 2020, significantly surpassing the 3.3% average unemployment rate in 2019. A recent survey shows that approximately 51% of professionals feel that working remotely did not affect their productivity levels. In comparison, nearly 31% used remote work as an opportunity to enhance

their skills through new courses and develop new abilities (Sharma, 2022). Within higher education, academic work performance is prioritized as the focus, showing its significance. If the motivation level decreases, the performance level will also decline. Moreover, debates are still ongoing regarding the research study on the effect of remote work on employee performance (Andriyanty et al., 2021). The researcher argued that the impact of working from home on employee job performance is still a matter of debate. Similarly, Susilo (2020) argued that working from home affects employee job performance, which is still debatable.

Highlights that work from home is most effective when the work can be done online or is easily portable (Bawono & Setyadi, 2021). When work tasks are online or portable, employees can access and complete them from any location with an internet connection or suitable work environment. This flexibility allows for seamless transitions between different workspaces, whether at home, in a co-working space, or while travelling. Additionally, online or portable work tasks enable effective communication and collaboration through digital platforms, ensuring remote workers can engage with colleagues and access necessary resources regardless of physical location. One of the primary challenges is the lack of social connection. Virtual workers often experience diminished social connection due to fewer opportunities to interact with coworkers and participate in organizational activities. This makes it difficult for them to establish bonds with colleagues and access important information typically shared in informal interactions, potentially impacting their performance and overall well-being. However, investigated how using a video conferencing platform for communication allows employees to work from home (Ishak et al., 2022).

### **Research Questions**

- (i) Is there any relationship between work from home and job performance?
- (ii) Is there any relationship between work environment and job performance?
- (iii) Is the any relationship between work motivation and performance?

### **Research Objectives**

- (i) To identify the relationship between work from home and job performance.
- (ii) To identify the relationship between work environment and job performance.
- (iii) To identify the relationship between work motivation and job performance.

### **Literature Review and Hypotheses Development**

Employee performance is crucial for every stakeholder within an organization. Job performance is the clarity of completing tasks according to established standard procedures designed to support employee effectiveness. Researchers have studied the definition of Job performance, which can be defined as the act of completing assigned tasks within a given time frame efficiently and effectively (Abun, Nicolas, Apollo, Magallanes, & Encarnacion, 2021). According to the proposed job performance theory (Tayyaba et al., 2020), job performance is carrying out one's duties and responsibilities on a specific task while considering well-known factors such as time, speed, and efficiency. (Zhenjing et al., 2022) The study of employee performance is a valuable resource for any company, and this holds across all industries and countries in the business world. Researchers have studied the most frequently examined work-related outcomes of teleworkers working from home: job satisfaction and performance (Neumann et al., 2021). Furthermore, the researcher has argued that the effort a person puts into achieving a goal is related to motivation. Worker or employee satisfaction and job performance are closely linked to motivation. Managers must collaborate with others; this motivation is essential for them (Qiao et al., 2022).

### **The Impact of Work from Home and Job Performance**

Susilo (2020) highlights that working from home reduces the time and money employees must spend commuting and other work-related expenses. This reduction in time and cost not only eases the financial burden on employees but also contributes to a better work-life balance. The time saved from commuting can be redirected towards work tasks or personal activities, enhancing overall job satisfaction and productivity. Nuur, A., et al., (2021) discuss the teleworkers' ability to customize and personalize their work environment, which can lead to increased productivity. A personalized workspace can reduce distractions and create a more comfortable and conducive working environment. Employees can tailor their workspace to suit their preferences and needs, enhancing their focus and efficiency. Higher levels of telecommuting are associated with increased work motivation, as reported by (Susilo, 2020). When employees have the flexibility to work remotely, they often experience greater control over their work, leading to higher intrinsic motivation. This increased motivation can improve job performance, as motivated employees are generally more engaged and committed to their work. Job performance is a complex construct influenced by various factors, including job satisfaction, remuneration, and personal competence. The definition provided emphasizes that job performance involves a person's overall productivity compared to established norms and standards. (Efendi et al., 2022) Note that job happiness, compensation for performance, and individual skills are crucial in determining job performance. Therefore, this leads to the first hypothesis (**H<sub>1</sub>**) of this study that is:

**H<sub>1</sub>:** Work from home has a positive and significant effect on Job Performance

### **The Impact of Work Environment on Job Performance**

The term "Work Environment" encompasses all environmental factors in the surroundings of how well someone performs in their job. Previous studies (Susilo, 2020) have revealed the significant positive impact of the work environment on job performance. A positive work environment, comprising physical, social, and organizational factors, enhances employee performance, reduces stress, and improves retention, ultimately contributing to organizational success and well-being. Research indicates that adequate lighting, ventilation, ergonomic furniture, and access to natural light contribute to a comfortable and productive workspace (Bergefurt et al., 2022). Consequently, these factors are linked to improved employee well-being and satisfaction. Studies have emphasized the importance of a supportive and respectful work culture, clear communication, and opportunities for growth and development in fostering a positive psychological environment (Zhenjing et al., 2022). Employees who feel valued and appreciated are more likely to be engaged and motivated. Employees who maintain positive mental well-being while working from home, especially in environments that foster support and positivity, often display a heightened motivational drive towards accomplishing organizational goals. In remote work, (Koudagani & Kiran Kumar, 2023) state that flexible schedules, clear communication channels, and resource access create conducive work environments. The research findings presented agree with those of prior studies and, as a result, the following hypotheses are proposed:

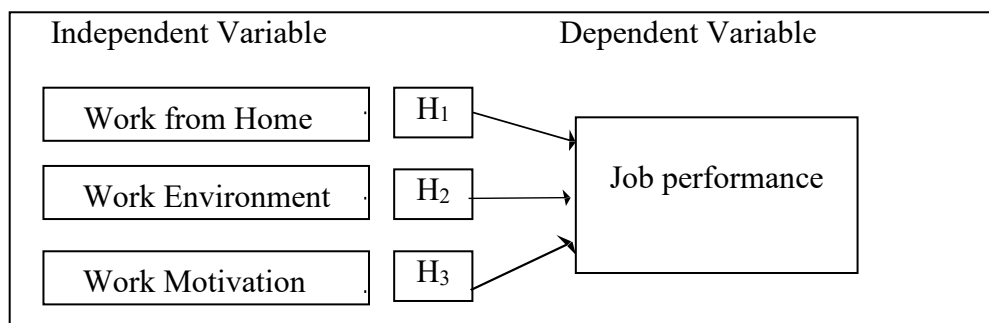
**H<sub>2</sub>:** Work Environment has a positive and significant effect on Job Performance

### **The Impact of Work Motivation on Job Performance**

Previous studies have suggested the positive contribution of work motivation to job performance (Susilo, 2020) previously researched the impact of work environment and motivation on performance. It is a practical decision for upgrading inspiration for individual

and hierarchical objectives, thus further developing worker execution. It is widely acknowledged that high levels of job performance are correlated with high levels of employee motivation, which is a significant factor in boosting work efficiency and productivity, as carried out by authors (Purwanto et al., 2020). Study by the researcher found that they demonstrated that work motivation has a positive impact on job performance. They have previously researched the impact of work environment and motivation on performance (Balasundran et al., 2021). Significantly, when employees are highly motivated to do their jobs, organizational goals are more likely to be fulfilled. To get people to work in a way that meets the company's needs, managers need to know what makes certain people behave in a certain way. The ability to motivate employees to want to work hard and achieve organizational objectives is known as motivation. Thus, motivation is a hidden force that motivates us to act or behave in a certain way. Motivation can sometimes be influenced by instinct or come from rational decisions at other times (Padave, 2021). According to Ismatilla (2020) argued that needs and expectations are the alignment of needs with expectations crucially impacts internal motivation. Motivation flourishes when aspirations harmonize with reality; however, unmet needs or unrealized expectations can undermine motivation. Besides that, responsibilities and job satisfaction are the sense of duty and fulfilment in one's role, which are pivotal internal drivers. Fulfilling responsibilities and deriving satisfaction from accomplishments fuel motivation and commitment.

**H<sub>3</sub>:** Work Motivation has a positive and significant effect on Job Performance



**Figure 1: Proposed Conceptual Framework**

Several variables relevant to the current study were already included in Susilo's conceptual framework (2020). This framework systematically describes the relationships between these variables. Figure 2.1 illustrates the relationships between the independent variables is work from home, work environment, work motivation, and job performance are the dependent variables.

## Methodology

This study applies the quantitative approach to determine The Impact of Work from Home, Work Environment and Work Motivation on Job Performance Towards Academics in Higher Education Institutions: A Study in Mukah. The research design used was correlation. A population is a group of potential participants who want to generalize the findings of a study (Salkind, Exploring Research, 2014). Referring to the Department's data inventory system, there are 198 academics in Politeknik Mukah, Sarawak and UiTM Campus Mukah has 57 academics. Total has 255 academicians in Higher Learning Institutions at Mukah Sarawak. Politeknik Mukah offers seven departments: Department of Commerce, Department of Information and Communication Technology, Department of Civil Engineering, Department

of Electrical Engineering, Department of Mechanical Engineering, and Departments of Mathematics, Science Computers, and General Studies. In UiTM Mukah have Faculty of Business Management and Faculty of Plantation & Agrotechnology. According Krejcie & Morgan (1970), based on that population, 152 academicians are sufficient to be used as a sample in this study using the random sampling technique.

In this study, the sampling technique was used for stratified sampling. The validity of measurement is required for the hypothesis to be completed without error and for the research hypothesis to be accepted (Salkind, 2014). Professor Madya Dr. Norlina Binti Mohamed Noor are the content validity in this study. The Statistical Package for the Social Science Version 27 (SPSS 27) software was used to analyse the data due to it comprehensive functions in tabulating academic research specifically in quantitative research (Rowley, 2014). The research tests the hypotheses through Multiple Regression Analysis. Summary of the data analysis for each research questions are described in Table 1.

### Pilot Study

Before distributing the actual questionnaire, this study conducted a pre-test known as a pilot test. The aim was to assess the reliability of each item of the independent and dependent variables and to gather more information about the respondents. The pilot test was randomly distributed to 30 academics from Politeknik Mukah and UiTM Mukah. Stratified sampling techniques was used to determine the sample of respondents for the pilot study, due to this technique is easiest way for the researcher to access to the respondent availability (Etikan, 2016). The sample used in this pilot study were excluded from the actual research. The researcher was able to gather back 30 Questionnaires. The result of the reliability test demonstrated acceptable level of Cronbach alpha ranging from 0.71 to 0.90.

### Results and Discussions

From the actual study, out of the 255 questionnaires distributed, 220 were returned and deemed usable, achieving a 100% usable response rate. The response rate for the survey was an impressive 86%, as 220 out of the needed 150 questionnaires were successfully completed and returned. This excellent response rate suggests that the results are expected to be reliable and the findings consistent.

### Means and Standard Deviations

Table 2 shows the Means and Standard Deviations for independent and dependent variables. The independent physical work from home, work environment and work motivation. While job performance is the determining dependent variable.

**Table 2: The Means and Standard Deviations**

Variables	N	Mean	tandard Deviation
<b>Independent Variables</b>			
<b>Work from home</b>	<b>220</b>	<b>4.14</b>	<b>.517</b>
<b>Work Environment</b>	<b>220</b>	<b>3.93</b>	<b>.565</b>
<b>Work Motivation</b>	<b>220</b>	<b>4.17</b>	<b>.499</b>
<b>Dependent Variable</b>			
<b>Job Performance</b>	<b>220</b>	<b>3.44</b>	<b>.596</b>



As seen in Table 2 presents the independent variables: work from home, work environment, and work motivation, followed by the dependent variable, job performance. Notably, work from home yielded the highest mean score, significantly contributing to work motivation, with a mean of 4.17. Following closely, work from home exhibited the second-highest mean score of 4.14, indicating its substantial impact on job performance. In contrast, the work environment garnered a mean score of 3.93. The dependent variable, job performance, attained the lowest mean score of 3.44.

### Normality Test

In Table 4.5, skewness and kurtosis result the Impact of Work from Home, Work Environment and Work Motivation on Job Performance Towards Academics in Higher Education Institutions: A Study in Mukah. Normality testing for the data was checked using Skewness and Kurtosis. According to Hair JR., Black, Babin, & Anderson (2010), normality refers to the shape of the data distribution for individual metric variables and its correspondence to the normal distribution of the benchmark for statistical methods. To check the normality, this study applied the statistical method of Skewness and Kurtosis (Hair Jr et al., 2010; Kline, 2011; Tabachnick & Fidell, 2013).

However, Tabachnick & Fidell (2013) state that deviation from the normality of Skewness and Kurtosis often only makes a substantive difference in the analysis when the samples are 200. Following Kline (2011) argument, absolute skewness values more significant than three and kurtosis values more significant than ten may indicate a problem, with values above 20 suggesting a more severe issue. Therefore, it was recommended that the absolute values of skewness and kurtosis should not exceed 3 and 10, respectively. Based on this recommendation, the absolute skewness and kurtosis values for all items in this study fell within the acceptable range of  $< 3$  and  $< 10$ , respectively. The test result indicates that the data are average, as the skewness and kurtosis values meet the fulfilled assumptions.

**Table 3: Normality score for all variables**

Variables	Skewness	Kurtosis
<b>Independent Variables</b>		
<b>Work from Home</b>	<b>-.627</b>	<b>.036</b>
<b>Work Environment</b>	<b>-.618</b>	<b>-.031</b>
<b>Work Motivation</b>	<b>-.463</b>	<b>-.309</b>
<b>Dependent Variable</b>		
<b>Job Performance</b>	<b>-.089</b>	<b>-.286</b>

### Reliability Analysis

Hair, Black, Babin and Anderson (2010), state that Reliability indicates the degree of measurements of a set of indicators that a latent construct is internally consistent. For Cronbach's alpha value, the acceptable alpha value is 0.6 until 0.7; in the range of 0.8 or greater, this alpha value is considered good (Ursachi et al., 2013).

**Table 4: Summary of Reliability Analysis**

Variables	Number of Items	Cronbach's Alpha (Pilot Test)	Cronbach's Alpha ( Actual Survey)
<b>Independent Variables</b>			
<b>Work From Home</b>	10	.854	.823
<b>Work Environment</b>	6	.777	.692
<b>Work Motivation</b>	7	.761	.777
<b>Dependent Variable</b>			
<b>Job performance</b>	8	.819	.793

The results in Table 4 show the summary of reliability analysis of the study variables was conducted using Cronbach's Alpha to assess internal consistency. For the independent variables, Work from Home comprised 10 items and scored 0.823 indicating very strong reliability. The Work Environment variable, consisting of 6 items had score of 0.692 representing strong reliability. The Work Motivation with 7 items scored 0.777 indicating strong reliability. The dependent variable, Job Performance which included 8 items scored 0.793, indicates strong reliability. According to Ursachi, Horodnic and Zait (2013), all the independent variables and dependent variable tested and found to have Cronbach's Alpha values more than 0.6 can be considered valid.

#### **Pearson Correlation Analysis**

Table 5 shows the relationship between the dependent variable, job performance towards academicians, and all the independent variables, including work-from-home, work environment, and work motivation. The relationship between the dependent variable and all independent factors is significant, as seen in the table below.

**Table 5: Correlation Analysis**

Variables	Work from Home	Work Environment	Work Motivation	Job Performance
<b>Work From Home</b>	1			
<b>Work Environment</b>	.418**	1		
<b>Work Motivation</b>	.475**	.379**	1	
<b>Job Performance</b>	.471**	.241**	.404**	1

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

\*. Correlation is significant at the 0.05 level (2-tailed).

Firstly, the result indicates a moderate correlation degree ( $r=.471^{**}$ ,  $n=220$ ,  $p < 0.05$ ) with a significant relationship between work-from-home and job performance. This means that academics from higher education institutions support working from home but are still determining its positive impact on job performance. This difference in opinion might be because of a few reasons. While working from home provides flexibility, it may pose challenges for academicians regarding collaboration and productivity. Teamwork and effective communication are crucial for achieving desired outcomes. This is supported by the findings of Hayes, Priestley, Ishmakhametov, & Ray (2020), which indicated that the primary challenges faced by academicians were mainly centred around communication and collaboration with colleagues at work.

Working from home (WFH) can encourage independence in approaching work. However, contrasting the findings of Denzer & Grunau (2023), it can also result in individuals working longer hours than usual, which could eventually lead to negative consequences. This indicates a moderate correlation between working from home and job performance. Besides, the result indicates a significant relationship between work environment and job performance. It has a significant relationship due to the weak correlation score ( $r=.241^{**}$ ,  $n=220$ ,  $p<0.05$ ). While a significant relationship exists, the work environment may not strongly influence job performance. The work environment typically provides a comfortable, distraction-free space essential for productivity.

In contrast, working from home often means sharing a workspace with family members, leading to frequent interruptions and distractions. This can make it challenging to focus and maintain a high level of performance. Additionally, the lack of a dedicated workspace at home can blur the boundaries between professional and personal life, further complicating efforts to stay productive. These factors underscore the importance of a conducive work environment for maintaining job performance and overall well-being.

Therefore, the correlation result indicates a significant relationship between work motivation and job performance towards academicians. The result showed that the degree of correlation is moderate scored ( $r=.404^{**}$ ,  $n=220$ ,  $p < 0.05$ ). Recent research by Wolor (2021) indicates that giving employees more control over their work schedules improves business performance without raising workplace stress or tiredness levels. Employee motivation is increased by the extent of their control over their working hours. As a result, it enhances the employee's performance. The efficient use of human resources through WFH modifies current workplace behaviour. The shift alone ought to maintain the drive for office jobs. Because of this, organizational support and workspaces are required to enable workers to work from home.

### Multiple Regression Analysis

Table 6 below shows the Multiple Regression Analysis between work from home, work environment and work motivation on Job Performance.

**Table 6: Multiple Regression Analysis**

No	Independent variables	Standard Coefficient Beta	T-Statistic	Sig.
1	Work from Home	.359	5.176	.000
2	Work Environment	.003	.048	.962
3	Work Motivation	.232	3.401	.001
<b>R-Squared</b>		.263		
<b>F-Statistic</b>		25.756		
<b>Sig. of F Value</b>		.000		

The findings are presented in Table 6, the R value is 0.263 indicating that 26.3% of the variation in the dependent variable is explained by the variability of the independent variables, The remaining 73.7% of the variation cannot be explained by these independent variables and may be attribute to other factors. The model is significant, at 0.000 ( $F=25.756$ ,  $p<0.05$ ), indicating a strong overall relationship between the dependent and independent variables.

Regression analysis shows each independent variable's significant impact on Job Performance. Work from home (WFH) and Work Motivation (WM) have a significant impact with p-values



of less than 0.001. This indicates they are critical factors in enhancing job performance since their p-values are less than 0.05. On the other hand, the Work Environment (WE) does not significantly impact job performance, as its p-value is 0.962. This weak significance is due to its p-value being more significant than 0.05.

The study findings indicate a significant relationship between working from home and job performance. The independent variable, work from home, demonstrated a p-value of 0.000, which is lower than the alpha value of 0.05. It has been proven that working from home significantly correlates with job performance. The correlation results of .471\*\* indicate a moderate yet significant relationship. This stated that working from home has positively impacted job performance, serving as the primary basis for the study's hypothesis. However, the moderate correlation suggests that academicians are adapting to the new concept of remote work.

Next, the findings indicates a weak correlation between work environment and job performance, with a correlation coefficient of 0.241\*\*, suggesting that while the work environment is essential, it does not strongly influence job performance. Challenges such as distractions and lack of a conducive workspace at home were highlighted as potential issues. While the correlation value is weak, it demonstrates a significant relationship between work environment and job performance. The weak correlation could be attributed to various factors. Thus, the second hypothesis is rejected; in other words, there is a significant but weak correlation between work environment and job performance. The regression analysis findings show that the work environment did not significantly impact job performance p-value of 0.962.

Lastly, the study findings indicate a significant relationship between work motivation and job performance. The independent variable work motivation demonstrated a p-value of 0.001, which is lower than the alpha value of 0.05. This result reveal that works motivation has a significant correlation with job performance. The correlation coefficient of .404\*\* indicates a moderate yet meaningful relationship between the two variables. This suggests that higher levels of work motivation are associated with better job performance, emphasizing the importance of fostering motivation in the workplace to enhance employee performance.

### Summary of Hypotheses

The hypothesis test results demonstrate in Table 6 shows that some of the hypothesis is supported and rejected. To address issues concerning the reliability of the proposed measure the impact of work from home, it is hypothesis that the measure.

**Table 7: Summary of Hypotheses**

No	Hypotheses	Result
H1	Work from home has a significant correlation with the impact of Job Performance toward academics in Higher Education Institutions	<b>Supported</b>
H2	Work Environment does not have a significant impact on Job Performance toward academics in Higher Education Institutions	<b>Rejected</b>
H3	Work Motivation has a significant impact on Job Performance toward academics in Higher Education Institutions	<b>Supported</b>

### Conclusion and Future Research

In conclusion, throughout this study, we have explored the multifaceted impacts of working from home on job performance, specifically focusing on academicians in higher education institutions. The findings reveal the work from home and work motivation has a significant correlation with the impact of Job Performance toward academics in higher education institutions.

For academics, remote work has offered greater flexibility and autonomy, allowing them to arrange their work schedules and work independently, which has enhanced job satisfaction and improved work-life balance. Additionally, access to online training and opportunities for professional growth during the pandemic have been crucial in maintaining motivation and ensuring continuous professional development. However, remote work has also introduced challenges such as isolation and increased distractions, especially for those sharing their workspace with family members. Moreover, dependence on a stable internet connection can be a significant drawback, particularly in regions with poor service, hindering job performance and increasing stress levels.

Furthermore, Work Environment does not have a significant impact on Job Performance toward academics in higher education institutions. It may result in isolation, reduced collaboration, and difficulty in managing work-life boundaries. This paper further suggests to study nature of the job, individual preferences, and organizational policies that will support an individual in taking decision to work from home. For future researchers must examine how technology can help make remote work more accessible. Assessing how different tools and platforms contribute to productivity, communication, and job performance will guide organizational decisions on investing in technological solutions that optimize remote work settings.

Studying the impact of WFH on work-life balance, mental health, and overall well-being is essential for comprehending the broader consequences of remote work and creating tactics to enhance educators' mental health and well-being. Moreover, examining how remote teaching affects student learning results and academic achievement will offer valuable insights into how educators' work-from-home setups impact educational quality. Assessing the efficiency of institutional policies and support systems for remote work can show successful methods and areas needing enhancement, assisting institutions in better aiding their employees in remote work environments.

## References

- Abun, D., Nicolas, M. T., Apollo, E. P., Magallanes, T., & Encarnacion, M. J. (01, 2021). Employees' self-efficacy and work performance of employees as mediated by work environment. SSRN Electronic Journal, 10(7). Retrieved from <https://www.ssbfnct.com/ojs/index.php/ijrbs>
- Andriyanty, R., Komalasari, F., & Rambe, D. (19, 2021). The Effect Of Work From Home On Corporate Culture Mediated By Motivation, Work Behavior, And Performance. Jurnal Aplikasi Manajemen, 19(3), 522-534. <https://doi:10.21776/ub.jam.2021.019.03.06>
- Balasundran, K., Nallalathan, K., Yankteshery, V., Harun, K., Poh, L. P., & Gopal, R. (2021). Work from Home and Work Motivation of Teachers Job Satisfaction During Pandemic COVID-19. International Business Education Journal, 14(2), 124-143. Retrieved from <https://doi.org/10.37134/ibej.vol14.2.10.2021>
- Bawono, I. R., & Setyadi, E. (2021). . The Effect Of Technology Mastery And Work Motivation On The Performance Of The State Civil Apparatus (Asn) Of Local Governments On The Implementation Of Work From Home As An Impact Of The Covid-19 Pandemic. Proceedings of the 4th International Conference On Sustainable Innovation 2020-Accounting And Management (Icosiams 2020). 176, pp. 11-19. Jenderal Soedirman University, Indonesia: Atlantis Press B.V. Retrieved from <http://creativecommons.org/licenses/by-nc/4.0/>.
- Bergefurt, L., Weijs-Perree, M., Appel-Meulenbroek, R., Arentze, T., & Kortb, Y. d. (6, 2022). Satisfaction with activity-support and physical home-workspace characteristics in relation to mental health during the COVID-19 pandemic. Journal of environmental psychology, 81, 101826. <https://doi:10.1016/j.jenvp.2022.101826>
- Denzer, M., & Grunau, P. (30 08, 2023). The impacts of working from home on individual health and well-being. Eur J Health Econ. . doi:10.1007/s10198-023-01620-8
- Efendi, S., Purwanto, A., & Sugiono, E. (2022). The Effect of Work from Home, Work Life Balance, and Work Motivation on Job Satisfaction and Their Impact on the Performance of Non-Lecturer Education Personnel at Pertamina University Jakarta. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). doi:DOI: <https://doi.org/10.33258/birci.v5i1.4244>
- Etikan, I. (2016). Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, 5(1), 1. <https://doi.org/10.11648/j.ajtas.20160501.11>
- Hair JR., J., Black, W., Babin, B., & Anderson, R. (2010). Multivariate Data Analysis (Vol. (7th ed.)). Upper Saddle River, New Jersey: Pearson Educational International.
- Hayes, S. W., Priestley, J., Ishmakhametov, N., & Ray, H. (8 July, 2020). "I'm not Working from Home, I'm Living at Work": Perceived Stress and Work-Related Burnout before and during COVID-19. <https://doi:10.31234/osf.io/vnkwa>
- Ismatilla, M. (11, 2020). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. Evidence-based HRM: a Global Forum for Empirical Scholarship. <https://doi:10.1108/EBHRM-02-2020-0018>
- Kline, R. (2011). Principles and practice of structural equation modeling (Vol. (3rd ed.)). Guilford Press.
- Koudagani, M., & Kiran Kumar, T. (12, 2023). The Effects of Working Remotely on Employee Productivity and Work-Life Balance. Journal of Advanced Zoology, 44, 1304-1313. <https://doi:10.17762/jaz.v44iS6.2442>
- Neumann, W. P., Searcy, C., & Greig, M. (2021). Work environment in the context of corporate social responsibility reporting: Developing common terms for consistent reporting in

- organizations. *Journal of Cleaner Production*, 328, 129513.  
 doi:<https://doi.org/10.1016/j.jclepro.2021.129513>
- Nuur, A., Yulianti, R. D., Fauzi, M. N., Wawodjo, M. D., Suhartini, F. Y., & Sumadhinata, Y. E.. (2021). The Effect of Work Motivation, Work Stress and Work Satisfaction on The Performance of Employees Working from Home (Wfh) During the Covid-19 Pandemic at Xyz University Jakarta. *Review of International Geographical Education Online*, 11(5), 3189-3197.
- Padave, P. K. (2021). Emprical study on organisational commitment of employees in Indian Hotel Industry. *Materials Today: Proceedings*.  
 doi:<https://doi.org/https://doi.org/10.1016/j.matpr.2021.05.654>
- Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020). Impact of Work From Home (WFH) on Indonesian Teachers Performance During the Covid-19 Pandemic : An Exploratory Study. *International Journal of Advanced Science and Technology*, 29(5), 6235-6244. Retrieved from <https://www.researchgate.net/publication/341413246>
- Qiao, H., Maureen F., D., & Toon W, T. (2022). Organizational context matters: Psychosocial safety climate as a precursor to team and individual motivational functioning. *Safety Science*, 105524. doi:<https://doi.org/10.1016/j.ssci.2021.105524>
- Rowley, Jenny. (2014). Designing and using research questionnaires. *Management Research Review*, 37(3), 308–330. <https://doi.org/10.1108/MRR-02-2013-0027>
- Salkind, N. (2014). *Exploring Research* (Vol. 8). Boston, Mass: Pearson Education Limited.
- Sharma, M. (13 7, 2022). People matters. Retrieved from More professionals interested in companies that offer work-from-home indefinitely:  
<https://www.peoplesmatters.in/news/employee-engagement/more-professionals-interested-in-companies-that-offer-work-from-home-indefinitely-34551>
- Susilo, D. (29 09, 2020). Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia. *Journal of Contemporary Issues in Business and Government*, 26, 23-40.
- Tabachnick, B., & Fidell, L. (2013). *Using multivariate statistics* (Vol. (6th ed.)). Pearson Education, Inc.
- Tang, K. H. (March, 2022). Movement control as an effective measure against Covid-19 spread in Malaysia: an overview. *Journal of Public Health: From Theory to Practice*, 583-586.  
 doi:<https://doi.org/10.1007/s10389-020-01316-w>
- Tayyaba , A., Shen , L., Muhammad , J., & Syed , T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*, 5(2), 117-129.  
 doi:<https://doi.org/10.1016/j.jik.2019.10.001>
- Tumin, S. A. (23 November, 2020). Covid-19 and Work in Malaysia: How Common is Working from Home? Retrieved from The London School of Economics and Political Science: <https://blogs.lse.ac.uk/seac/2020/11/23/covid-19-and-work-in-malaysia-how-common-is-working-from-home/>
- Ursachi, G., Horodnic, I. A., & Zait, A. (2015). How Reliable are Measurement Scales? External Factors with Indirect Influence on Reliability Estimators. *Procedia Economics and Finance*, 20, 679–686.
- Wolor, C. W. (30 September, 2021). Understanding Employee Performance During Work from Home in Indonesia. *Advanced human resource management*. Retrieved from <https://ssrn.com/abstract=3934082>

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10. <https://doi:10.3389/fpubh.2022.890400>