

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

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for the Degree of Master of Business Administration
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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 :

Name :

Date :

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LIST OF ABBREVIATIONS

SPSS Statistics Package for Social Science

WFH Work from Home

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

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

By

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

CHAPTER 1

INTRODUCTION

First and foremost, the major purpose of the researchers in conducting this study is to evaluate the relationship between work from home environment, job satisfaction, and employee performance levels in Malaysia's mining sector. The researchers start this chapter with a basic overview of the investigation, including the research background and problem statements. After that, it will be continuing with the objectives of this research, research questions and research hypothesis. The chapter will conclude with a discussion on the importance of the research. In summary, this research study contributes to a better understanding of work from home has an impact on mining employees' job satisfaction and performance level. Finally, this study will assist in improving the organization about outcomes of the employees' performances whether work from home is suitable to be fully implemented specially for mining sector.

1.1 BACKGROUND OF THE STUDY

COVID-19, a novel coronavirus, spread fast over the world in early 2020, causing the WHO to declare it a "pandemic" on March 11th, 2020 (WHO). The virus first originated in China, and it is now considered one of the world's most dangerous health threats (Wang et al., 2020). By the 30th of January 2020, the virus has spread to 147 countries, killing over 7800 individuals, and impacting hundreds of thousands more in a short amount of time (Gostin, et al., 2020). The virus kills 1-2 percent of people in places like New York, Spain, and Northern Italy, with other genetic variations killing 4-6 percent of people (Szabo, 2020). Because of this virus, people become more fear, stress and even anxiety. Pandemics have a proven impact; for example, the Avian and Pandemic Influenza of 2004 caused chaos on the United States, Australia, and the rest of the world (Taylor, et al., 2008). In every way, the Covid-19 pandemic seems to have had a negative impact on our life. Almost every government in the world has implemented a variety of COVID control mechanisms. Measurements have been taken in a variety of ways, including bans on travel, measures of quarantine, isolation from others, apply on social distancing. Other than that, many activities have been suspended. The border also will be closed and determine the percentage of employees in organizations and ministries 30% of employees can work from the office, while the rest of 70% will be work remotely. Because of the current novel coronavirus outbreak, Covid-19 (WHO,2020), caused every government around the world included Malaysia have ordered everyone to work from home starting in mid-

March 2020, unless they are frontlines employees. Thousands of employees and employers began working from home to control the spread of Covid-19. Malaysia started to do Movement Control Order from 18 March 2020 to 3 May 2020. During that time, all the employers started to implement work from home for their employees even though before this the organization does not have any experience on handling work from home situation.

Working from home (WFH) has been required in several industries in Malaysia, including telecommunications, human resources, academics, insurance, marketing, and many more. WFH is defined as a circumstance in the workplace where employees are transitioning from their physical appearance to a state of mind while doing their tasks using a laptop and technology. It's also known as workers' ideas that don't need to be presented at their workplace. With the advancement of information technology, WFH has become an effective and simple way to create a productive working environment without having to attend to the physical workplace (Shareena & Mahammad Shahid, 2020).

The mining sector in this case study refers to organisations which carry out the following activity to distribute iron ore exports to Asia. An example of this is the use of the Strait of Malacca, to the west of Malaysia, to optimize international logistics arrangements. The idea was to use the 800-kilometer channel as an export platform, shortening distances and competing on the Chinese market on an equal footing with its Australian rivals. To this end, the company will benefit from a new port terminal and distribution centre capable of storing 30 million metric tons of iron ore in Teluk Rubiah, in the Malaysian state of Perak.

For both man and nature, the industry is risky and dangerous. As we know, all the mining employees need to present themselves to the office every day. There is no difference between administrative employees or technical employees. Both job role needs to work at the office. But for the technical employees, they need to go to the site to do their daily inspection. Due to Covid-19, this changes the routine of the employees. To reduce the Covid cases, the administrative job roles are required to work from home and the technical job roles will have their duty roster when to come to site. This will reduce the number of peoples that are coming to the site.

As this is the first time that work from home is being implement to this company, so it is important to know and understand the employee experienced towards job satisfaction and their work performance level when the employees are working from home. Companies like Dell and Xerox, according to a Brooks (2014) study, promote this way of work from home and are looking for employees who are willing to work remotely.

This indicate that working from home functions for these kinds of companies because they are technology and computer based oriented. However, there is a lack of research on challenge of work from home towards job performance and employee's satisfaction during pandemic in the mining industry. Because of the nature of mining activity, which is quite risky, the motivation system in mining organisations differs from that in other sectors, making research on employee motivation factors and satisfaction essential for effective management, especially when employees started to work from home.

Employee dissatisfaction and motivation lead to lower performance (Janovac et al., 2018), which has a negative impact on business success. Furthermore, unmotivated, and dissatisfied individuals are more likely to make mistakes at work, which might have fatal consequences in this business.

However, the Malaysian mining sector of work from home research is rarely and limited to discuss of this subject. The mining sector is noted for being a complex industry with have a lot of equipment, system and components that are linked with each other. Work from home will be challenging for the employees to do so.

As a result, the purpose of this paper is to present empirical data on the relationships and influence of work from home for employee motivating factors on job satisfaction in Perak mining company

1.2 PROBLEM STATEMENT

Customer service was the most popular teleworked employment in this century across all industries. The airline, software development, and telecommunication industries were among the companies that offered this flexible work arrangement. Data collecting and research were reported implemented teleworking occupations in the banking and finance industry, whereas sales and data processing were the only teleworking jobs in the area of printing and publishing industry. Even though work from home has been shown to help both employees and employers, unfortunately work from home is not an option to be implement for the company that required their employees to go to the site such as mining company. Specifically, for mining company's employees, each employee will have their own maintenance activities routine which the employees have to go to site to do inspect of machine and equipment. Maintenance activities routines are planned and scheduled to manage operational and asset risks to prevent accidents related to maintenance activities, independent of which kind of shutdowns, systematic, and conditional maintenance

But all those routines that been faced by mining employees changes due to Covid-19. New regulations were made as per what government recommended. Thus, maintenance sector implements that all the administrative employees does not require to go to office. The employees will fully work from home. But for technical employees, they still need to present themself to the office but in a rotation duty roster.

Since work from home started to implement to the employees in 2019 until present, it is essential to know whether this new implementation has any impact on employee job performance and employee's satisfaction of this new regulation.

Therefore, this research is intended to investigate the challenge of work from home towards job performance and employee's satisfaction during pandemic in mining sector

1.3 RESEARCH OBJECTIVE

Are all jobs suitable for working from home arrangements? According to the International Labour Organization (ILO), almost 18% of employees have jobs that are ideal for work from home and live-in countries that have the resources to support work from home. Work-from-home arrangements are a shared duty that involves both employers and employees' effort to be

effective. When implementing work from home arrangements, both employers and employees should be practical, adaptable, and considerate of each other's circumstances. Work from home is not only give benefit to the employers in meeting the shifting demands of their employees and clients, but it also provides employees with advantages such as work-time flexibility, reduced work-life tensions, reduced work-stress, and relief from the stresses of the "school run" while avoiding peak travel times. This all will lead to job satisfaction. The primary data was obtained using a structural questionnaire based on previous research, and the sampling area located in Perak. Responses were gathered from a mining company by online questionnaire distribution.

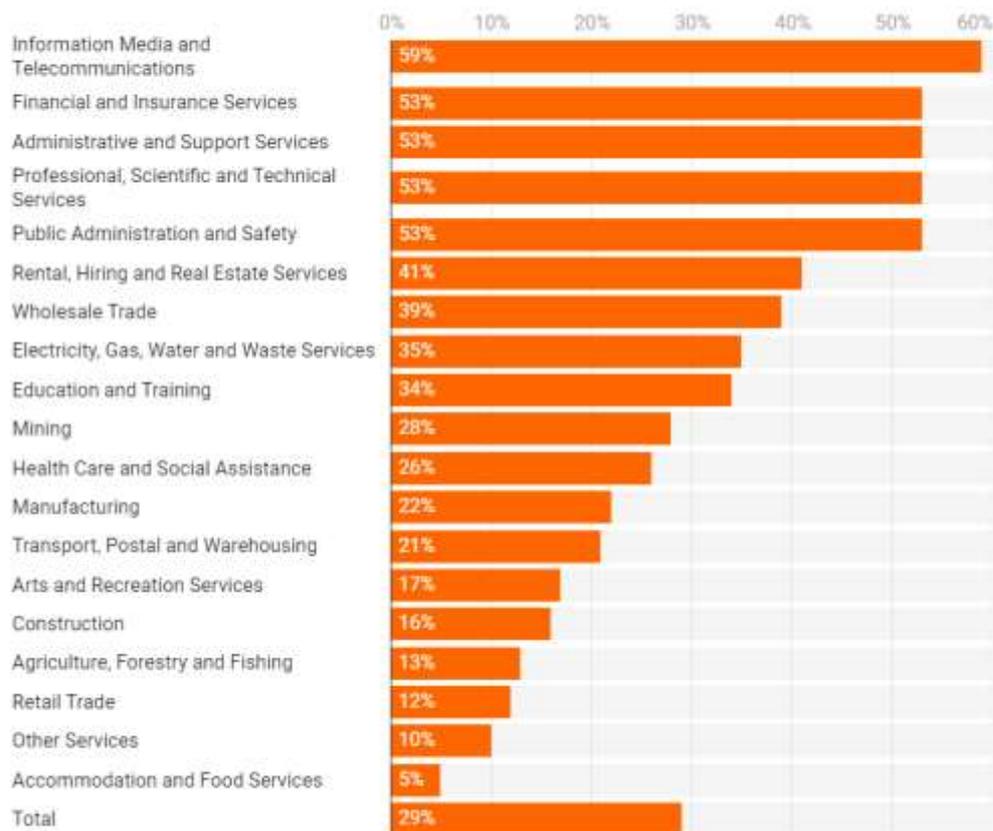
The aim of this study is to investigate how the relationship between work from home arrangements, will impact the performance level and job satisfaction among employee from mining sector during the pandemic happened.

The mining industry was selected because it is rare to find research that are specific in complex sector that required the employees to attend job physically at site. Usually, more research is done in an administration sector.

Based on the article by B. Olsen, what sectors are best equipped to work from home, a survey at New Zealand's industry was done in 2018 to examine which sector being able to operate their employees work from home. These include employees from the communications and technology, financial, administrative, professional, and public services sectors. The result from the survey found that mining industry have 28 % of employees able to work from home. So, from this result, the researcher wants to evaluate work from home condition on the mining in Malaysia country.

Chart 1: Working from home easier for some industries

Estimated % of employees who can work from home



Based on 2018 Business Operations Survey shares

Besides that, mining sector associated with high responsibility, as employees must go underground to perform duties which is quite challenging, considering the risk factors associated with it. Therefore, having motivated employees could really be of importance to the industry and it was chosen.

There is also a room for additional research into the relationship between work from home arrangement, job satisfaction and performance level of the employees and helping the company to come out with a better plan to meet the employee needs in future if this work from home arrangement will be permanently implemented.

Besides that, this study also helps to gain a better understanding of working from home, with an emphasis on a mining organization sector. The objectives of this research are:

- To study the level of employees' satisfaction during undergo work from home period in mining organization.

- To study the level of the employees' work performance level during wfh period in mining organization.
- To identify the relationship between employees' satisfaction and their work performance level during wfh in mining organization.

The finding of this research will help the organization to know the challenge of work from home towards job performance and employee's satisfaction during pandemic in mining sector. Other than that, it will also help the organization to make improvement to make work from home as the option of working method for the employees that does not required to be physically at site.

1.4 RESEARCH QUESTIONS

This research will investigate on motivation employees who work from home are and how it affects the performance level. It will also look at how these satisfaction and performance factors significantly influence by work from home arrangements. Nowadays, every company encourages more workers to work from home; yet, some companies are unwilling to adopt this form of working because they are concerned about the impact it would have on their business. Thus, this study is mainly to identify job performance of employees towards work from home during the company started to implement work from home regulation.

Since this is the first time that this company do work from home for their employees, it is essential to know the effect of work from home has on the employees. The researcher hopes to obtain a better understanding of the satisfaction and performance levels of employees who work from home by responding to this research question.

- What is the level of employees' satisfaction when work from home?
- What is the level of employees' work performance level when working from home?
- Is there any significant relationship of connectivity towards employees' satisfaction and employees' work performance level when working from home?

But when it comes to the mining sector, there are some constraints that need to be consider as this sector has a lot of machinery and equipment need to be handle.

Quality of Work and Schedule

As the employees need to rotate their duty roster between work from home and going to the site, the work progress will be affected because of not enough manpower needed. More time need to do the work thus the output product indirectly will be low, and it will also impact the quality of work.

Safety and Machinery

While in term of safety, for employees that work on site, when breakdown or while doing inspection, it needs to be physically involved at site. It is not safe and accurate to performed inspection by using visually system at home. For the administration employees, there are probability the line is not secure and can be hack. The company classified data also can be at risk.

1.5 SIGNIFICANCE OF THE STUDY

Work from home arrangements is quite common researched subject, but because of the wide-ranging consequences of this definition issue for multinational corporations, this research required to be implemented in different organization and industries.

This brings up the question of how employee performance is affected when employees are not physically present in the workplace environment. Despite the quick transition to working from home in response to COVID-19, it's important to explore the relation between employee engagement, remote work, and COVID-19's impact to better understand the strengths, problems, opportunities, and considerations for management. The goal of this research is to learn more about work performance in a work from home environment as it relates to the complexities of COVID-19 impacts.

The coverage of this study is the impact of the COVID-19 on the mining sector in Perak. It covers the challenges and opportunities in the mining sector during the COVID-19. This research would identify whether work from home will affect the performance level of the employees in the mining sector. This study could identify factors that need to be changed or improved to achieve a good decision so that the mining employees be able to work from home effectively.

Apart from that, this should act as a guideline for the organisation to be more aware of such variables, as they will benefit not only employers but also employees in the long run, particularly in terms of reducing absenteeism, maintaining a healthy turnover rate, and improving employee performance, as it provides a number of strategies to reverse this trend and recruit and retain great personnel.

Furthermore, this research topic was chosen because there is currently a lack of research focusing on the mining sector in relation to working from home, while the number of employees working from home has increased over time. The difference exists because now, only a minimal percentage of employees in the mining industry that has the possibility of working from home; but, due to the nature of the job which maintenance employees need to go to the site, working from home should be plan wisely to be introduced in more places within the sector that required employees to come to the office.

Employees that are content at work are more driven to perform at a better level and are more motivated to complete job tasks, both of which are beneficial to the organization. This research should be able to focus on this to address the results, observations, and recommendations related to this research issue. This would give the maintenance sector a general sense of how this newer working operating is received.

The findings of the study can assist to the management of mining organization in developing a better motivating system to improve job performance of the employees.

Finally, in the context of COVID-19, recommendations for organisational employee engagement considerations and measurement in the remote work environment are presented.

1.6 THE ORGANISATION OF THE STUDY

This study divided into five chapters which are included as follows. This first chapter has included an overview of the research and its objectives. The problem statement also discussed in this chapter. From that research objectives, research questions and the important of this research are also briefly discussed.

Chapter two was review based on literature on past research about implementation of work from home that has impact on performance level and satisfaction but in the different organization.

In this research, the mining organ is proposed to be the specific organization that will be investigate. All the conceptual framework, theoretical, empirical research and hypothesis were developed in this chapter.

Chapter three focused on five sections which are research design, sampling procedures, data collection method, list of variables used and lastly the analyzing the collected data. Data collection, analysis, and discussion contributed to the study's findings.

On chapter four was the results and discussion where the researcher mentions on the respondent profiles and testing for factor analysis and reliability test of the instruments. Then, the researcher did the hypothesis testing, which ended with discussion on the results.

For chapter five, the researcher recaps the major findings of the research, and include the implication and limitation of the study. Then, the researcher finalized with recommendation for future research.

Finally, the bibliography and appendices are included.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

As a result of the COVID-19 epidemic, several sectors of organisational operations around the world have undergone rapid and widespread changes. COVID-19 has a wide range of effects on companies and people; nevertheless, in order to stay within the scope of this study, the extant literature on COVID-19's influence on organisations will be examined, with a focus on work from home implications towards employee work performance and satisfaction.

COVID-19 has a lot of impacts on companies and people; nevertheless, in order to stay within the scope of this study, the current study on COVID-19's influence on organisations will be explored, with a focus on work from home implications towards job satisfaction and work performance. Working remotely has acted as a disease mitigation approach to safeguard workers and slow down the spread of COVID-19 for those who have been able to do so (Belzunegui-Eraso & Erro-Garcés, 2020; Jones et al., 2020). It's also been used in disaster contingency planning. (Belzunegui-Eraso & Erro-Garcés, 2020; Ferreira et al., 2020). According to Brynjolfsson et al. (2020), 15% of workers in the United States contacted in their nationally representative survey were already working remotely to some level prior to the COVID-19 outbreak, explaining the amount of work location changes. When COVID-19 mitigation measures were implemented, the reported number of employees who actually switched to working from home varied.

As a result of COVID-19, many organizations claim that allowing employees work remotely one or two days per week will help them (Altig et al., 2020; Barrero et al., 2021). Amazon, Facebook, HubSpot, Microsoft, Slack, and Twitter, among others, have evaluated the effect of virtual work as a result of the epidemic and have announced intentions to implement long-term remote work solutions that include modifying the frequency and flexibility of remote work (Courtney, 2021; Haggerty et al, 2020). Other companies, such as Netflix's Co-Chief Executive Officer, have anecdotally found that remote work provides fewer benefits and have stated a plan to return to in-person work (Flint, 2020; Barrero et al., 2021). Barrero et al research.'s predicts that roughly 20% of workdays will continue to be performed from home post-pandemic (Barriero et al., 2021).

Furthermore, according to scholars Altig et al. (2020), at least some remote work in roles with virtual responsibilities will remain in areas not traditionally associated with remote work, such as construction, real estate, mining, and utilities, after the pandemic. In the crisis of the pandemic, they foresee a rise in remote employment in health care, education, leisure and hospitality, and other sectors, compared to pre-pandemic levels (Altig et al., 2020).

Barrero et al. (2021) describe how positive remote work experiences during COVID-19, new investments in physical and human capital, and reduced stigma regarding working from home have all contributed to a decrease in the stigma associated with working from home. It has been discovered that not all occupations and industries have been able to shift to remote work to the same degree in response to COVID-19, which is consistent with previous studies (Krantz-Kent, 2019; Ozias, 2011).

People in managerial, professional, and related occupations such as law, finance, computers, and education had a greater rate of remote work than those in other industries such as farming, construction, and research and development (Brynjolfsson et al., 2020; Dingel & Neiman, 2020).

The current research on working from home fails to describe the effect of working from home on employee satisfaction and performance levels of employees. Furthermore, rather than focusing on a single industry, most study focuses on working from home in general. After that, this chapter will review prior findings and studies to determine how working from home affects employee productivity and satisfaction. Other occupations, such as in maintenance sector, are not possible due to the presence of the physical and hard work involved (N. A. Saludin & Hassan, 2012).

The researcher adds to the current literature by conducting an observational review with high external validation and providing a more detailed overview of working from home, considering a specific industry which is mining industry.

2.1.1 WORKING ENVIRONMENT

Establishing flexible employment programs in response to socioeconomic, demographic, and gender changes are an increasingly popular business practice worldwide. Due to current technology and increased use of information technology (IT), nowadays workers can fulfil their job obligations in unconventional environments away from their workplaces and use their own time flexibly to minimise work-life tension, (Choi, 2018).

Flexible working refers to an organization's employment arrangements in terms of working hours, location of work and how the working arrangement. Flexible working arrangements will help employees in managing their personal and professional lives during 'core hours' which are typically set on a cycle between the latest permissible starting time and the earliest permissible finishing time, cited by (Kipkoech V. K., 2017).

Telework or Work from Home is an old concept, according to Messenger, J.C., and Gschwind, L., and several researchers define it as "a predecessor or an early type of work using New ICTs." Others, on the other hand, characterise it as a cloud-based job where any employee can work remotely without having to go to an office. As a result, the concept of telework is either outdated or ignored by academics. Telework is also "seen as one of many co-existing modes of work like traditional office work, mobile work, or virtual work," according to other academics. 2016 (Messenger & Gschwind). As a human being, we need to equally be committed between our work and our personal lives. Thus, the concept of work life balance needs to be applied. This will assist employees to balance their job duties with their personal life commitments. Any company's effectiveness is determined by the efficiency of its employees and is influenced by so many factors. (Hafeez and Akbar, 2015)

2.1.2 JOB SATISFACTION

An employee's sense of achievement and achievement at work is referred to as job satisfaction. It's usually assumed to have a substantial link to both achievement and personal satisfaction. Job satisfaction requires doing what one enjoys, doing it well, and being rewarded for one's efforts. Job satisfaction is frequently used to describe a person's enthusiasm for and love of their work. Job satisfaction is essential for attaining recognition, profitability, progress, and other goals that lead to a sense of fulfilment. (Kaliski,2007).

Flexible workplace plans are often offered by companies to get positive outcomes for both the company and the employees. (Aziri, 2011)

As a result, a lot of studies have been carried out in order to determine what the results of flexible working practises are. Even though, flexible work arrangement appears to be beneficial for both employers and employees but still a lot of company doubt to implement this method especially for organization that required to do inspection at site. It is valuable to evaluate alternative flexible work arrangements, particularly in the maintenance industry, to re-establish a work-life balance and improve employee performance. This will be accomplished by assessing the function of flexible work arrangements in employee job satisfaction.

2.1.3 WORK PERFORMANCE LEVELS

According to James (2016), this manner of working provides employees with flexibility, which may be a significant benefit because it allows employees to perform their daily responsibilities while also focusing on personal tasks that may arise throughout the day. Working from home, however, can have a bad influence on organizational performance, which may then have an influence on the company's overall culture, according to research done by Canonico (2016). However, according to Miles (2016) for the CIPD, employers can avoid any risks associated with flexible working arrangements if they treat employees fairly and implement certain working rules, such as ensuring that employees have the facilities and equipment, they need to perform their jobs, and ensuring that employees feel supported by their employer. All these aspects could have an impact on employee motivation and performance, as well as employee satisfaction in the workplace.

2.2 THEORETICAL FOUNDATION

Theoretical framework summarizes the whole research. In this research, the researcher focuses on what is the impact on work from home has on the work performance and job satisfaction. A model was built to evaluate the research objective, and the variables were derived from previous research papers. So, the theoretical framework of this paper comprises work performance and job satisfaction as dependent variable. For independent variables, work from home which consists of work environment, work motivation, communication effectiveness, quality of work and schedule and managing job stress will be the factors to be evaluate on how

the employees handle the situation to be work at home. Connectivity will be as mediating variable that will be to help mediate between dependent and independent variables.

The framework is thus designed to guide the investigation of work from home in the mining sector, to determine if this work arrangement will continue as a periodic element reacting to the pandemic situations, or whether it can be applied to this organization permanently.

2.3 EMPIRICAL RESEARCH

Prior to the pandemic COVID 19, WFH was a privileged service provided by corporations and large corporations since it allows for flexibility and discretion; nevertheless, it has now become the new normal. The COVID-19 has thrown everyone's daily routine, including business, education, and the economy, into chaos (Gautam and Sharma 2020)

Currently, most of the organisation is implementing work from home policies (Manoj Bhattarai,2020). Working from Home and Job Satisfaction During Pandemic Times was the subject of a research done using survey data in Canada. The findings of the study indicated that most employees were satisfied when working from home, but there were several critical aspects of job satisfaction that must not be overlooked. Therefore, it can be concluded that WFH can be accepted by providing the necessary office equipment with the emotional support which will lead to good performance of job.

2.4 PROPOSED CONCEPTUAL FRAMEWORK

There is a lack of data regarding work from home on specific organization. Usually, the organization that are more to administration, will implement the concept of work from home. But in this research, the researcher is going deeper to investigate on the specific organization which is mining organization. Usually most of the employee from mining organization, will go to the site to perform their work. They have routine of doing inspection to check the machine, equipment's and to repair it when necessary. But during MCO started, the organization required the employees of administration job role to work from home while technical job role need to do job rotation which a week doing work at the office and a week at home.

For two years of implemented these regulations, it is essential to know how work from home arrangement affecting the work performance of the employees.

From this, the researcher propose that independent variables are work from home factors which consists of work environment, work motivation, communication effectiveness, quality of work and schedule, safety machinery and managing job stress factors. Added on this, connectivity will be as mediating variable. The factors from independent variables will be contribute to the result of work performance and job satisfaction on the employees.

The conceptual framework diagram as per below:

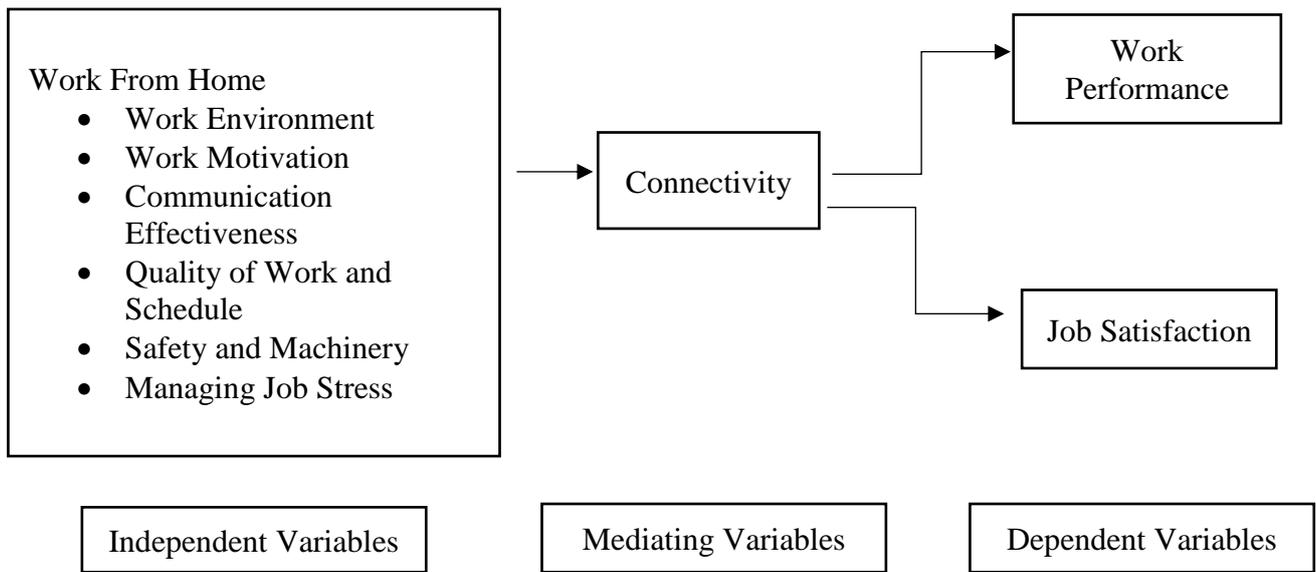


Figure 2.4. Theoretical framework of the independent variables and dependent variables with mediators

2.5 HYPOTHESIS DEVELOPMENT

Work from home arrangements are the dependent variables while employee work performance and job satisfaction are the independent variable. Connectivity will be as mediating variable in this study.

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK FROM HOME ARRANGEMENT

According to Spector (1997), work satisfaction occurs when individuals love their employment. Some individuals enjoy their jobs and find them to be significant in their life, while others dislike their jobs and push themselves to work. Flexible working arrangements have a positive influence on employee happiness, according to Hyman & Summers (2004), Igbaria & Guimaraes (1999), Baltes, Briggs, Huff, Wright, & Neuman (1999). As a result, work-from-home employees will boost their performance, efficiency, and self-confidence thus the quality of work also improve, and the employees will also gain their job satisfaction. Based on this, this study–has derived with the hypothesis that there is a significant relationship between Work from Home Arrangement and Job Satisfaction.

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

Employee performance is the ability to match the organization's objectives, skills, and competences with those of existing employees in meeting the desired outputs (Odembo, 2013). As a result, having a team that is dedicated and enthusiastic about their work will provide job satisfaction and performance that meets or exceeds expectations. (Shaffril et al., 2010).

Employee performance is defined as an employee's willingness to perform to their full potential when they are pleased and satisfied with their work. Based on this, this study has proposed that there is a significant relationship between Employee Work Performance Level and Work from Home Arrangement.

THE MEDIATING EFFECT OF INTERNET CONNECTION

Another central idea that has been explored in relation to the relationship between work from home arrangements, job satisfaction, and work performance is the internet connection. Without a good internet connection, work from home is unable to be performed. So, a good connectivity is required in order to be able to work smoothly at home. In addition, the study found that internet connectivity mediates the beneficial association between working from home and work performance.

WORK FROM HOME ARRANGEMENTS

The last variable in this research is flexible work arrangements which is specifically work from home arrangement. Work from home as an independent variable will help to improve employee even more than previously, because when people are satisfied with their jobs, they are indirectly contributing to the achievement of organizational goals. (Beauregard & Henry, 2009) Thus, working from home is not new for big company like Google or company profile that are administration orientation. Work from home will give benefit for their employees to perform better. But this arrangement is not common for maintenance sector as the employees need to go to the site to conduct inspection of their work. There are several factors such as work environment, work motivation, communication effectiveness, quality of work and schedule, safety and machinery and managing job stress being evaluated in the work from home arrangement. As a result, the purpose of this study is to see if there is a significance between job satisfaction and work performance with work from home arrangements.

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

H2: Work from home factors will have positive impact on employee's job satisfaction

H3: Connectivity will mediate the impact of work performance and job satisfaction on employee's during WFH

2.6 SUMMARY OF CHAPTER 2

Chapter 2 covers a comprehensive review of the past literature on work from home arrangement on employee and the relationship between performance level, job satisfaction. This chapter also focuses on creating a theoretical framework based on the study problem statement and objectives.

In empirical research, this study will be going to review related literature based on previous research. The findings based on will help to identify which aspects need to be improved, as well as how the previous study was conducted related to the issue for this research.

This chapter focus on developing the theoretical framework based on the problem statement and research objectives set in this research. Before proposed the conceptual framework, the theory based on previous research related with this research objectives and research questions are being reviewed to avoid any misleading of information and the conceptual framework also been developed to explore the relationship between each of the variables or the concept (the model).

The finding of the previous research and the area of their study help to investigate the empirical study so which area of the study can be this study focus that need to be improved. The finding of the previous research also important for this research to investigate on how it contributes into knowledge. Along the way, the empirical research tries to understand deeper in research conduct, and with this understanding, the good conceptual framework can be developed with the better concept to fulfill the need for this research objective and research finding.

The theoretical framework has also been developed for this study based on previous study. Finally, the hypothesis development for this study is shown in this chapter that will be test.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The proper collection and analysis of data will surely lead to a correct and accurate outcome, and vice versa. It's important for the researcher to learn how to get data, analyse it, and choose it. It is vital for the researcher to be able to explain the significance of the obtained data and to convey the concept to the reader. The research's main objective was to investigate the challenge of work from home towards job performance and employee's satisfaction during pandemic in mining sector. The researchers employed a questionnaire that was sent to mining industry employees. The relevance of that questionnaire is that it will help us identify the obstacles that employees encountered while working from home during the epidemic.

3.2 RESEARCH DESIGN

Using a quantitative method, this study uses hypothesis testing to statistically examine the causal relationship between the identified variables. The survey method will be used in this study to investigate the relationship between the independence, dependent and mediating variable. Questionnaires will be distributed to employees working in mining sector and thus data gathered will be treated as an individual data source. An online survey was distributed to employees from different departments in a mining sector in Perak. The design of the questionnaire will consist of several questions for each variable. The questionnaire is also divided into several sections which will help to understand the challenge that is faced by the employees within this pandemic period. A total of 100 surveys were collected and analysed using SPSS. In this study, Google Forms was the best tool for creating a simple and accessible questionnaire. The questionnaire was structured into three variables that consist of different items to be analysed.

3.3 STUDY POPULATION AND SAMPLING PROCEDURES

Any group of people that share one or more characteristics and are of relevance to the research is referred to as a population. (Creswell, 2005). As a result, the study's target population included any employees either executives or managers that are working from home in the

mining sector. The sampling was conducted by invitations send out through email. The respondents were balanced between men and women. The questionnaire will be distributing to the employees that are work from home.

Three steps of analysis were carried out using the Statistical Package for the Social Sciences (SPSS) software. The first step was to look at the demographic profile of the people who responded. The reliability analysis was conducted for every variables derived in the second step of the analysis to test the accurate of each variables.

Cronbach's coefficient alpha was generated by using SPSS software and conducted descriptive statistics and correlation analyses, which measures how well the variables positively relate to one another. Regression analysis was the third stage of the conceptual model analysis. During this step of the analysis, the hypothesised relationships shown in the conceptual model were examined.

3.4 DATA COLLECTION METHOD

A quantitative causal technique was used to determine the influence and significance of independent factors on dependent variables. Employee from mining sector in Perak were given an online questionnaire to answer to collect data. Given that survey participants have worked from home before and can do so, it is reasonable to assume that they have internet access, so the questionnaire was sent and done online. To help gather respondents, the questionnaire link will be posted on social media and send through email.

The best strategies to analyses the collected data, according to the research's main objective in this study, are descriptive-analytical and inferential statistics approaches. The objective was to investigate the efficiency of work in the mining industry during the pandemic. The researcher shows the data as it is with descriptive statistics, whereas inferential statistics allow the researcher to go beyond the immediate facts with inferential statistics. The researcher employed inferential statistics in this study to learn what the employees think about working from home. The researcher employed inferential statistics in this study to determine what the employee thinks about working from home. Descriptive statistics, on the other hand, are used to describe what is happening in the obtained data. A summary of the questionnaire structure is presented in the table below. This research determined that the sample size recommendation was being

applied. The questionnaire will be divided into several parts. Part A will consist of general information of the respondent and the rest part of the questionnaire will be from the variable derived.

The responses were rated on a 5-point Likert scale, with the following findings:

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

SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC PROFILE

Please tick in the selected answer.

Age

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

Gender

- Male
- Female

SECTION B : MY CURRENT WORK SITUATION

Organisational Level

- Upper
- Middle
- Lower

Job Requirement

- Administrative Duty
- Technical on Site

Maximum Working Hours Per Day

- Less than 5 hours
- 6 hours
- 8 hours
- 10 hours
- 12 hours
- More than 12 hours

Preferred Workplace

- Home
- Office
- Both
- Others

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

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

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

- Yes, I only work from home
- Yes, I sometime work from home
- No

SECTION C: JOB SATISFACTION

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

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

SECTION D: JOB PERFORMANCE

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

JOB PERFORMANCE					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Family task interferes with my ability to perform job-related duties	1	2	3	4	5
While working from home, I am efficient in my job.	1	2	3	4	5
Working from home allows me to do my tasks in my own schedule.	1	2	3	4	5

When I worked from home, I am more productive.	1	2	3	4	5
While working from home, I am self-motivated to keep productive.	1	2	3	4	5
Superior can manage accountability of employees work from home	1	2	3	4	5
Organization can survive with work from home employees	1	2	3	4	5
Work from home leads to loss of productivity	1	2	3	4	5
Work from home causes lack of information between employer and employees					

WORK FROM HOME FACTORS

SECTION E: WORK ENVIRONMENT

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

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

SECTION F: WORK MOTIVATION

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

WORK MOTIVATION						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My employer pays me a salary while keeping me safe from COVID-19 infection	1	2	3	4	5	
My employer allows me to completely choose my work schedule.	1	2	3	4	5	
My employer allows me to work independently without supervision	1	2	3	4	5	
I can work more effectively since I don't have to travel to work.	1	2	3	4	5	
I am satisfied with the amount of diversity	1	2	3	4	5	

SECTION G: COMMUNICATION EFFECTIVENESS

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

COMMUNICATION EFFECTIVENESS						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Low productivity caused by poor communication flow	1	2	3	4	5	
Face-to-face communication is not efficient as online communication	1	2	3	4	5	
The more money spent on internet communication, the more efficient the process becomes.	1	2	3	4	5	
I'm comfortable dealing with my colleagues virtually	1	2	3	4	5	
Working from home allows more efficient contact with superiors.	1	2	3	4	5	

SECTION H: QUALITY OF WORK AND SCHEDULE

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

QUALITY OF WORK AND SCHEDULE						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My quality of work negatively affected with the implementation of duty roster work from home and site rotation	1	2	3	4	5	
My daily work progress affected with the less team on site due to team rotation	1	2	3	4	5	
My work progress slower when working from home?	1	2	3	4	5	
I need more time to complete daily scheduling when working from home	1	2	3	4	5	

SECTION I: SAFETY AND MACHINERY

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

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

SECTION J MANAGING JOB STRESS

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

MANAGING JOB STRESS					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Never	Rarely	Sometimes	Frequently	Always
I spend too much time on office work.	1	2	3	4	5
I feel exhausted working from home compare working in office	1	2	3	4	5
When dealing with a pandemic, I have found it difficult to maintain emotional control.	1	2	3	4	5

SECTION K: CONNECTIVITY

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

INTERNET CONNECTION					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Unstable	Rarely	Sometimes	Frequently	Stable
Is connectivity limiting to perform your technical responsibility?	1	2	3	4	5
My work success is heavily reliant on my internet connection	1	2	3	4	5
I am discouraged to attend online meeting due to poor internet connectivity	1	2	3	4	5

SECTION L: VIRTUAL PLATFORM USED

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

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

Choose the relevant answer(s)

Please tick / in the selected answer.

Social media application that used by organization for official task.

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

Virtual meeting platform used by organization for official meeting and discussion.

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

3.5 OPERATIONALISATION AND MEASUREMENT

3.5.1 INDEPENDENT VARIABLES

3.5.1.1 WORK FROM HOME ARRANGEMENTS

Employees are more likely to work for companies that provide them a flexible work environment and schedule. Employees may effortlessly combine their personal and professional lives using flexible scheduling, which helps to reduce work-family problems.

It allows individuals to better manage their personal and professional lives while also increasing their productivity at work.

3.6 DEPENDENT VARIABLE

3.6.1 WORK PERFORMANCE LEVEL

This job appears more productive in productivity and performance than office job according to an essay made by Bailey (2012). However, a more recent article from the British School of Economics and Political Science (2016) describes the same thing as Bailey, according to which previous research has suggested that employees from home are far more productive than employees working in a full-time office. The difference between these two studies might suggest that working from home is a temporary solution with less long-term benefits than previous research has revealed. An employee's choice of work location, according to Morganson et al (2010), may have a number of impacts and variations in terms of job

satisfaction, inclusion, and work life balance. Furthermore, Lewis and Humbert (2010) propose that businesses should focus on the actual practise of this contemporary style of working rather than just on the flexible working rules.

3.6.2 JOB SATISFACTION

The general pleasant attitude of an employee toward his or her work environment relates to employee satisfaction. This sensation may be classified as cognitive in nature (assessing), affective in nature (emotional). There has been a lot of research in this sector and measures of satisfaction varied in the measurements of sentiments or awareness of the work (Hulin, 2003). Job satisfaction also analyses the environment of the work experience, the quality of a person's working life and the value that employee gives. Job satisfaction is sometimes measured in terms of its interactions with other important factors such as general well-being, work stress, workplace control, homework interface, and working circumstances. (Tomažević & J Seljak, 2014).

3.7 DATA ANALYSIS TECHNIQUES

The questionnaire will be developed from the past research questionnaire with some modification. The data analysis will be using factor analysis in SPSS which will involve structural equation modeling, analysis involved in this study are

- 1) descriptive analysis using mean, median, mode, percentages, frequency, and range, and
- 2) inferential analysis using correlation, regression, and analysis of variance.

3.7.1 DESCRIPTIVE ANALYSIS TECHNIQUES

The demographic segment of Perak citizens in Malaysia who are working at maintenance organization and currently work from will be used as the sample in this study. In other words, this study will be focus on the quantitative research approach, which requires gathering data based on quantifiable information and combining it with a statistical analysis of a population sample. By using a close-ended question, the respondent will display their work performance level, job satisfaction that will give an impact if work from home which will aid the researcher in defining the respondent impact.

This method was suitable for the research conduct as the researcher aiming to find the answers on why the population of certain areas based on their nature demographic segment react in that manner. The research also using the descriptive analysis technique as it will help to define respondent characteristics, by using a close-ended question, the respondent will express their own opinion traits, and behavior and their attitude toward the question that been asked to them. Measure data trend also can be identify over time based on statistical capabilities provided by descriptive research, if the data collected are totally different from other data, it can be drop as nonvalid data, besides that this method also can be used when we want to conduct comparisons or to understand why certain group reacts or respond differently compared to others group in term of using the services or facility.

3.7.2 INFERENCE ANALYSIS TECHNIQUES

To complete this study, the effect and significance of independent variables on dependent variables were measured using a quantitative causal method. To illustrate the results or outcome of the survey and findings, the researcher will use a table to analysis the data. This research implemented inferential statistics approaches, which means it aimed to address research questions by collecting and analyzing a sample and then summarizing the results. In order to collect data, online questionnaires were distributed among employees in Perak. Considering that respondents can work from home, it is reasonable to assume that they have internet access, so the questionnaire was sent and made accessible via online. As a result, the sample approach was designed for those with internet connection and direct experience working from home as a result of the coronavirus pandemic in 2019. To help gather respondents, the questionnaire link was posted over social media. A 5-point Likert scale was used to measure the responses, evaluated accordingly:

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

After invalid and missing responses were removed, 101 valid and reliable responses were selected and further evaluated.

3.8 SUMMARY OF CHAPTER 3

This chapter focuses on research design, which will be created based on the study's research topic. The data collection, measurement, and analysis will be done in accordance with the conceptual framework that been created. This research design also includes data on the study's objective and the type of research that will be conducted with it. In this chapter also explains details in term of the study population and sampling procedures such as who 's the sampling, why we are choosing them as sampling, area of sampling and sampling procedures, the data collection method also been described very details to show the validity of the data and how every variable in this study been measurement based on three main variables which are independent variables and dependent variables. Finally, in this chapter, presented the data analysis methodologies that we are implementing in this study to complete our research and achieve our goals.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter discusses the research findings obtained by preceding the presentation of the profile of the respondents of the study and followed by the findings of the study. There are six research objectives achieved in this study. First, to study the level of employees' satisfaction during undergo work from home period in mining organization. Second, to study the level of the employees' work performance level during wfh period in mining organization. Thirdly to identify the relationship between work from home and employees' satisfaction. Then to identify the relationship between work from home and employees' work performance. Lastly to examine the connectivity in mediates between work from home and employees' satisfaction and work performance.

This chapter is divided into two sections: (i) descriptive analysis of the respondent's profile, and (ii) inferential analysis, which is separated into two types: correlation analysis and regression analysis. The result of this study is presented in tables. Finally, this chapter concludes with the conclusion of the study.

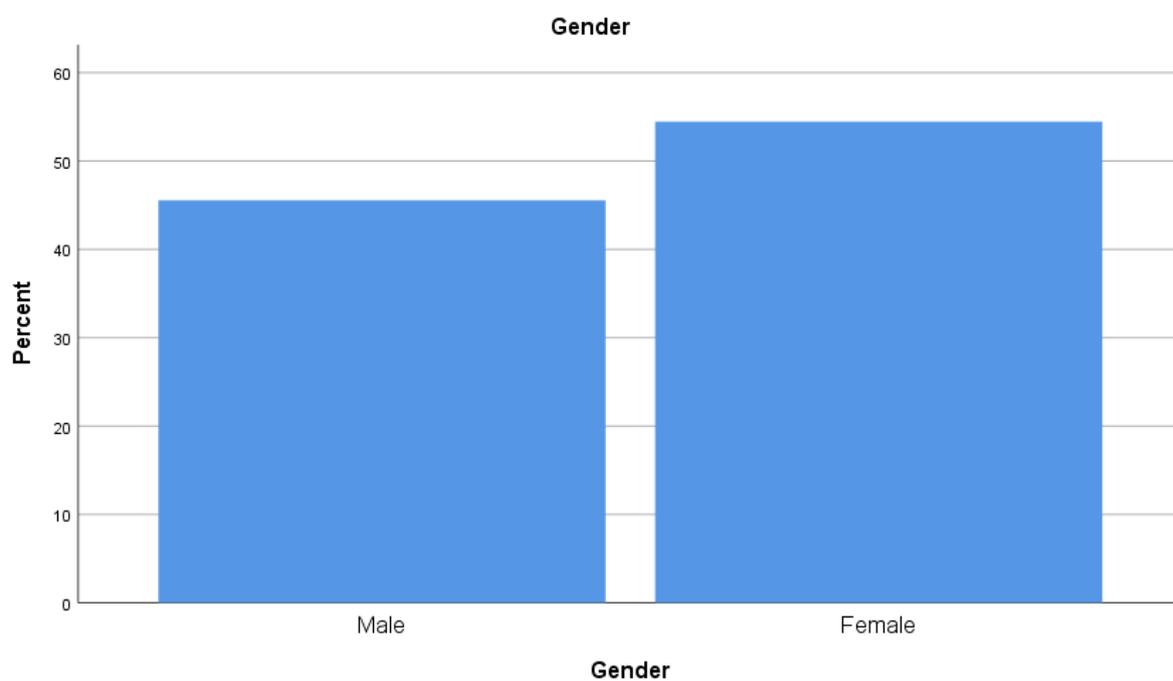
4.2 DEMOGRAPHY OF RESPONDENTS

A sampling method was used to select 101 respondents from a mining firm, and each respondent was given a structured questionnaire with 75 questions divided into several sections according to the variables derived. The demographic information on the questionnaire analyzed respondents' age, gender, present employment situation, work history, and preferred workplace.

Table below shows the demographic results

4.2.1 Gender

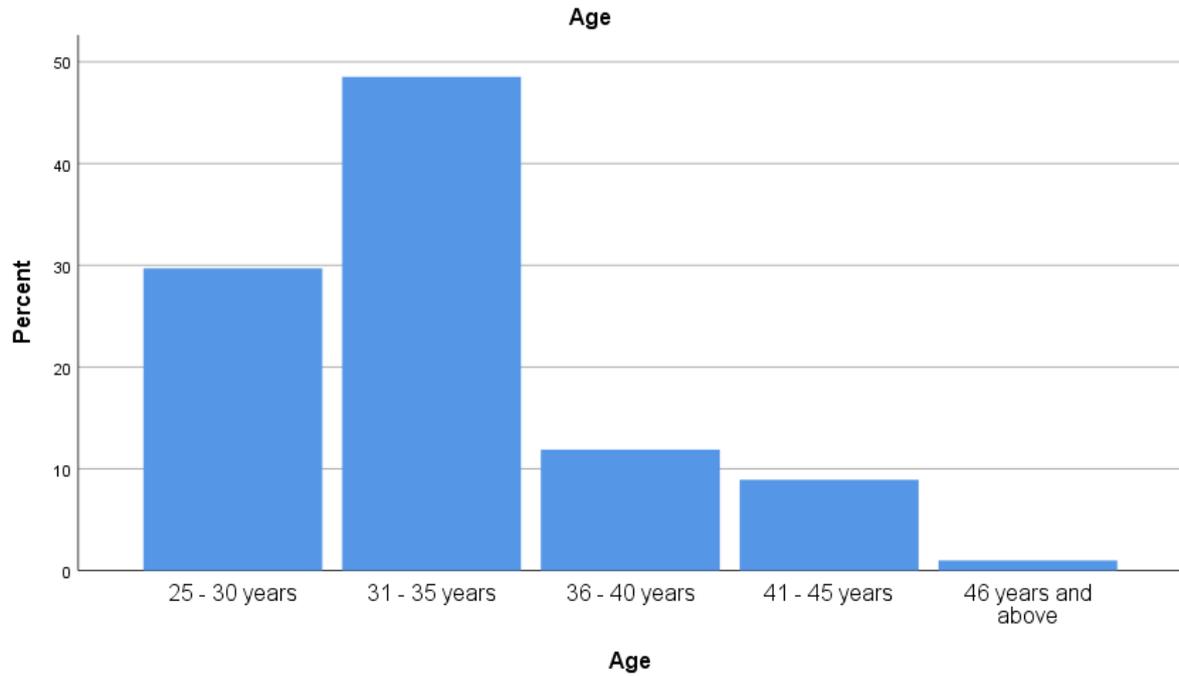
	Frequency	Percent
Male	46	45.5
Female	55	54.5



Graph 1

4.2.2 Age

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

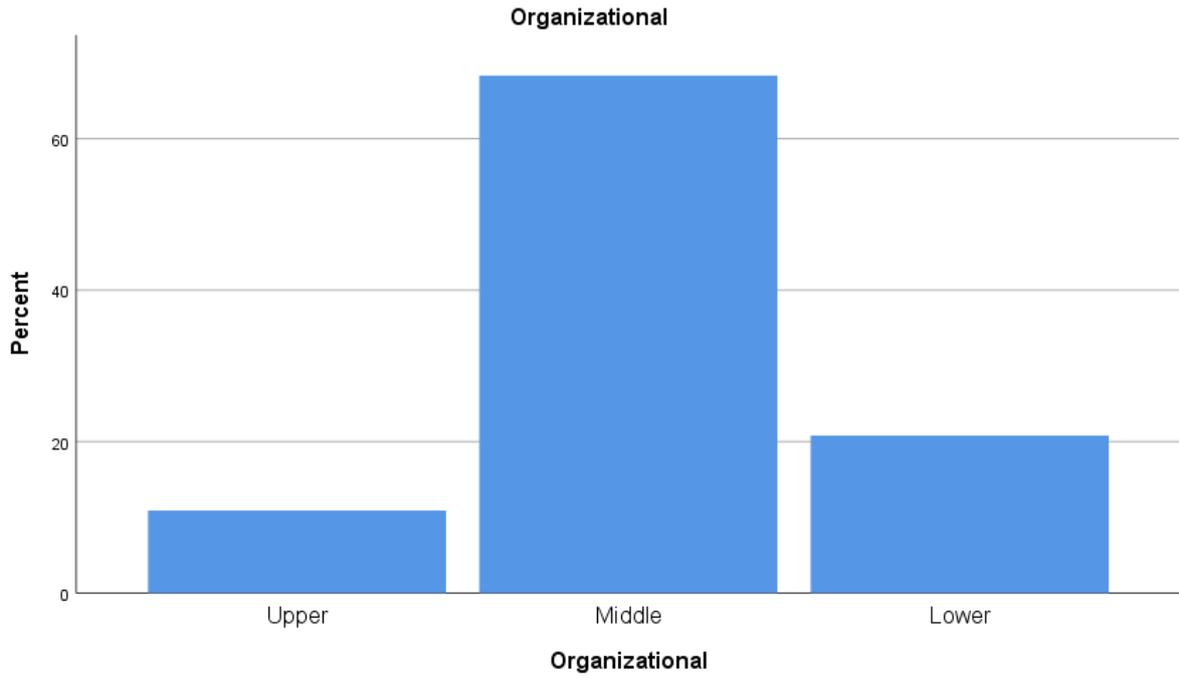


Graph 2

4.3 CURRENT WORK SITUATION

4.3.1 Organizational Level

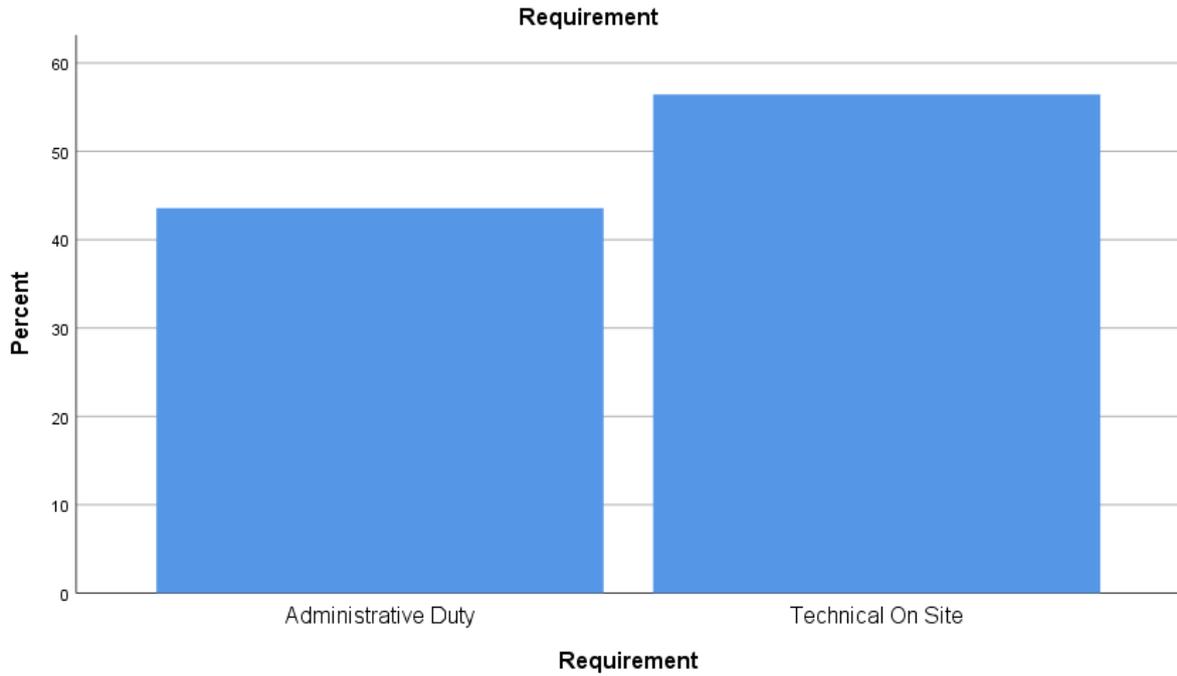
	Frequency	Percent
Upper	11	10.9
Middle	69	68.3
Lower	21	20.8



Graph 3

4.3.2 Job Requirement

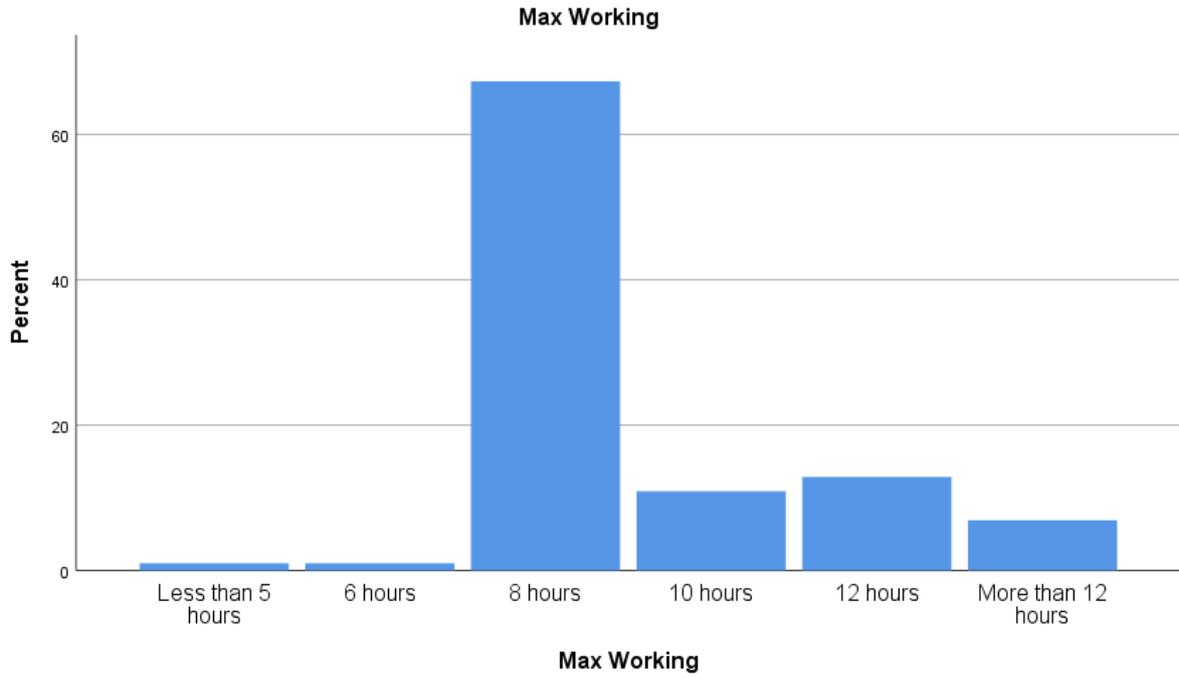
	Frequency	Percent
Administrative Duty	44	43.6
Technical on Site	57	56.4



Graph 4

4.3.3 Maximum Working Hours Per Day

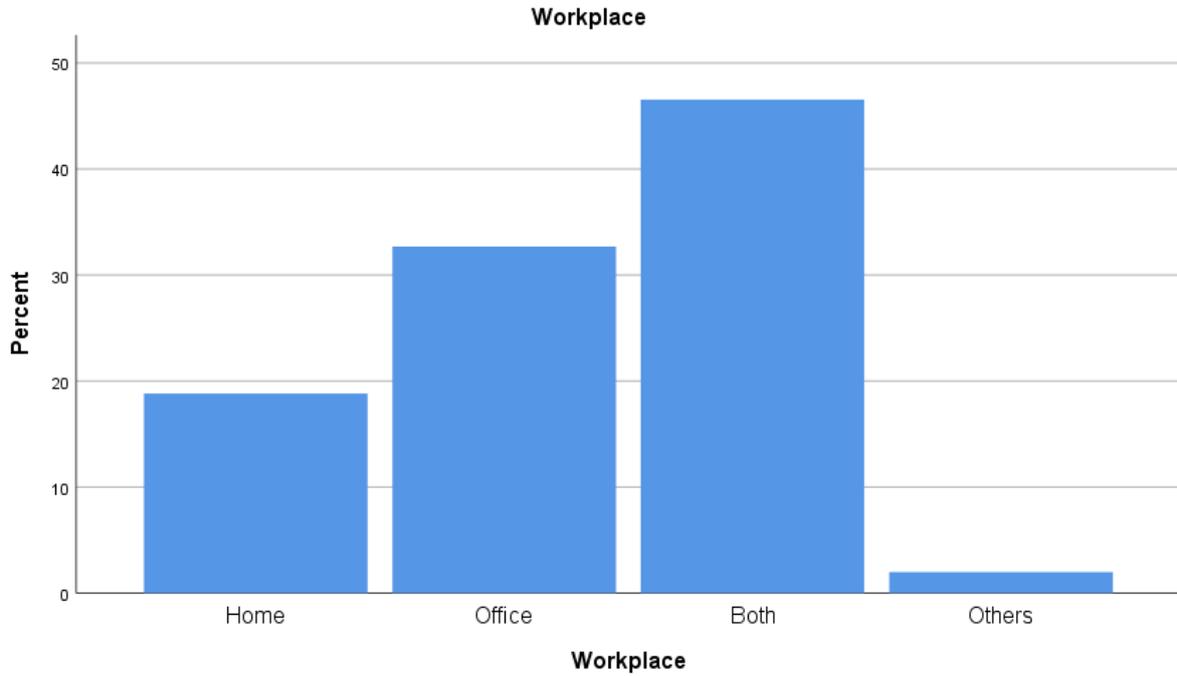
	Frequency	Percent
Less than 5 hours	1	1.0
6 hours	1	1.0
8 hours	68	67.3
10 hours	11	10.9
12 hours	13	12.9
More than 12 hours	7	6.9



Graph 5

4.3.4 Preferred Workplace

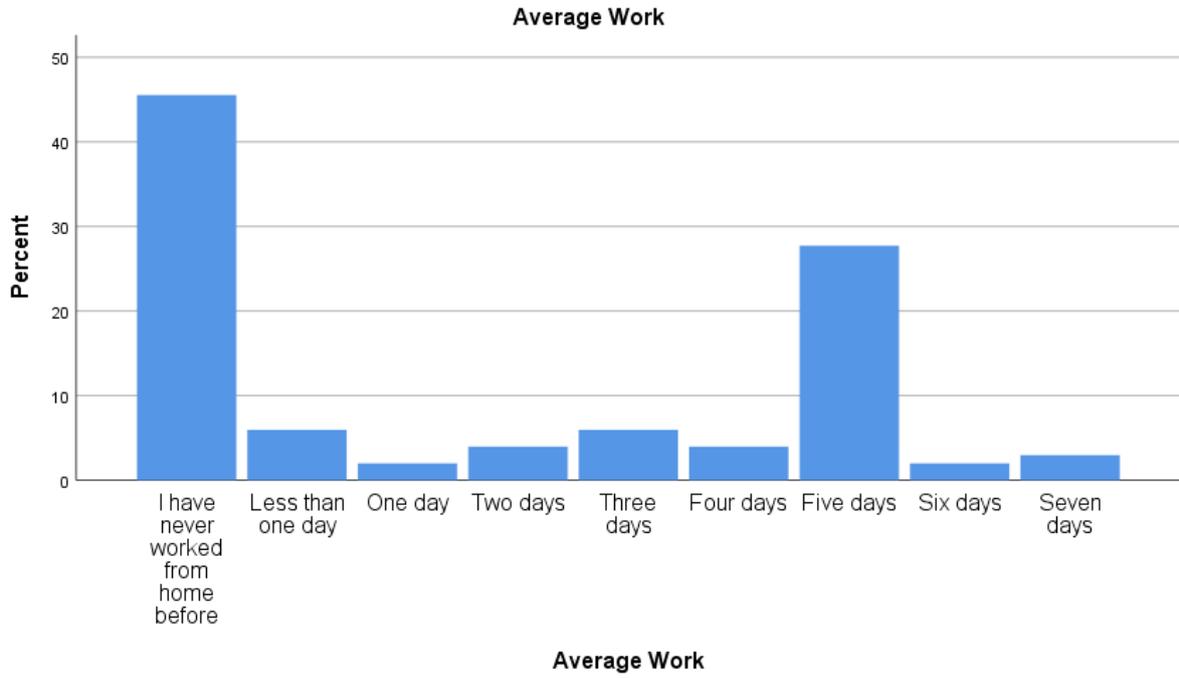
	Frequency	Percent
Home	19	18.8
Office	33	32.7
Both	47	46.5
Others	2	2.0



Graph 6

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

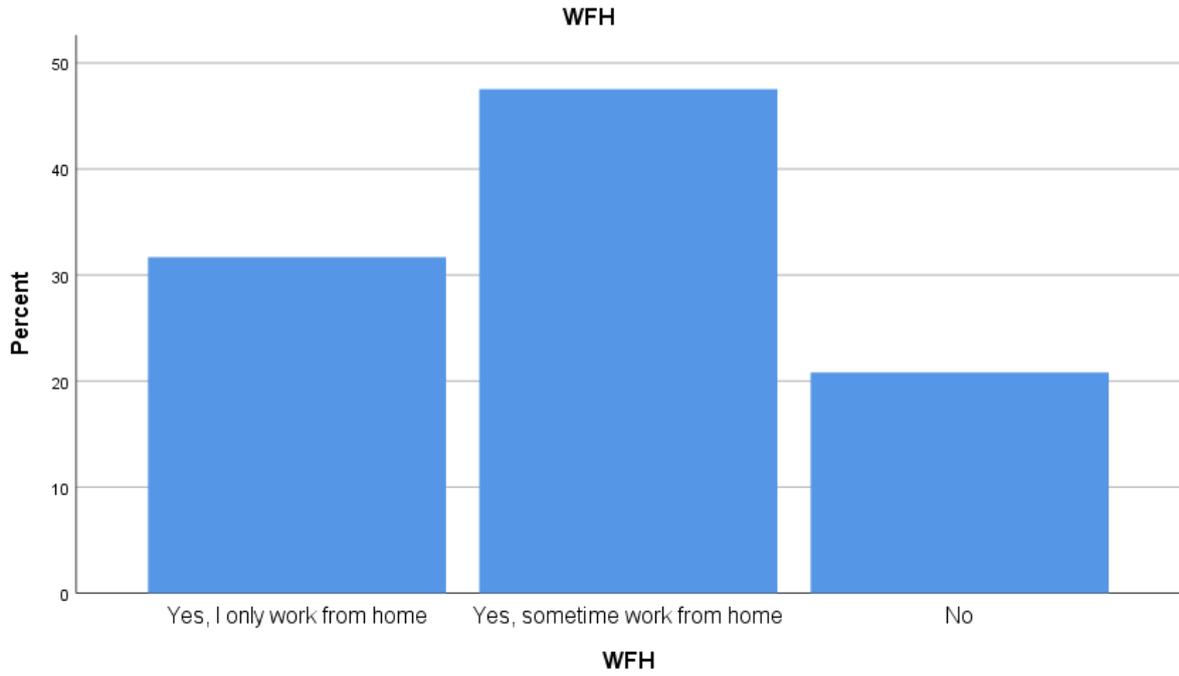
	Frequency	Percent
I have never worked from home before	46	45.5
Less than one day	6	5.9
One day	2	2.0
Two days	4	4.0
Three days	6	5.9
Four days	4	4.0
Five days	28	27.7
Six days	2	2.0
Seven days	3	3.0



Graph 7

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

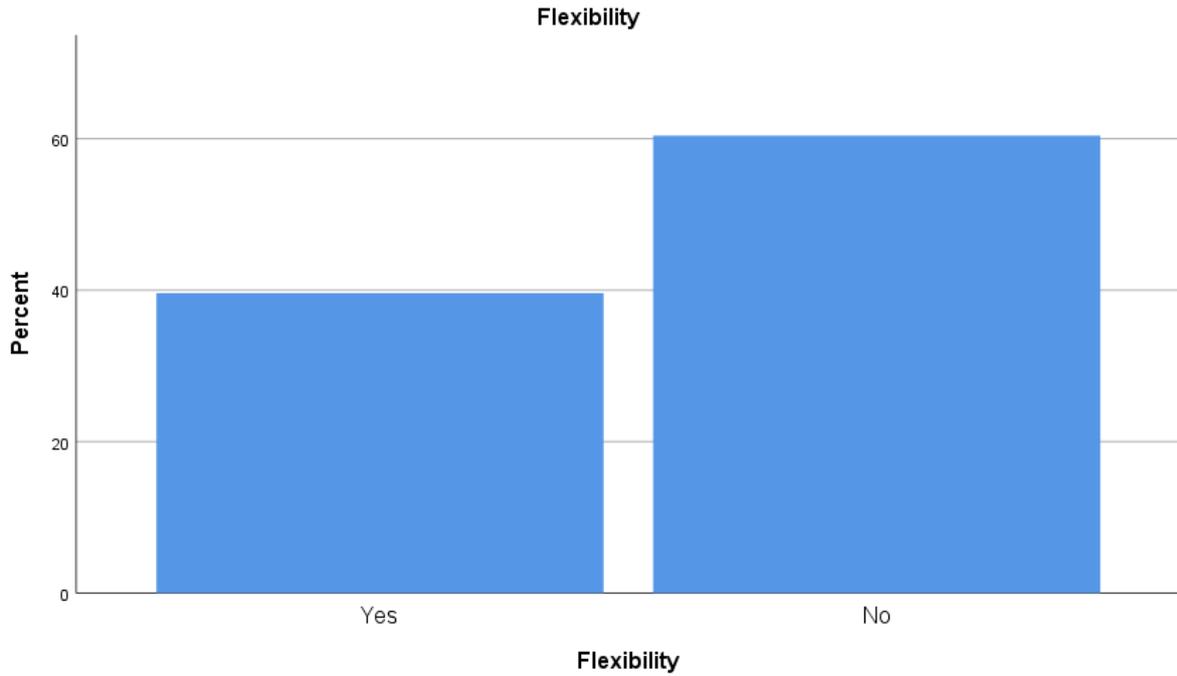
	Frequency	Percent
Yes, I only work from home	32	31.7
Yes, sometime work from home	48	47.5
No	21	20.8



Graph 8

4.3.7 Flexibility to Work Remotely Before Pandemic

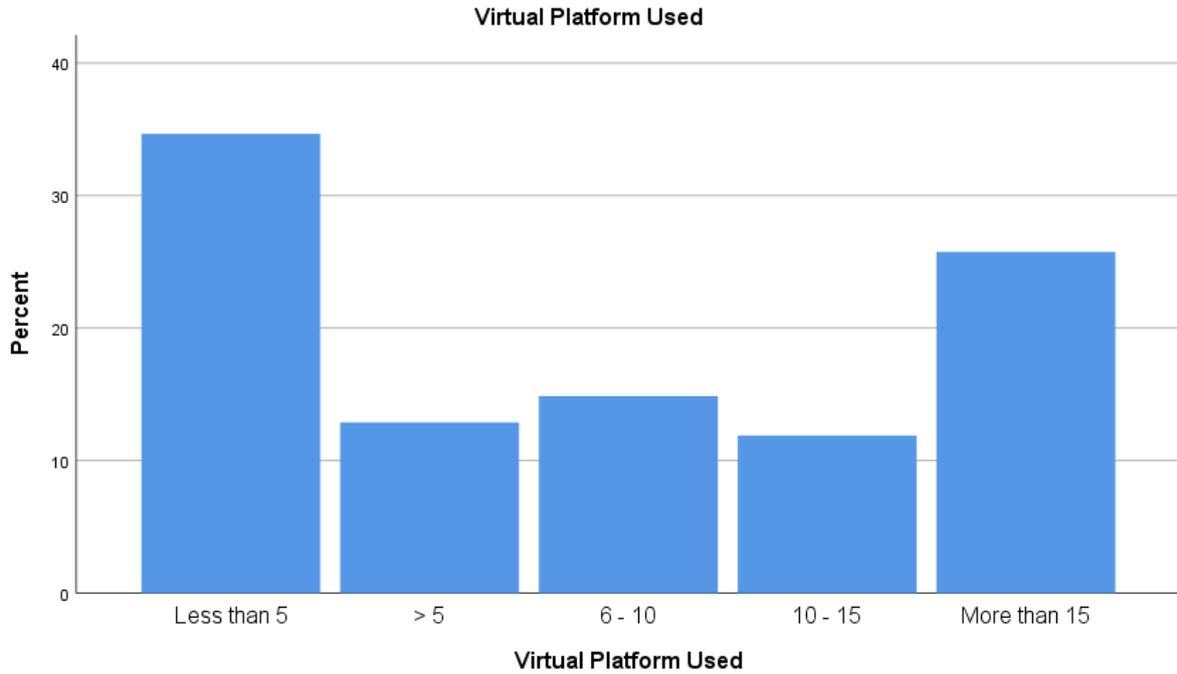
	Frequency	Percent
Yes	15	14.9
No	86	85.1



Graph 9

4.4 VIRTUAL PLATFORM USED

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



Graph 10

4.5 ONLINE PLATFORM USED BY ORGANIZATION FOR WORK AT HOME

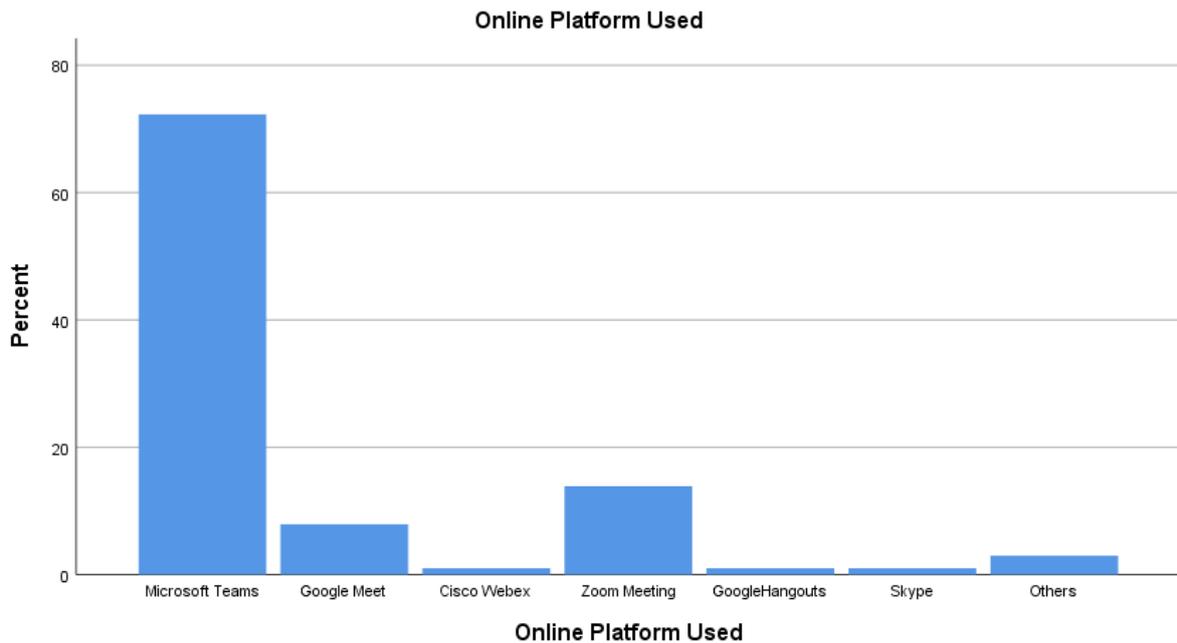
4.5.1 Social Media Application That Used by Organization for Official Task

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

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

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

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



Graph 11

For demographic part, this study involved 46 percent of males and 55 percent of females in presenting the basic or descriptive data. 29.7 percent are between the ages of 25 and 30, 48.5 percent are between the ages of 31 and 35, and 11.9 percent are between the ages of 36 and 40. for ages of 41 and 45, there is 8.9 percent and lastly there is one percent of ages of 46. The job requirements are divided into technical on site which is 56.4% and 43.6 percent is from administrative duty.

Next the researcher investigates the employees on their working schedule and how the employees worked before and after pandemic happened. 86 percent of the employees were not able to work from home before the pandemic started. Only 15 percent of the employees have the chances to work from home. Besides that, there is a question of preferred workplace asked by researcher. 18.8 percentages of employees want to fully work from home while 32.7 percent of the employees prefer to work at office. Balance of 46.5 percent decided to work at both places.

Lastly the researcher also investigates on the virtual platform used and the frequency of each platform that being used.

4.6 RELIABILITY ANALYSIS

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

Before testing the proposed hypotheses, the reliability of the scales was examined. Reliability was assessed using Cronbach's α . For a scale to be deemed reliable, Ho (2014) recommends that Cronbach's α value for that construct must be above 0.7. In the proposed model, all the constructs are reliable since values for Cronbach's α are well above 0.7. The Cronbach's test was used to check the internal consistency of the questions evaluating job satisfaction, work performance, and work from home variables, and the results are shown in Table above. An alpha of 0.7 and above is considered desirable by social scientist and clearly from the results in Table 5 below, Cronbach's alpha for each variable is more than 0.70. These indicate that all scales had internal consistency and were therefore reliable for use.

4.7 NORMALITY ANALYSIS

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

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

4.8 DESCRIPTIVE ANALYSIS

4.8.1 Job Satisfaction

No	Items	SD	D	N	A	SA	Mean	SD
C1	I find real enjoyment in my work	1 (1.0)	0 (0.0)	28 (27.7)	49 (48.5)	23 (22.8)	3.92	.770
C2	Most days I am enthusiastic about my work	2 (2.0)	1 (1.0)	31 (30.7)	43 (42.6)	24 (23.8)	3.85	.865
C3	I am satisfied from the recognition I get for good work	3 (3.0)	9 (8.9)	19 (18.8)	43 (42.6)	27 (26.7)	3.81	1.027

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

4.8.2 Employee's Work Performance

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

D7	Organization can survive with work from home employees	3 (3.0)	8 (7.9)	31 (30.7)	29 (28.7)	30 (29.7)	3.74	1.064
*D8	Work from home leads to loss of productivity	17 (16.8)	20 (19.8)	28 (27.7)	27 (26.7)	9 (8.9)	3.09	1.226
*D9	Work from home causes lack of information between employer and employees	15 (14.9)	14 (13.9)	30 (29.7)	24 (23.8)	18 (17.8)	2.84	1.294
Overall							3.47	.715

* Negative items

4.8.3 Work from Home

a) Work Environment

No	Items	SD	D	N	A	SA	Mean	SD
E1	My workstation is completely shared with family members or other non-co-workers.	6 (5.9)	26 (25.7)	35 (34.7)	28 (27.7)	6 (5.9)	3.02	1.010
E2	I have the freedom to personally arrange my workspace without the intervention of my company	1 (1.0)	13 (12.9)	31 (30.7)	39 (38.6)	17 (16.8)	3.57	.952
E3	I am satisfied with the level of comfort at my work from home physical workplace	1 (1.0)	13 (12.9)	20 (19.8)	39 (38.6)	28 (27.7)	3.79	1.023
Overall							3.46	.806

b) Work Motivation

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

c) Safety and Machinery

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

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

* Negative items

d) Quality of Work and Schedule

No	Items	SD	D	N	A	SA	Mean	SD
H1	My quality of work negatively affected with the implementation of duty roster work from home and site rotation	16 (15.8)	17 (16.8)	34 (33.7)	28 (27.7)	6 (5.9)	2.91	1.150
H2	My daily work progress affected with the less team on site due to team rotation	16 (15.8)	14 (13.9)	27 (26.7)	34 (33.7)	10 (9.9)	3.08	1.230
H3	My work progress slower when work from home	26 (25.7)	26 (25.7)	18 (17.8)	22 (21.8)	9 (8.9)	2.62	1.318
H4	I need more time to complete daily scheduling when work from home	25 (24.8)	24 (23.8)	16 (15.8)	27 (26.7)	9 (8.9)	2.71	1.337
Overall							2.83	1.064

e) Communication Effectiveness

No	Items	SD	D	N	A	SA	Mean	SD
I1	Low productivity caused by poor communication flow	2 (2.0)	11 (10.9)	25 (24.8)	41 (40.6)	22 (21.8)	3.69	.997
I2	Online communication is an efficient as face-to-face communication	4 (4.0)	28 (27.7)	33 (32.7)	21 (20.8)	15 (14.9)	3.15	1.108
I3	The more cost spent on online communication, the more effective the communication process is	1 (1.0)	12 (11.9)	23 (22.8)	41 (40.6)	24 (23.8)	3.74	.986
I4	Smooth online communication depends on effective internet connection	0 (0.0)	3 (3.0)	11 (10.9)	39 (38.6)	48 (47.5)	4.31	.784
I5	Working from home gives effective communication with superior	0 (0.0)	17 (16.8)	34 (33.7)	35 (34.7)	15 (14.9)	3.48	.944
I6	I feel comfortable interacting virtually with colleagues	1 (1.0)	14 (13.9)	30 (29.7)	32 (31.7)	24 (23.8)	3.63	1.027
Overall							3.67	.628

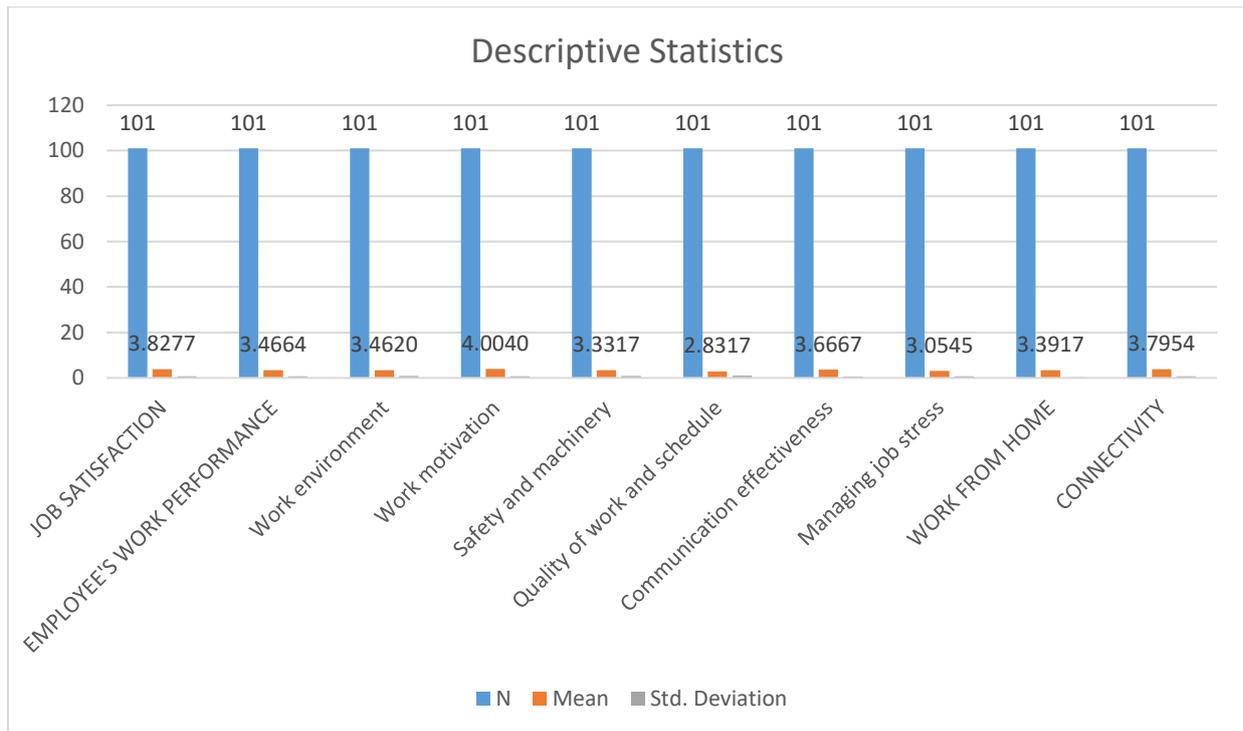
f) Managing Job Stress

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

* Negative items

g) Overall Work from Home

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



Graph 12

4.8.4 Connectivity

No	Items	SD	D	N	A	SA	Mean	SD
K1	Connectivity limitingly to perform your technical responsibility	0 (0.0)	6 (5.9)	36 (35.6)	39 (38.6)	20 (19.8)	3.72	.850
K2	My work success is heavily reliant on my internet connection	2 (2.0)	7 (6.9)	18 (17.8)	38 (37.6)	36 (35.6)	3.98	1.000
K3	I am discouraged to attend online meeting due to poor internet connectivity	0 (0.0)	5 (5.0)	37 (36.6)	44 (43.6)	15 (14.9)	3.68	.787
Overall							3.80	.750

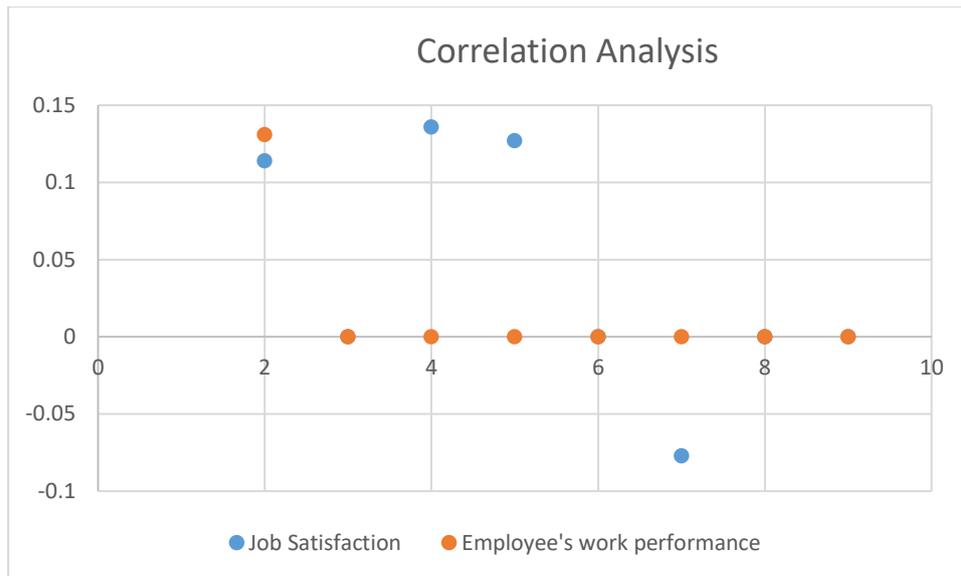
Each variable derived were analysis by using descriptive function. From that, the overall work from home factors results such as work environment, work motivation, safety, and machinery, quality of work and schedule, communication effectiveness, and managing job stress are put in the table above. The results are in normal distribution because of all data points are within the range of standard deviation

4.9 CORRELATION ANALYSIS

The following explanation is based on the results of a correlation analysis of the dependent and independent variables in this study. The Pearson's correlation coefficient was used to determine the relationship between the two variables, as shown below.

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

**p<0.01; * p < 0.05



Graph 13

The table above shows the relationship between the dependent variable, work performance and job satisfaction among mining employees, and all of the independent variables, which include factors such as work environment, work motivation, communication effectiveness, work quality and schedule, safety and machinery, and managing job stress. The relationship between the dependent variable and all of the independent factors is positive, as seen in the table above. The degree of correlation of each independent variable in relation to employee work performance and job satisfaction is determined by the correlation analysis results. Overall work performance towards job satisfaction is 0.326 while for work performance is 0.406.

For mediator variables which is connectivity, it gives the result of 0.408 for job satisfaction and 0.256 for work performance.

In other words, independent variable such as work environment, work motivation, safety and machinery, quality of work and schedule, communication effectiveness, managing job stress has positive relationship towards dependent variable.

4.10 MULTIPLE REGRESSION

4.10.1 Work from Home Impact on Employee's Job Satisfaction

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

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

a. Dependent Variable: Job satisfaction

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

As can be seen in the table above, the Linear Regression Coefficient shows that the dependent and independent variables are related. The closer the figure to 1, the stronger the correlation is. In terms of variability, the value 94 equals $R^2 = 0.209$, or 21%, indicating that 21% of the population in the sample believes there is a correlation between the variables.

Further differential of R^2 results in a revised estimate that 21% of the people in the sample explained that the three variables of job satisfaction, work performance, and work from home are related.

4.10.2 Work from Home Impact on Employee's Work Performance

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

Model		Unstandardized		Standardized	t	Sig. P
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.214	.519		2.339	.021
	Work environment	.061	.071	.069	.867	.388
	Work motivation	.224	.084	.233	2.653	.009
	Safety and machinery	.140	.074	.157	1.888	.062
	Quality of work and schedule	.177	.102	.156	1.739	.085
	Communication effectiveness	.186	.088	.191	2.119	.037
	Managing job stress	-.191	.058	-.284	-3.290	.001

a. Dependent Variable: Employee's work performance

R-square = 0.483, F (6, 94) = 14.648, Sig. F = 0.000

As can be seen in the table above, the Linear Regression Coefficient shows that the dependent and independent variables are related. The closer the figure to 1, the stronger the correlation is. In terms of variability, the value 94 amount of $R^2 = 0.483$ or 48% which explains that 48% population in the sample agree that there is correlation between the variables.

Further use of adjusted R^2 leads to a revised estimate that 48% of population in the sample explained that the three variables which is job satisfaction, work performance correlates with work from home

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

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

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

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

a. Dependent Variable: Job satisfaction

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

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

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

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

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

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

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

a. Dependent Variable: Employee's work performance

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

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

Table 4.11

Summary of Hypothesis Testing Result

No	Hypothesis	Value	Measure	Remark
H ₁	Work from home factors will have positive impact on employee's job satisfaction	R ² = 0.209 P < .05	Regression	Accepted
H ₂	Work from home factors will have positive impact on employee's work performance	R ² = 0.483 P > .05	Regression	Rejected
H ₃	Connectivity as mediates the relationship between work from home and job satisfaction	R ² = 0.195 P < 0.01	Regression	Accepted
H ₄	Connectivity as mediates the relationship between work from home and employee's work performance	R ² = 0.174 P < 0.01	Regression	Accepted

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

Based on the findings, it can be inferred that work from home factors have positive impact on has insignificant relationship towards employee's job satisfaction among mining employees. Hence, the first hypothesis, H₁, is accepted.

Work from home factors will have positive impact on employee's work performance. The p value is more than 0.05. Hence the hypothesis is rejected. This is because some of the employees need to physically attend at site to do their routine inspection, to check on the

equipment, so when the employees are work from home, but they are unable perform their work. Thus, therefore the hypothesis, H2 is rejected.

The third hypothesis is connectivity as mediates the relationship between work from home and job satisfaction. The p value is less than 0.01. Hence the hypothesis, H3 is accepted.

The fourth hypothesis, H4, that the combination of work from home variables factors has an influence on work performance and job satisfaction, is likewise accepted (p.01).

CHAPTER 5

CONCLUSIONS

5.1 INTRODUCTION

The results from the previous chapter are discussed and summarised in this chapter. A discussion is given to support these findings, including references to earlier research' conclusions. Furthermore, the study objective indicated earlier in Chapter one shall be linked to all associated recommendations or conclusions. Employers can gain a great insight into the aspects impacting the employee's work from home situation by referring to all previous literatures and current discoveries. This chapter concludes with a summary of results, conclusions, and research recommendations for the future.

5.2 FINDINGS

5.2.1 Demographic Characteristics

The goal of this research was to find out more about challenge of work from work towards employee motivation and job performance during pandemic at a mining company in Perak.

The gender of the participants in the mining organizations was indicated in the responses it equally between males and females' employees. Males made up around 45.5 percent of the sample (n=56), while females made up approximately 54.5 percent of the sample (n=55). The majority of the participants in the study were between the ages of 31 and 35, accounting for 48.5 percent of the sample (n=49), followed by those between the ages of 25 and 30, representing for 29.7 percent of the sample (n=30). Organization level of participants in the mining companies revealed that, most of the employees were from middle level representing 68.3 percent of the sample (n=69). There were 10.9 percent of the employees (n=11) came from upper level of organization. To acquire a comprehensive answer and remove prejudice, all levels of the company were covered. The major goal of this study is to identify the effect of working from home on employees. so the researcher divided the question of job requirement between employees that is on administrative duty and technical on site. Based on the result, there are 56.4 percent of employees were on technical duty while 43.6 percent were on administrative duty.

Another alarming demographic characteristic about the study sample has been that approximately 82.1 percent of the respondents did not work from home before pandemic and about 10.9 percent were worked from home. From that there are 18.8 percent of respondent prefer to work from home and 46.5 percent prefer to be work at home and office. Thirty two percent of employees stated that they would like to continue working at office only occasionally.

5.2.2 Reliability Analysis

To proceed to the route analysis, the initial measurement model must be verified for item reliability, concept reliability, discriminant validity, and convergent validity. Factor loadings greater than or equal to 0.708 have been considered dependable at the threshold level (Joe F. Hair et al. 2013). The Cronbach alpha and composite reliability (CR) values should be more than 0.70, but less than 0.95.

The internal consistency of the questions evaluating job satisfaction, work performance, and work-from-home elements that influence motivation and performance were examined using the Cronbach's test, and the results are provided in Table 4.6 above. An alpha of 0.7 and above is considered desirable by social scientist and clearly from the results in Table 4.6 above, Cronbach's alpha for job satisfaction 0.894, employee's work performance 0.820, work from home factors such as work environment 0.736, work motivation 0.788, safety and machinery 0.717, quality of work and schedule 0.865 and communication effectiveness 0.714 respectively. All the scales demonstrated internal consistency, indicating that they were reliable to use.

5.2.3 Normality Analysis

Because the emphasis of this study was on the motivation and performance of workers who work from home, it was necessary to analyse how motivation and performance were influenced. One of the research goals for this study was to examine if working from home increased motivation and performance, as well as whether this had any effect on work performance and job satisfaction. In each of the interviews, satisfaction and performance were addressed, and it was clear that the overall work from home result was 0.115, which means the distribution is approximately symmetric.

5.2.4 Descriptive Analysis

Descriptive statistics was used to summarize the variables tested. Three variables tested indicate the result of normal distribution because of all data points are within the range of standard deviation

5.2.5 Correlation Analysis

The link or association between the independent and dependent variables is investigated using correlation analysis. Pearson correlation used to analyse the relationship between work from home factors towards job satisfaction and work performance. Whether the variables are positively or negatively connected is determined by the sign of the results. The strength of the relationship, on the other hand, is determined by the value of the correlation. The table below displays the magnitude-based range and level of correlation of variables.

Interpreting the Size of a Correlation Coefficient

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

Source: Gerstman (2016)

Figure 2

Aside from that, the significance of the results is used to determine the amount of correlation. At the 0.01 level (2-tailed*), correlation is significant, and at the 0.05 level (2-tailed**), correlation is significant.

Based on the correlation analysis table, overall work from home factors has moderate correlation towards job satisfaction (0.326) and employees work performance (0.408). Work from home factors such as work environment, safety and machinery, quality of work and schedule, and managing job stress have the weak correlation that contribute to the lowest total correlation of job satisfaction. The employees that are technically on task cannot perform well when they need to work at home. Thus, this will impact their job satisfaction. For employees work performance, work from home factors such as work environment, managing job stress

have the weak correlation. The employees are unable to performance well on their work if the work environment does not conducive for them to work. This will lead to having stress to perform their work. Connectivity mediator also has moderate correlation on the job satisfaction (0.408). When the employee's connectivity is good, then the employee will satisfy with their job.

5.2.6 Multiple Regression

Table above shows the results of the multiple regression analyses. Following the steps described in the method paragraph, the first regression tested WFH productivity as dependent variable. There are four hypotheses tested as below.

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

For testing hypothesis 1, based on the test result, the researcher reports that there is no significant impact on the job satisfaction when employee working from home due to the significance value of the chi-square test show $p=.020$ ($p<.05$). The result revealing no significance impact for job satisfaction. The interpretation of the findings is that, although using work from home regulation, the mining sector's performance remains unaffected. Work from home arrangements did not have a significant effect on the performance of mining employees during a pandemic, instead, the estimated coefficient values tended to be negative although they did not have a significant impact

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

Based on the test result, the researcher reports that there is significant impact on the work performance due to the significance value of the test of $p=.021$ ($p<.05$). Thus, our data found that employees who working from home finishes the targets or task on time.

H3: Connectivity as a mediates the relationship between work from home and employee's work performance

The results of Hypothesis 3 revealed that employee performance was positively connected with connectivity. The interpretation is that the good, it will have a positive impact on employee

performance. The statistical analysis gave the following results: $\beta = 0.103$ with a t-value of 1.022

H4: Connectivity as a mediates the relationship between work from home and employee's job satisfaction

The mediating relationship was introduced where connectivity mediates between work from home arrangements on employee job satisfaction. The argument is that good internet connectivity from employees may improve employee job satisfaction. When work from home, the work is totally relay on the internet connection. If the internet connectivity poor, then the employees are unable to perform their responsibility.

The indirect impact of the work satisfaction variable: $\beta = 0.346$ is significant with a t-value of 3.290, according to the bootstrap analysis.

The researchers attempted to validate the study's significant findings, which showed that connection was statistically significant in mediating the influence of work-from-home arrangements on job satisfaction.

5.3 RECAP OF MAJOR FINDING

Overall, in examining the impact and the challenges faced by employees those working from home during Covid-19 pandemic situation, with the assistance of online survey method with 101 respondents, researcher managed to conclude the results according to descriptive and inferential results. Selected variables were constructed such as demographic variable, impact variable and challenge variable.

Demographic variables were divided into age, gender, and occupation of the selected respondents and for the independent variables, few items were created such as work performance.

There were equally gender of the responded respondents and most of them are from equally job requirement field. For approving and rejecting constructed hypotheses earlier, with the assistance of chi-square test, data depicted that working from home employee's during MCO period, provided positive impact to their work performance and job satisfaction. Furthermore,

data proven that, even work from home employees are not physically expose to office environment, but due to their commitment to their work, productivity of jobs increased tremendously regardless working from home or working from office.

Finding also proved that WFH employees are achieving and fulfilling a good job satisfaction especially when the maximum productivity aims were achieved by WFH employees. Results exposed that those responded employees felt that they achieved a huge satisfaction towards their job performances, and these impacted a significant impact to perfect and balance lifestyle in between work and office jobs. Thus, helping in achieving a positive well-being for themselves, family, and country too.

Despite, results proved many positive impacts WFH during crisis, WFH employees are faced few challenges while performing their office jobs and work jobs simultaneously. Through inferential results, researcher concluded that the first and foremost challenge faced by selected respondents in this research are engaging and maintaining to do inspection at site. The technical employees are unable to perform their task virtually.

5.4 LIMITATION OF THE STUDY

The scope of this study was limited because the target population was only employees in the mining sector in Perak.

It may seem strange for an interview study of the impacts of commuting to address safety issues as a theme, but many respondents voiced a number of concerns related to safety in mining. According to these respondents, safety in the workplace plays an important role in determining where they work, or at the very least they will only tolerate unsafe conditions to a certain extent before looking elsewhere for work. As the inspection cannot be done virtually, so the employees were unable to fully work from home.

Third, and related, we are unable to measure the adaptation process to a new WFH situation. Our data measures behavior several months after the sudden COVID-19 shock. More research should be done to track this adaptation journey in detail (as Yang et al. did during the early

phases of the epidemic), in order to better understand how businesses and employees adopt new habits and adjust to a working-from-home reality.

Finally, data collected on post-COVID only covers workdays. The researcher has no idea how the employees' habits could have changed over the weekend as this organization work on 24/7. The researcher does not know how employees might have changed their practices during the weekend. It is possible that with WFH they now work more on weekends or the employees did their work during night or any possible time that they have. If this is the case, then our proposed work on sculpting barriers between work and personal life could be even more important to pursue. The researchers intend to investigate how WFH influences knowledge employees' weekend work in the future.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

The purpose of this study was to determine the factors or independent variables that influence workers' work performance and job satisfaction at a mining firm in Perak. This study mainly focuses on the one private sector. This is an under researched subject, and in the future, other researchers should do a similar study in a variety of mining industries to assess how work-from-home adaptation affects their employees.

Keeping in mind that working in mining industry is difficult, often unhealthy, and unsafe, it is a true challenge to achieve employee satisfaction, maintain productivity levels and achieve higher goals. Therefore, the management in mining organisation should be focused on the factors that contribute to the effectiveness of the work process. Likewise, continuous measurement of employee motivation and satisfaction and assessing employee performance ensure quality decisions regarding the question of whether an individual should be rewarded or corrected to eliminate employee failure in performing tasks. Hence, the development of human resource management strategy focused on employees and their satisfaction with a flexible motivation system is the key to the success of organisations in the mining sector.

One of the study's limitations is the size of the sample population. The convenience sampling approach was chosen in this study since it is a simple method. This example strategy focuses on gathering information from people the author knows and can readily approach. The sample

consisted of 101 respondents. Future researchers should use a larger sample group to maximise the effect of the results. (Saunders et al., 2012). Future study on a bigger sample will also provide for the collecting of additional information about different organisations in the same industry. With this, the entire private sector may have a better understanding of employment condition of work from home.

5.6 CONCLUSION

COVID-19 has phenomenally changed the workspace landscape. Most of the organizations have been forced to shift from a physical office to WFH set up. This shift coupled with the ongoing pandemic can affect the individual employee's job performance, which in turn can induce psychological distress. With this primary objective, this paper studied the impact of work from home during COVID-19 on the job satisfaction and work performance of employees. Using 101 survey responses, multiple regression, and SPSS analysis, it was found that the job performance of the employees is adversely affected by factors like work environment, work motivation, communication effectiveness, quality of work and schedule, safety and machinery and managing job stress. Finally, our investigation has provided insight into how Covid-19 stresses might impact work performance and job satisfaction when people work from home. This opens the door to future research on work performance and job satisfaction under WFH arrangements for as long as the Covid-19 epidemic exists.

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APPENDICES

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

Dear Participant,

Please assist us to answer this questionnaire on which factors affect work from home factors among mining sector employees. The full questionnaire should take approximately twenty minutes to complete. Your participation is voluntary and entirely confidential. No personal data will be collected, and the final findings of the research will be included in my research paper.

The responses were rated on a 5-point Likert scale, with the following findings:

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

SURVEY QUESTIONNAIRE

The responses were rated on a 5-point Likert scale, with the following findings:

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

SURVEY QUESTIONNAIRE

SECTION A: DEMOGRAPHIC PROFILE

Please tick in the selected answer.

Age

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

<input type="checkbox"/>

- 46 and above

Gender

- Male
- Female

SECTION B: MY CURRENT WORK SITUATION

Organisational Level

- Upper
- Middle
- Lower

Job Requirement

- Administrative Duty
- Technical on Site

Maximum Working Hours Per Day

- Less than 5 hours
- 6 hours
- 8 hours
- 10 hours
- 12 hours
- More than 12 hours

Preferred Workplace

- Home
- Office
- Both
- Others

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

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

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

- Yes, I only work from home
- Yes, I sometime work from home
- No

SECTION C: JOB SATISFACTION

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

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

I am satisfied with the amount of variety in my job	1	2	3	4	5
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SECTION D: JOB PERFORMANCE

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

JOB PERFORMANCE					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Family task interferes with my ability to perform job-related duties	1	2	3	4	5
While working from home, I am efficient in my job.	1	2	3	4	5
Working from home allows me to do my tasks in my own schedule.	1	2	3	4	5
When I worked from home, I am more productive.	1	2	3	4	5
While working from home, I am self-motivated to keep productive.	1	2	3	4	5
Superior can manage accountability of employees work from home	1	2	3	4	5
Organization can survive with work from home employees	1	2	3	4	5
Work from home leads to loss of productivity	1	2	3	4	5
Work from home causes lack of information between employer and employees					

WORK FROM HOME FACTORS

SECTION E: WORK ENVIRONMENT

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

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

SECTION F: WORK MOTIVATION

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

WORK MOTIVATION						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My employer pays me a salary while keeping me safe from COVID-19 infection	1	2	3	4	5	
My employer allows me to completely choose my work schedule.	1	2	3	4	5	
My employer allows me to work independently without supervision	1	2	3	4	5	
I can work more effectively since I don't have to travel to work.	1	2	3	4	5	
I am satisfied with the amount of diversity	1	2	3	4	5	

SECTION G: COMMUNICATION EFFECTIVENESS

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

COMMUNICATION EFFECTIVENESS						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Low productivity caused by poor communication flow	1	2	3	4	5	
Face-to-face communication is not efficient as online communication	1	2	3	4	5	
The more money spent on internet communication, the more efficient the process becomes.	1	2	3	4	5	
I'm comfortable dealing with my colleagues virtually	1	2	3	4	5	
Working from home allows more efficient contact with superiors.	1	2	3	4	5	

SECTION H: QUALITY OF WORK AND SCHEDULE

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

QUALITY OF WORK AND SCHEDULE						
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
My quality of work negatively affected with the implementation of duty roster work from home and site rotation	1	2	3	4	5	
My daily work progress affected with the less team on site due to team rotation	1	2	3	4	5	
My work progress slower when working from home?	1	2	3	4	5	

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

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

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

SECTION J MANAGING JOB STRESS

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

MANAGING JOB STRESS					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Never	Rarely	Sometimes	Frequently	Always
I spend too much time on office work.	1	2	3	4	5
I feel exhausted working from home compare working in office	1	2	3	4	5
When dealing with a pandemic, I have found it difficult to maintain emotional control.	1	2	3	4	5

SECTION K: CONNECTIVITY

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

INTERNET CONNECTION					
<i>Circle the Appropriate Answer Reflecting Your Opinion Based on The Sentence Given Below:</i>	Unstable	Rarely	Sometimes	Frequently	Stable
Is connectivity limiting to perform your technical responsibility?	1	2	3	4	5
My work success is heavily reliant on my internet connection	1	2	3	4	5
I am discouraged to attend online meeting due to poor internet connectivity	1	2	3	4	5

SECTION L: VIRTUAL PLATFORM USED

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

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

Choose the relevant answer(s)

Please tick in the selected answer.

Social media application that used by organization for official task.

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

Virtual meeting platform used by organization for official meeting and discussion.

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

APPROVAL PAGE

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

NAME OF AUTHOR : NUR FARAH AIN BINTI AZMI

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

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Graduate School of Business

Date: