

**FACTORS AFFECTING WORK-LIFE-BALANCE WORKING
FROM HOME DURING COVID-19 PANDEMIC**

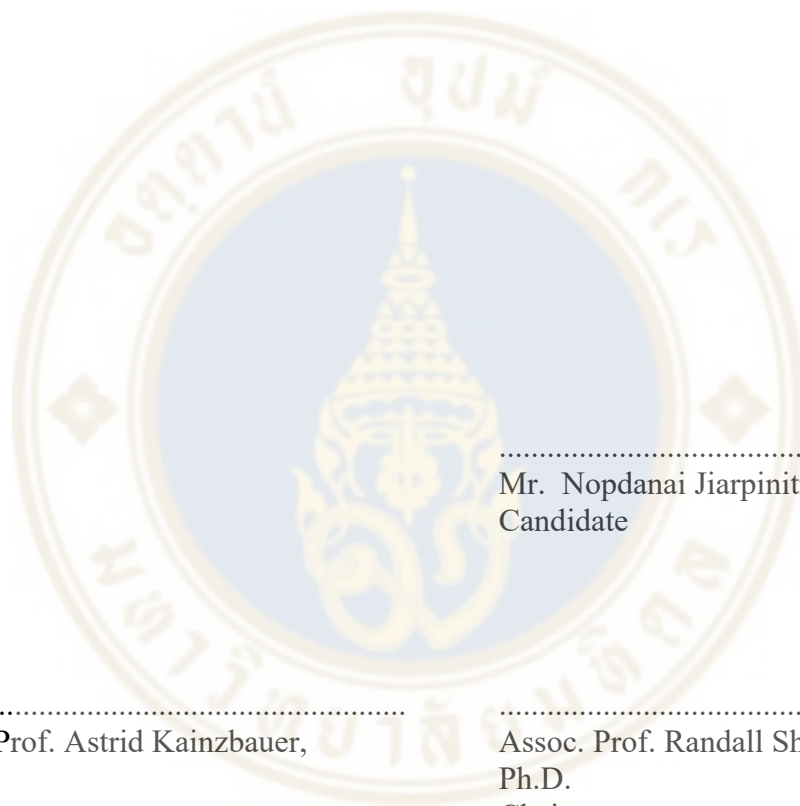


**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2021**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**FACTORS AFFECTING WORK-LIFE-BALANCE
WORKING FROM HOME COVID-19 PANDEMIC**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
September 11, 2021



.....
Mr. Nopdanai Jiarpinitnun
Candidate

.....
Assoc. Prof. Astrid Kainzbauer,
Ph.D.
Advisor

.....
Assoc. Prof. Randall Shannon,
Ph.D.
Chairperson

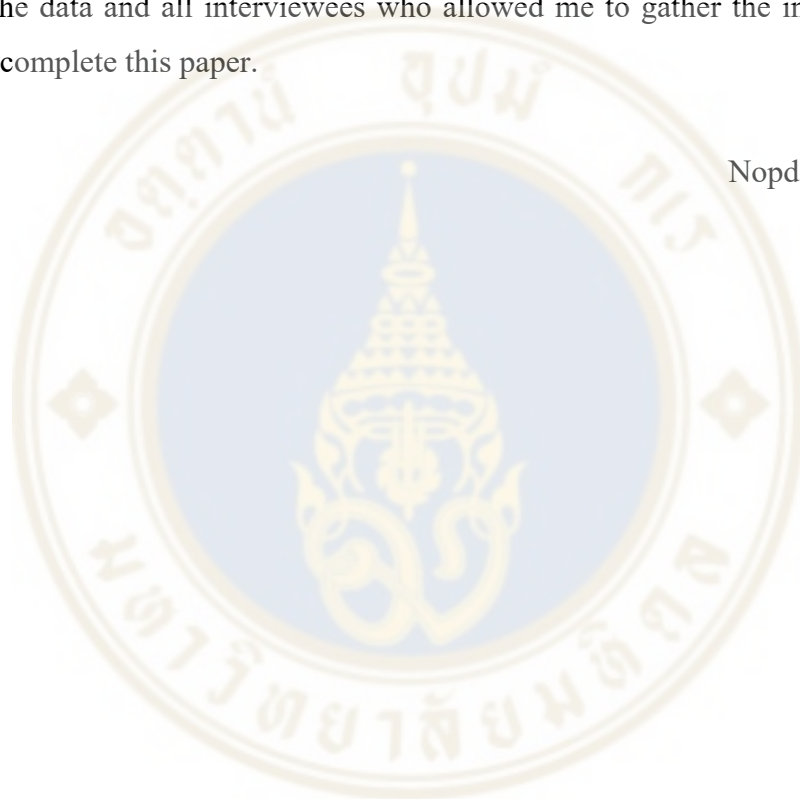
.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Asst. Prof. Pornkasem Kantamara,
Ed.D.
Committee member

ACKNOWLEDGEMENTS

First and foremost, I would like to express my appreciation to Assoc. Prof. Dr. Astrid Kainzbauer for every advice on my thematic paper. Without her support, I could not finish this paper. Also, many thanks to friends and colleagues that helped me gather the data and all interviewees who allowed me to gather the information that I need to complete this paper.

Nopdanai Jiarpinitnun



**FACTORS AFFECTING WORK-LIFE-BALANCE WORKING FROM HOME
COVID-19 PANDEMIC**

NOPDANAI JIARPINITNUN 6249114

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. ASTRID
KAINZBAUER, Ph.D., ASSOC. PROF. RANDALL SHANNON, Ph.D., ASST.
PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

"Work From Home" or as many people abbreviated as "WFH", literally meaning "work at home" is a new trend of work that follows the development of information technology that allows people to communicate with each other on time. It helps many people in term of convenience and lower their cost to travel to workplaces. The current situation, Work from Home may not be just a fashionable work trend or an "alternative" to work, but it is about to become the "way of salvation" for all mankind in the time of the epidemic crisis as we are dealing with "COVID-19". Many companies had decided to allow their employees to work from home as it is the only option that they can provide some support to their employees and still create a productivity in their organization. This research is about finding the that affect the work life balance working from home during the COVID-19 pandemic. The results of this research might give recommendations on how to improve employees' personal and mental well-being during WFH which would influence their level of performance and productivity.

KEY WORDS: work-life balance/ work from home

25 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF FIGURES	v
LIST OF TABLES	vi
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
2.1 WORK-LIFE BALANCE (WLB)	4
2.2 PERCEIVED ORGANIZATIONAL SUPPORT	5
2.3 HOUSEHOLD CHARACTERISTICS	5
2.4 INDIVIDUAL WORK STYLE	6
2.5 GENDER	7
CHAPTER III RESEARCH METHODOLOGY	9
3.1 PROBING TECHNIQUE	10
3.2 INTERVIEW QUESTION	11
CHAPTER IV RESEARCH FINDINGS	12
4.1 QUALITATIVE ANALYSIS	12
4.2 PERCEIVED ORGANIZATIONAL SUPPORT	12
4.3 HOUSEHOLD CHARACTERISTICS	14
4.4 INDIVIDUAL WORK STYLE	15
4.5 GENDER	17
CHAPTER V CONCLUSION AND RECOMMENDATION	18
5.1 RECOMMENDATIONS	19
5.2 LIMITATION	20
REFERENCES	21
BIOGRAPHY	23

LIST OF TABLES

Table	Page
3.1 Table Interviewee list	10



LIST OF FIGURES

Figure

Page

2.1 Figure Research framework

8



CHAPTER I INTRODUCTION

"Work From Home" or as many people abbreviated as "WFH", literally meaning "work at home" is a new trend of work that follows the development of information technology that allows people to communicate with each other on time. It helps many people in term of convenience and lower their cost to travel to workplaces. The current situation, Work from Home may not be just a fashionable work trend or an "alternative" to work, but it is about to become the "way of salvation" for all mankind in the time of the epidemic crisis as we are dealing with "COVID-19". Many companies had decided to allow their employees to work from home as it is the only option that they can provide some support to their employees and still create a productivity in their organization

Over a year now that most of us in Thailand and many other countries have been ordered to remain sheltered at home. This has raised a lot of remote work tools that are used to support new working trends. This report is about working from home, from a new trend of work to the only solution that companies can stay productive. But the

transition to working remotely from a regular day to day job at the office is not always a smooth transition at least in the short run.

It is argued that work from home enables workers to achieve work-life balance (WLB) by making it easier to juggle work and personal responsibilities and to have more time for family and leisure, as there is no need to commute to work (Powell and Craig 2015) However, some authors show the negative side of work from home as well, some people had hard time to separate the boundary between their work life and personal life which increasing the tensions between those two.

The purpose of this paper was to identify the factors that will affect the well-being of employees while working from home during the COVID-19 pandemic. The outcomes of this study may be beneficial for both organization and employees from the perspective of understanding the real factors that are most influential in terms of affecting employee's-work-life balance. Hence, this understanding will help both parties to adjust, improve, and develop for the better new normal work lifestyle.

CHAPTER II

LITERATURE REVIEW

Background

Work-life and family life are linked and influenced by each other. Boundary theory is a general framework promoting the perception of how somebody organizes and manages the boundary between work-life and personal life domain as an effort to interpret and order the world around them (Allen et al., 2014). It describes the dynamics of change from one life domain (such as family) to another life domain (such as work). Every day, people change various boundaries during the transition from one domain to another domain (Clark, 2000). Physical boundary happens when the employee goes to the office for work, it means they physically enter the place to work and stays in the office for the whole work duration or until the work is done. While the rules that the employee had to follow while working is the psychological boundaries. The person who enters an organization, he or she adheres to contextually relevant behaviors as per the requirement of work-domain-related roles. But in the WFH situation, the traditional boundaries between work and home had changed drastically. Due to

the closeness to personal life than before, an employee could easily get sidetracked by the different elements of their personal life like requested from each family member that needs them to do something while working on some official work tasks. During WFH, individuals transition from work-life to personal life and other things throughout the work-day. Such frequent transitions between work-life and personal life require additional efforts to maintain and adhere to the psychological boundaries, particularly when attending work-life. Individuals need to mentally prepare themselves for every transition from one psychological role to another (Greer and Payne, 2014), and such frequent transitions could make individuals feel exhausted.

2.1 Work-Life Balance (Wlb)

Ransome (2007: 374), clearly treats paid and unpaid work as one side of the work-life. He mentioned that when talking about work life balance, we have to look at bigger picture to see all the works as the total responsibility. From his research, we can classify works in to two as a paid work and non-paid work. Paid work is a kind of necessary work which people have to do in order to earn income to live

their life and non-paid work is not directly linked with money. But non-paid work is necessary in order to maintain structure of the individual household. A range of household chores such as cooking, washing, cooking and cleaning, and other more tasks of practical household maintenance. Other aspect is “Life” which is not fall in to paid work realm but had some overlap in non-paid work territory. Life can be an activity that had associate with personal life such as leisure, pleasure and enjoyment but still cover basic personal time like sleep, meal self-care and relationships with other.

While working from home is the way of working in this COVID-19 era, working from home refers to an office at home. So, instead of a traditional office with colleagues, the employees move their workplace at home, but still, they do the same work. On the one hand, it has been already evidenced that using technology at work and performing work-related activities on-line also after working hours might blur the boundaries between work and home spheres (Jacukowicz & Merecz-Kot, 2020). It negatively affects the balance between work and daily living “by making work more accessible at all times of the day and night”(Lester, 1999). One major factor that negatively affects the work-life balance is “work overload” defined as “the perception that one has too much to do” (Leiter and Schaufeli, 1996). There

is evidence that over 40 % of the workforce in India felt that they were progressively under pressure given the blurring of the line that separated their professional and personal life (FE Online, 2020). Pervasive monitoring decreases employee's perceived control over the job and personal life. This combined with increased workload and screen time could aggravate the stress levels and fatigue of the individual. (Malik et al., 2020)

2.2 Perceived Organizational Support

One factor that affects the work-life balance is “organizational support” in the form of programs, such as “flexible work arrangements” and “family leave policies”, as well as initiatives that can help employees to successfully combine work and daily living (McCarthy, Cleveland, Hunter, Darcy and Grady, 2013). Perceived organizational support can refer to “the extent to which the organization values an employee's contributions and cares about their well-being (Iacovoiu, 2021). The level of support from organization is varied and each company had difference kind of support but as work from home became a ‘new normal’ of working, a support from higher level in company is needed. Company can provide a support like emotional support to make sure that employees stay motivated and

had positive mind both in their worktime and their personal time. Other kind of support during work from home could be financial support, there is possibility of electricity and internet costs will increase due to continuous use during the working from home period. (Purwanto, Asbari, Fahlevi, Abdul Mufid, Agistiawati, Cahyono, Suryani, 2020). Regarding the impact of organizational support on work-life balance, the results of several empirical studies showed that organizational support has “a positive effect on work-life balance” because a supportive organization “understands the needs of its employees, inside and outside the organization”, and provides “the support that they need to succeed on the job and in life” (Amarakoon and Wickramasinghe, 2010; Nasurdin and Driscoll, 2012; Kumarasamy, Pangil and Isa, 2016)

2.3 Household Characteristics

The second factor, the characteristics of the employee's household can have a direct effect on the work-life balance while WHF, this factor has been looked down on in much research but there is some evidence that household characteristics are a barrier for some WFH employees (Baruch 2000, Konradt, et al. 2001). Motivations for WFH include the need for extended periods of

concentration and avoiding the interruptions that prevent people from being productive in the office (Perlow 1999). Therefore, the presence of others at home might distract the WFH person from their tasks. Five characteristics of the household that could act as barriers were examined. These features were whether other people are also present when the employee is WFH, the size of the household, the number of children in the household, with details of the number under age five years and the number of children of school age. All of these factors are predicted to form potential barriers to WFH. Thus, having fewer household impediments should result in better outcomes. Changes in the new working environment structure merged the boundaries of work and personal life together. Some employees might have different household characteristics in their home environment (Bhattacharya, Mittak, 2021). According to the literature, more tasks in the household can cause work-overload. During work from home, people have to stay and work in their home, which means they have to perform both tasks, paid work task and non-paid household tasks. The size of household will have direct affect on work life balance as people have to complete both paid work task and non-paid task at the end of the day.

2.4 Individual Work Style

The motivations for WFH include achieving a better work-life balance, and/or exercising a career role. However, the impacts of WFH on a household can be far-reaching and unexpected (Avery & Baker 2002). Boundaries between home and work blur (Darrah, English-Lueck & Saveri 1997). How work from home employees manage these blurred boundaries may lead to different work styles. Some positions that used to have social contact with other parties both inside and outside company might have a tough time during work from home and it will cause stress, which influences individual's well-being in a negative way. In addition, boredom and distractions also predicted negatively outcomes in term of productivity and performances while work from home.

2.5 Gender

Although a number of men and women adhere to egalitarian values nowadays, societal norms often dictate that men should invest more in the work domain, whereas women should invest more in the family domain. These opinions together with traditional gender role attitudes still greatly influence how men and women are able to manage work and family roles (Van der Lippe 1994; Treas and

Drobnic 2010; Hagqvist 2016). To what extent working from home weakens the boundary between work and home will likely work out differently for men and women. At home, women spend more time on domestic tasks such as housework and childcare (Geist, 2010).

In the ideal world, every gender is equal. There will be no extra workload on housework and childcare to any specific gender created by Covid-19 lockdowns would be equally allocated to both men and women. But in the current state, it seems like those extra duties are likely to primarily be allocated to women. The additional housework and childcare created by the Covid-19 pandemic would force women beyond their limit, and therefore build a gender gap in perceived work productivity and job satisfaction. Which can make women had lower perceived work productivity and job satisfaction than men. (Zhiyu Feng, 2020)

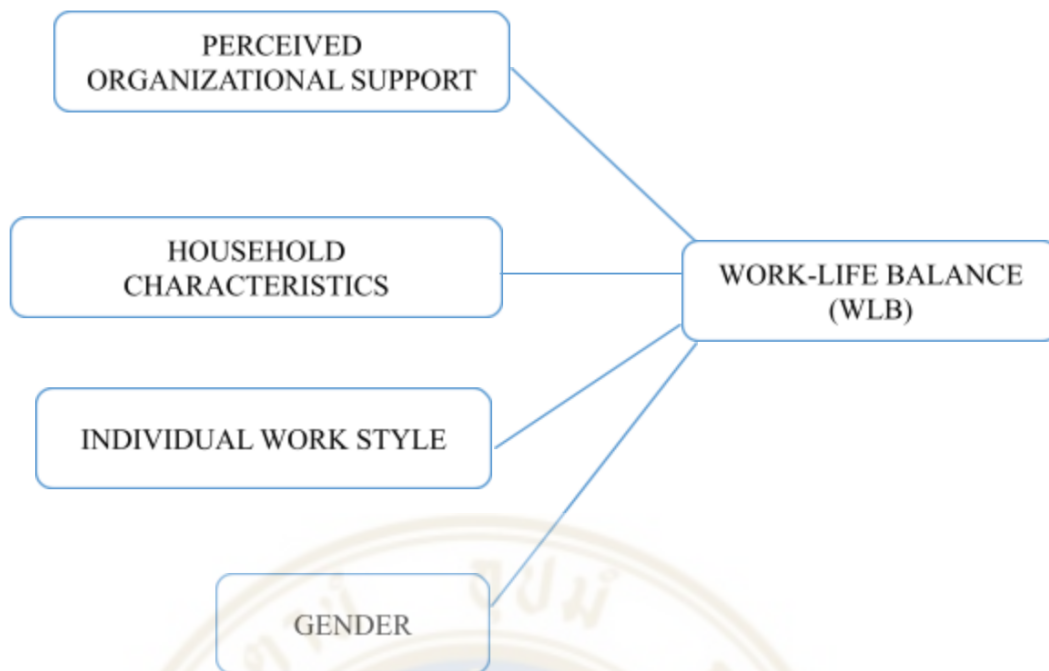


Figure 2.1 Research framework

CHAPTER 3

RESEARCH METHODOLOGY

The research began with a literature review that led to identifying variables related to the factor that impacts the work-life balance. Those variables will be used at the core of this study.

The definitions of each variable will shape the interview's questions. The next step of the research is data collection. This research will use qualitative approach through interviews (semi-structured), since we need to find out deeper insights of people's life during their work from home period because with this approach, not just to identify the challenges, benefits and their perceptions but the researcher can also explore further by simply asking questions for that particular subject. It is assumed that the qualitative information will be more relevant because we can adjust the ladder questions to each interviewee.

By using interview as a tool to explore the insights, the question will be asking in casually approach to make the interviewees felt comfortable and relax, since our aim is to let them express their feelings and information as much as possible. Each interview will be held around 20 minutes.

The interviews are conducted by having an interactive face-to-face conversation if possible or interview through phone call with the interviewees. Written record will be used as an evidence of the study also to refer back to the subject.

For this research, the interviewees include 10 of selected sample of Thai full-time employees who have experience of working from home. They are divided into three groups: New joiner, associates and middle managers in order to get different points of views. For the first group, the new joiner who just joined the company less than a year. This group of people are needed some direction from the supervisor and higher support from the organization. So, this group are expected to have a higher impact on their work-life balance. For the associate group, they should be someone that can organize their work task better than the first group. The last group is the middle level, this group will have a tough time doing some tasks like monitoring the subordinate but should have an easy time on other daily tasks

3.1 Probing Technique

Probing technique to ensure the validity of the data, the probing technique is adopted. Probing technique is

getting deep into the subject by using the replies of the interviewee to explore more details by asking further question (McDaniel & Gates, 2015)

Table 3.1 Interviewee list

Code	Gender	Number of people in house	Position	Experience
A	Male	1	Graphic Designer	Less than a year
B	Female	3	Media Planner	One year
C	Male	4	Assistant Marketing Manager	Three years
D	Male	2	Facebook Ads Optimizer	Less than a year
E	Female	3	Project Manager	Four years
F	Female	2	Export Sale Officer	Two years

G	Male	4	Assistant Sale Manager	Four years
H	Male	3	Junior Data Screening Officer	One year
I	Male	3	Senior Accountant	One year
J	Femal e	3	Junior Accountant	Less than a year

3.2 Interview Question

The research is using opening ended question approach to find out why

1. What's your position and how long have you been working within the company?
2. Are you currently working from home, how was it? What were the challenges?
3. If not, when you did have experienced working from home, what were your challenges or benefits that you think has the most influential to you?
4. Could you tell me more about those experiences?
5. During WFH, how many people who has to stay home with you and how do you handle with them

while working remotely at the same time? Does it affect your work? If yes, how

6. Do you think working from home has provide you a better solution? does it made any different in term of productivity or performance?

7. Please describe how did you manage your time while working from home. For example, extended hours sitting or have few breaks from time to time?

8. Are you happy in your job in working from home or what do you need from the company to support you during working from home?

9. During work from home period, who take charge in the housework, if it is you. How was it that you have to do your paid work and housework during work time

10. How would you perceive the support from organization or your supervisor?

11. How was your productivity of work when you have to isolate from other at work

12. How was your personal time, how does it during work from home?

CHAPTER 4 RESEARCH FINDINGS

4.1 Qualitative Analysis

The result of qualitative research by interviewing three groups of people. After

interviewed ten interviewees in Bangkok which are three new joiners who are those who joined the company less than one year, four associates' level and three middle managers level from various industries in order to understand different perceptions and experience from different groups of people that related to our research topic which is the factors that effect on work-life-balance while working from home during COVID-19 pandemic.

4.2 Perceived Organizational Support

The result of this variable is quite surprising that all participants had little to none support from their organization in terms of work from home policy during COVID-19. From the interviewed, the result shows that seven of the ten participants mentioned about lack of supports from their company. The kind of support are various from equipment

support which two participants had mentioned or IT support which three of participants think that they should get during working from home. New joiners had the highest support as expected because these employees still need sometimes to adjust to both company's culture and the working from home situation. But those supports that these employees in this group received are related to improve their understanding of their role or tasks, not to help their work balance. Participant A who works as a graphic designer mentioned while interview that "I used my own equipment, laptop and graphic tablet to produce artworks during work from home, it was easier than use company equipment but if they can provide me some tools to achieve the work result that they expected would be nice". He also mentioned that he got a support from company in term of online tools like shared drive that he can access to photo library but those thing are mandatory to have in order to execute his daily tasks, he expected more support like equipment support like tools that make his workflow smoother or faster. Participant D who worked as Facebook ads optimizer mentioned that "It was easier to work at the office because I can ask for help from my team and my supervisor. While working from home is completely difference experience, there are some supports but it was very slow and not quite clear like work in the office." Even

this participant doesn't request any form of support, but he also expected more level of support from what he perceived. Associate group is more adaptable to the working from home policy and overall workflow in the company but the result from the interviewed show that this group of employees still need some supports. All of the participants in this associate group mentioned about the support from company. Participant B worked for an Ecommerce company as a Media planner mentioned "As my position, I had to collaborate with many sections in the company, so I really need some support from organization in term of tools for connect me with other team.". And in term of policy support, this participant also said "I was on the sick leave many times while working from home period, I felt that I wasn't on leave once. Many people that I have to work with still contact me even on my leave which it won't happened while I was on leave when we worked in the office. I wish my team leader help me on that issue." For the middle management group, they aren't received much attention from the company even this group had to perform some tasks that need some support from organization like organize a weekly or daily meeting that require technical support from the company. The result from the interview shows that only two of four participants in this group mentioned about support needed

from company. Participant E mentioned about her needs in term of IT support like program that she had to use for the meeting. She mentioned that a meeting that needs to go over an hour needs to be rejoined via zoom because the company didn't support a zoom program that can go over an hour-long meeting which is manageable for her team, but it can be better. The problem about the meeting also presents when we interviewed participant C. He said that "While I work in the office, I don't concern much about IT support from company but work from home period is completely difference. In the meeting, I found that someone in the meeting always had some issues with their laptop which those issues can make the meeting goes over times. Those issues are waste my time so much." The result of this variable shows that most of participants are need more support from company in some way. IT support is the common one that in every group of employees mentioned that they needed. This is normal as a working from home require more support in this part like software, internet or tools that make people can work smoother while they can't sit together in the office.

4.3 Household Characteristics

There are many household characteristics from the participants in the interview,

From live with family to live by themselves. There are three participants that consider having a very low number of people in their place during working from home (1 - 2 people include the participant), four of them had to stay with other two people and only three participants that stay with more than two people which is the highest number of people in the house. For the group that had lower number of people in their place, participant A who works as a graphic designer said “I rent the condo at the moment which is not far from my workplace. I felt that working from home doesn’t benefit myself at all. I do prefer to go out at lunch time to buy food instead of cooking for myself or order food delivery which take more time. In the end, I had less break time from that. But in term of productivity, I don’t think it affect much.” Participant F worked as an Export sale said, “My sister work from home before me so when I start work from home, I have to stay with her. So, I felt like all the works are double because I have to order food for two, clean all the dishes for two and back to perform my work tasks again. I felt like I need two hours for lunch break.” From the interview, the result shows that working from home had interfere their personal life in some degree. For the group that had to live

with three or more than three people, they don't have much concern because all of them got the benefits from higher of household characteristic. Participant G who works as assistant sale manager in automobile company said "I live with my family, I had housemaid to cook for me so I would say it was more convenience for me to stay home and focus on my work" While participant H who works as a Junior data screening said "I live with my family while working from home. To be honest, I love working from home because I don't have to buy any meal. But sometimes I took over an hour for a lunch break which slightly slow down my task a bit". In this variable, number of household characteristic is not a major point but the role of people that live with you during working from home is. Some participants live with a few people but felt that their works are increase significantly because they have to take care other that live with them. On the other hand, participants that live with family. They take advantage from that and they can act like someone that need to take care of which make them to felt less pressure on their life balance during working from home.

4.4 Individual Work Style

For individual work styles, the results are mixed. In new joiner groups, Participant D who worked as Facebook ads optimizer said “I think it a problem about my supervisor that didn’t give me a clear task to do. This problem grows stronger while I was working from home, it won’t affect my personal life in a long-term perspective but in short-term, it had. Sometimes I have to prepare a meeting slide before a meeting just half an hour, so it takes over my lunch break”. Participant A who works as a graphic designer said, “I already know my tasks because my team already plan everything ahead for a month so working from home won’t affect my work much”. Even those two participants are a new joiner that had less than a year of experience. One of them had no problem between the work life and personal life due to the clear plan from his supervisor. The participant that had a to-do list, he had to do every day so he can manage his time more efficiently compared to other participant that don’t have one or other that had to rely on other. Which make one of them struggles to manage their personal time but it is because of the nature of their job that they have to communicate and get information from others which sometimes those tasks can’t manage to do on regular work time. For the associate group, participant F worked for Thailand-based producer of seafood-based food products

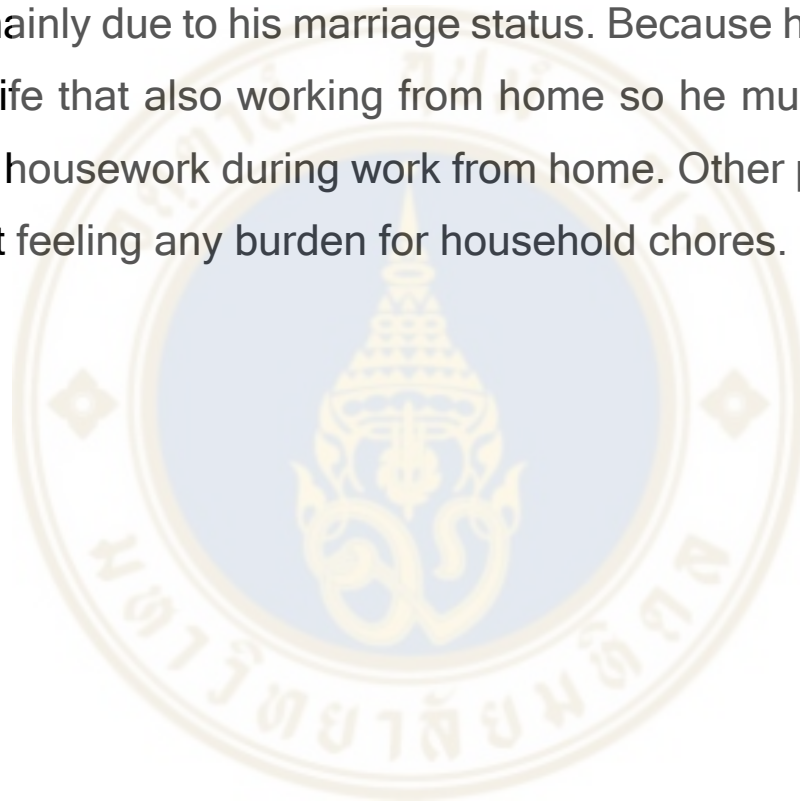
manufacturer as an Export sale said, “As an export sale, I have to contact oversea buyer in a regular basis and due to the time difference, I can’t manage my work in normal work time.” While participant H who is one the new associate group said “I don’t feel like anything had change in term of work process. I still do the same tasks and I don’t feel that I had any issues during work from home”. The result for this group also had the same result as new joiner group. While all of participants in middle manager group face the problem while during working from home. Participant G who works as assistant sale manager in automobile company said “There are a lot of meeting that I have to join but while work from home, it got harder due to the lack of physical interaction. The level of participation is dropped significant which slow down the work progress in many projects. So sometimes I have to force my team to work extra mile to achieve the goal” Participant E said “As a project manager, it got harder when you work from home. For someone that you work with regularly is not a big deal when you contact them via online channel. But for people that you don’t familiar with, it is harder to assign or follow up the progress of the project. To summarize, the result shows that for the position which require a communication with other or need regular communicate within team had taken a hit during

working from home. As higher position goes, it usually come with team management as a daily task which make all of the middle manager in this interview show the same result as mentioned above. While other position that can work independently had no issue during working from home.

4.5 Gender

The result of this variable is quite surprising that all participants had little to none difference in term of the workload during work from home. From the interviewed, the result shows that nine of the ten participants had no issues with their housework regrading to their gender. Both male and female have no difference in term of their work-life balance. Male participant (Participant A) said “I don’t do housework much, most of the time I will do it on weekend, so it won’t affect my work on weekday.” Female participant (Participant H) said “I do help my parent do housework on weekend but not on the weekday that I have to work while working from home.” While other female participant (Participant F) said, “Me and my sister help each other on the housework but most of the housework, we plan to do on weekend or at least not in the work time, so it won’t affect my productivity at work”. The same apply to male participant

(Participant I), he said, “I don’t think my housework is a problem while I work from home at all because most of them, I can do on the weekend or after my work time” From the result shows that they can manage their housework quite well during working from home. Only participant that had some troubles regarding to the housework is participant D but mainly due to his marriage status. Because he lived with his wife that also working from home so he must do some extra housework during work from home. Other participants aren’t feeling any burden for household chores.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

From the study result, to find the factor that effect to the work life balance during working from home. This research explored by using interview method to get the result for analysis, conclusion and recommendation for the employee and the. For the conclusion, this research perceived 2 significant factors from 10 interviewees that are experience working from home.

The first factor that the most significant factor is perceive organization support. Organization support can provide in term of policy support that can help employee's work life easier during the working from home period. If you look deeper, it can provide in term of IT support as we all know that working from home had a lot of tools that require to make employee perform their work tasks up to regular work at the office standard. From the result, this is so important for the employee to manage their work life and personal life during working from home period. Company had to provide a support to the employee in every level of the organization structure. Each group of employee need difference kind of support and difference level of support. IT

support is the common one that in every group of employees mentioned that they needed. This is normal as a working from home require more support in this part like software, internet or tools that make people can work smoother while they can't sit together in the office.

The second factor is Individual work style that significant to the employee work life balance. Company should mix up this factor with the organization support to improve their employee work life balance. Some position that requires collaboration with other will face a huge dilemma compare to position that can work on their own. the result shows that for the position which require a communication with other or need regular communicate within team had taken a hit during working from home. As higher position goes, it usually come with team management as a daily task which make all of the middle manager in this interview show the same result as mentioned above. While other position that can work independently had no issue during working from home. By combine organization support to the individual work style, it can help employee relieve their stress or concern about their work during working from home. Company can help by make the boundary between worktime and personal time

clearer. They will give the different conversion from the real users.

For the household characteristic and gender, both had no influence on work-life balance during work from home in this research. The number of people that live with in this research had no influence, but the role of those people is. As the result from the interviewed, the role of people that live with you had effect on work-life balance during work from home. If you live with someone that you have to take care of, the workload will be increased. While gender also had no influence on work-life balance during work from home.

Finally, both of factors have to adapt with each other and it should be distribute in every level in company. There are no right workstyle or the best support that suitable in every person. All have to align in the same focus that want employee have better work life balance and it reflect back to their productivity at work as well.

5.1 Recommendations

For staff that work from home, preparation before working from home is very important. As most of the company will announce the working from home policy

before the working from home date. Staffs must seek or request as much as support from the company at that time such as request tools to use during work from home like monitor or extra keyboard to work with their laptops. Communication also takes a big part here, staffs must communicate with their team or supervisor to clarify their tasks and expectation. Also communicate with people in their place about their working from home period.

For the company, first they have to set a clear goal for their employees and keep a regular checkup with their performance. As we know that working from home's performance is different from work in the office so company have to keep a close eyes on their employee's performance. Preparation on IT support system is very crucial here as every employee will relied on that.

5.2 Limitation

In this study, the researcher conducts an interview to a small demographic group. So, for the limitation if this research is the number of interviewees that can't represent overall demographic in Thailand. Also, there should be more set of question or increase the number of participants for a further interview for more accuracy of the answer because

with more insight of the real people who had experience in this topic will give a lot of trend and their recommendation for the future plan.



REFERENCES

- Avery, G., & Baker, E. (2002). Reframing the infomated household-workplace. *Information And Organization*, 12(2), 109-134. doi: 10.1016/s1471-7727(01)00013-6
- Blanch, A., & Aluja, A. (2012). Social support (family and supervisor), work–family conflict, and burnout: Sex differences. *Human Relations*, 65(7), 811-833.
- Darrah, C., English-Lueck, J., & Saveri, A. (1997). The Infomated Households Project. *Practicing Anthropology*, 19(4), 18-22.
- Dockery, A., & Bawa, S. (2017). When two worlds collude: Working from home and family functioning. *International Labour Review*. doi: 10.1111/ilr.12058
doi: 10.1177/0018726712440471
doi: 10.17730/praa.19.4.115192850k713g42
- Eby, L., Casper, W., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980–2002). *Journal Of Vocational Behavior*, 66(1), 124-197. doi: 10.1016/j.jvb.2003.11.003
- Feng, Z., & Savani, K. (2020). Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. *Gender In Management: An International Journal*, 35(7/8), 719-736. doi: 10.1108/gm-07-2020-0202
- Jacukowicz, A., & Merecz-Kot, D. (2020). Work-related Internet use as a threat to work-life balance – a comparison between the emerging on-line professions and traditional office work. *International Journal Of Occupational Medicine And Environmental Health*, 33(1), 21-33. doi: 10.13075/ijomeh.1896.01494
- Leiter, M., & Schaufeli, W. (1996). Consistency of the burnout construct across occupations. *Anxiety, Stress & Coping*, 9(3), 229-243. doi: 10.1080/10615809608249404

REFERENCES (cont.)

- Malik, A., Sinha, S., & Goel, S. (2020). The “Screen”ing of You and Me: Effects of COVID-19 on Counterproductive Work Behaviors. *IEEE Engineering Management Review*, 48(3), 37-43. doi: 10.1109/emr.2020.3010323
- Powell, A., & Craig, L. (2015). Gender differences in working at home and time use patterns: evidence from Australia. *Work, Employment And Society*, 29(4), 571-589. doi: 10.1177/0950017014568140
- Technology's effect on work/life balance. (1999). *Journal Of European Industrial Training*, 23(7). doi: 10.1108/jeit.1999.00323gab.014
- Upsizing the individual in the downsized organization. (1996). *Long Range Planning*, 29(2), 264. doi: 10.1016/s0024-6301(96)90239-3