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## An Empirical Study of Post Covid19 Pandemic on Micro and Small Enterprises (MSEs) of Telework

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### Abstract

**Purpose:** The purpose of this study is to examine the impact of flexible working options (FWO) on telework operations continuity (TOC), work-life balance (WLB), and telework work stress (TWS) in addition to understand the relationships between these constructs in the era of post COVID19. The importance of this study is to understand the way of micro and small enterprises (MSEs) in Saudi Arabia adapt to telework at post Covid19 pandemics examining the challenges and opportunities of teleworking.

**Design/Methodology/Approach:** The study adopts a quantitative approach using a survey web-administered to 109 participants who used telework from MSEs. The conceptual model is tested with the partial least squares-based structural equation model (PLS-SEM) using SmartPLS.

**Findings:** The results indicate that telework flexible working options affect operations continuity, however, it has not directed or indirect relation with work stress and work-life stability. Mainly, the opposite of studies conducted to assess that during the lockdown time. The result indicates that it has a positive relation with continuity of work, advancement creates fastest way of work. Study shows associations embraced telecommute procedure to improve the opportunities of fastest communication between the peers like using online tools so that no one left behind. Further recommended for future research to compare 3 phases: pre Covid, during lockdown and post Covid to understand the entire.

**Keywords:** COVID-19 Pandemic, MSEs, Telework, Telecommuting, PLS-SEM.

### Introduction

Telework is a popular job around the world. As stated by Peha (2019) that organizations regularly hired the most competitive workers and use telecommunication technology to move occupations to laborer as opposed to moving worker to job. It encourage people to work remotely without commute to a central place of work, also, it maintain incorporation between organizations and maintain duties, responsibilities and routine tasks from a telework location. Wang (2008) discussed that telecommuting and telework have been incorporated into organizations for around 30 years, moreover, the tremendous changes in technology increases its popularity. Ollo-Lopez et al (2020) explained that technology developments are also facilitators of home-based telework. Fraij & Aburumman (2021) explained that under draconian emergency laws, the telework implemented, particularly,

Over the past years, the practice has become much more common in the Kingdom of Saudi Arabia, where the public sector institution encourages commercial intermediary and individuals secured many jobs in this arena. Telework ensures that essential functions continue during emergency situations also Fraij & Aburumman (2021) briefs that telework is consistently a possibility for governments and organizations. This practice turned out to be substantially more standard during the COVID-19 as everyone need to keep a decent distance among yourself as well as other people, when a huge number of laborers had to begin remote working on urgent basis pandemic (Pooranam et al., 2021).

The contagious trending disease coronavirus –COVID19- that transmits person-person caused by the newly discovered coronavirus. WHO.org (2021) stated it is an infectious disease which caused respiratory disorder, this impacts the world economy, services, and operations. It gave a deep-seated impact on organizations' services and operation and has changed the in-office work to telework. However, the Covid19 pandemic has made numerous workers aware about the tools and techniques used in telework, also a fruitful act of giving awareness about using tools, new learning material at different online databases. Doremalen et al (2020) gave an example of HealthTrust Digital Library digitized old and new materials and removed temporary restrictions on some of their materials, so that the skills set might be learned. Also learning program shifted to online mode and numerous online tools introduced (The COVID-19 Pandemic Has Changed Education Forever, 2020) stated that there has been a significant surge using these tools due to availability of webinars, online workshops to assist labors to fortify their abilities and services.

In this pandemic when everybody feared getting tainted, also losing employment was an economical downfall, the telework appeared as strength. The present study examines how well employees adapt to telework captured across pre and post Covid pandemics and its impact on telework quality and deal with work-burden issues, also study identifies the increase job market challenges, The research also examines that it helps improve emotional and psychological states of worker and increase job satisfaction, on the contrary, it will explore the increase of social isolation after Covid-pandemic. The study will adopt the quantitative methodology approach. The variables will be measured and analyzed using statistical procedures SamrtPLS. The survey method will be adopted for data gathering and purposive sampling will be adopted as per the organizations' characteristic, attitude, or behavior of this telework population.

### **Research Question**

Although there is an urgent need and lack of understating the telework challenges in MSEs, thus, the aim of this study to understand the way of micro and small enterprises (MSEs) in Saudi Arabia adapt to telework at post Covid19 pandemics examining the challenges and opportunities of Telework.

### **Literature Review**

As Coronavirus COVID 19 turned into a worldwide pandemic, and its repercussions have influenced the worldwide economy seriously, telework was being constrained as an elective pioneer to be executed in the public area. Fraij & Aburumman (2021) discussed adjusting telework as an answer in emergency times for nations. However, it had a few difficulties with security, infrastructure, and technological challenges. Yang et al (2013) addresses that most

difficult part is giving security controls specifically in public sector arena, also, de Vries et al (2019) identified other issues such as lack of responsibility were found to perform, overworked and psychosocial implication of work from home.

The bright part of telework explained by Pooranam et al (2021); Ruth & Chaudhry (2008), generally, employees have a more optimistic approach as they report more significant levels of job satisfaction and fulfillment of tasks and do a better job while telework. Similarly, the pandemic has reshaped the routine work environment and make bosses reconsider how fundamental responsibilities should be possible, which might broaden their perspectives on working environment facilities and may provide equal opportunities to disable and single mother. Schur et al. (2020) states that telework might open job opportunities for laborers with incapability.

### **Telework Flexible Working Options (FWO)**

As highlighted by de Macêdo et al (2020); Tavares (2017); Yu et al (2019) in their studies that flexible working hours is the significantly popular factor of telework. Coenen & Kok (2014) explained that Flexible working hours increase telework usage, in numerous ways, this adaptability is perhaps the most persuasive motivation to look for telecommuting. "Work is not a place where you go but rather something you do!" (Morgan, 2004). Adaptable working is the necessities of individuals to work in the manner that assist adjusting their responsibilities to work with other significant parts of their lives and broaden the perception of working environment. Vilhelmson & Thulin (2016) examined popularity of telecommuting at micro level through a national survey and findings shows that it is routine activity in Sweden and large sample population reinforce teleworking. Moon (2007) discusses the benefits of telework which are increase work productivity, reduce cost, and expand efficiency in line with continuity of business operations and work-life stability.

### **Telework Operations Continuity**

The sudden lockdown forced employees and employers to work continuity through teleworking and the telework widespread all over the globe. Belzunegui-Eraso & Erro-Garces, (2020), demonstrates how organizations adopted work from home strategy in Corona virus crisis and telework has been used for continuous economic activity. Carillo et al (2021); Khan et al (2021), demonstrate that the significance of advance information and communication technologies in telework have a key part in business continuity when lockdown implemented across the globe. Technology has improved and a lot so a suitable framework and mechanism to the representatives to work distantly can be given and could offer a regular technical help for the telecommuters to guarantee the Data's security and secrecy. Illustration on these studies, it is hypothesized that:

*H1 Telework flexible work options affects positively telework operations continuity (TOC)*

### **Work- Life Stability**

work-life balance is also a promoting factor in telework, (Zhang et al., 2020), this research demonstrates to which degree telecommuting recurrence related with life stages, and these affiliations clarified on the work-life perspective. Individuals divided in three categories and identified through regression model that work life is complex. (Gálvez et al., 2020), conducted qualitative study with focus group approach to identify the work-life balance of female teleworkers with family responsibilities. Outcomes are as, balance between life and work

activities is directly connected to social manageability and work-life balance goal cannot be accomplished without resolving social sustainability issues. (Messenger, 2019), personal life and paid work are blurred (Vargas-Llave et al., 2020), identify that there is higher feelings of anxiety and laborer wellbeing so it doesn't generally assist workers balance life. There are risks that lead to other assumptions which are:

*H2 Telecommute flexible working options negatively affects the work-life balance WLB.*

*H3 Telecommute flexible working options increase work stress TWS.*

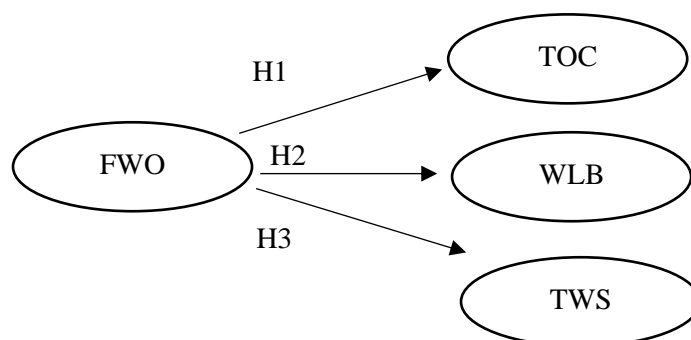


Figure 1. Conceptual Model

The Covid-19 worldwide pandemic changed the circumstance and trying to restrict the spread of the Covid19 infection, keep laborers utilized, and limit the negative financial results of the pandemic, businesses executed telecommuting wherever possible. The study assumes that there can be Post Covid19 micro small enterprises (MSE) telework challenges and opportunities on the work-related incorporation, increase work production and work strength and reduce hiring cost, also that advance technology and data security positively effects Telework operations continuity, though, flexibility options in telecommute negatively affects the work-life stability, disturb wellbeing of workers, and increase work -stress.

### Methodology

The study will adopt the quantitative methodology type. The survey method will be adopted as purpose is to generalize from a sample to a population so that inferences can be made about some characteristic, attitude, or behavior of this population (Creswell, 2009). This study applies survey strategy using quantitative type and positivism philosophy and deductive approach. The data will be derived and gather through questionnaire and will be in two sections: first sections of data gathering based on the published literature which will be further quantify as under the keyword division and second based on the micro small enterprises Telework individuals, hence the positivism research philosophy will be used along with deductive approach (an approach that test hypothesis). The quantification theories are always objective.

### Measurement Scale

The survey measurement tool is based on the previous literature, flexible work schedule in past researches like (Beasley et al., 2001), five points Likert scale used to gather data and for statistical implication & analysis, another study by (Groen et al., 2018), conducted to assessed flexible working options and Cronbach's alpha test, AVE used and regression analysis made to identify the variable relationship.

The study explored continuity of operation in telework through canonical action research guideline (Heng et al., 2012). Also, to identify the way using technology in telework flexibility work options impacting on continuity of work. Belzunegui-Eraso & Erro-Garcés (2020a), study used the empirical analysis with zero-variability study and identify the relation of continuity of work with advance telecommunication. The another study held by Heng et al., (2012), analyzed business continuity of telework through canonical action research to understand the step by step process which is clear approach. Carillo et al (2021), tested variables (IT complexity ; job autonomy and work interdependence, telework environment, professional isolation and work increase; and organizational factors.) derived from the (Dawis & Lofquist, 1984); (Nelson, 1990) through survey method and different types of validity tests made convergent, discriminate validity established to identify the correlation and for conceptual model, hierarchical regression based on four blocks of variables.

(Khan et al., 2021) convergent validity made as defined by (Jaya et al., 2019) basic on the standards suggested by (Fornell & Larcker, 1981), CB-SEM develop a covariance (theoretical) matrix. it helps to assess the difference between theoretical and covariance matrix. (Zhang et al., 2020) identified work-life balance through independent variables classified as individual characteristics, household, job, environmental characteristics and tested for multicollinearity, also, Pearson correlation coefficients were used for continuous variables (household employment ratio, seniority and working hour), Eta square coefficients were applied between continuous variables and categorical variables, and Cramer's V was used for categorical variables. Control variables were unbalanced but based on previous studies, including individual, household characteristics, job and environmental characteristics and therefore, the zero-inflated ordered probit (ZIOP) regression models used to estimate the telework choices. Telework optimistically effects the Flexible working arrangements.

### **Sampling Procedure**

Purposive sampling technique will use to select the organizations offering job under telework act, for have a particular set of characteristics. Purposive sampling comes in handy when you need to attain a specific target sample rapidly and the sampling isn't proportionate (Etikan et al., 2016). Therefore, the purposive sampling will be selected.

The population of this study consists of micro small enterprises telework populace that were doing home-based work post Covid 19 pandemics. The target population of the study only includes the organizations (micro small enterprises) who works under the telework act in private sectors. As per the report by states.gov.sa (2019) the distribution of employee exists 27% in a very small, and 22% in a small category out of which sample collected from different organizations through a purposive approach with a non-probability test, is chosen on the qualities (MSE work under the act of telework) of a populace and the goal of the study. However, on small sampling, ordinary t-tests are not determined in PLS-SEM as a part of PLS calculation so the test cannot be calculated, to improve sampling, the nonparametric re-sampling systems adopted (Chin, 1998), upheld the utilization of nonparametric resampling strategies like bootstrapping, the exactness of the measurement and for producing important tests results. Accordingly, this study depended on utilizing bootstrapping with 10,000 bootstraps sample which is embedded in Smart PLS programming for significant coefficients from a factual perspective.

### Population of the Study

The population of this study consists of micro small enterprises telework populace that were doing home-based work post Covid19 pandemics. The target population of the study only includes the organizations (micro small enterprises) who comes under the telework act in private sectors.

### Instruments for Data Collection

Data gathering will be performed through the questionnaire, closed ended and open-ended questions will be asked to the micro small enterprises Teleworkers and the questionnaire will be design with the help of research questions and hypothesis. It will be distributed electrically via emails.

Data gathering will be performed through the questionnaire. Likert scale adopted as (Croasmun & Ostrom, 2011), asserted that Likert scales are valuable in sociology and other research projects. According to (Maeda, 2015), emphasizes absolute decisions about measurements attitudes and behaviors from the liker scale, and the questionnaire designed with the help of research questions and hypothesis which based on existing literature.

### Analysis and Results

The data will be analyzed through SamrtPLS. To test the inner constancy, this research is intended to analyze variables and the data will be collected through a survey questionnaire so the Cronbach's alpha test can be used to check reliability command. Further, the multiple simple linear regression analysis can be made as two or more dependent and independent variables are available in the study.

This section deals with the analysis results pertaining to research objectives with the use of Partial Least Squares approach to structural equation modeling. Data evaluation was done by utilizing a blend of descriptive and inferential measurements. descriptive examination was used for general understanding of demographic which looked to clarify the overall comprehension about the profiling of the sample. However, to conduct structure equation modeling (SEM) with inferential analysis used SmartPLS as it runs structure equation modeling and measurement modeling simultaneously (Ramayah et al., 2018; Wong, 2013), asserted that SmartPLS is the outstanding software for structural equation modeling. (Sarstedt & Cheah, 2019), support the use of smartPLS for models and variables.

Table 1

#### *Demographic analysis*

<b>Elements</b>	<b>Frequency n=109</b>	<b>%</b>
Gender		
Male	35	32.1
Female	73	67.0
Employment Status		
Full-Time	100	91.7
Temporary	1	0.9
Freelancers	5	4.6
Consultants.	3	2.8

*Table 2*  
*Employment status*

Status	Frequency	Percent	Valid Percent	Cumulative Percent
Full-Time	100	91.7	91.7	91.7
Temporary	1	.9	.9	92.7
Freelancers	5	4.6	4.6	97.2
Consultants.	3	2.8	2.8	100.0
Total	109	100.0	100.0	

The ratio between the number of males and females using telework is not stable, 67 percent male used telework, whereas 32.1 percent female were seen to used telework as shown in table 1. Below given table 2 state the employment status of the respondents, 91.7 percent are the full-time employees. Less than 10 percent were found to have temporary (0.9%), and freelancers (4.6%), and consultants are (3%) respectively (table 2). A descriptive analysis was performed in this study primarily to summarize and explain the main features of the data set on every variable/item considered in the study.

Application of structural equation modeling (SEM) used for testing hypothesis which evolved the proposed theoretical framework. As this contain a model several dependent variables with multiple factors and one independent variable, so PLS-SEM used with small sample size (Hair et al., 2019). It gives inferential analysis of the relationship among the variables.

Structural model and measurement model both occurs simultaneously in the below given model. PLS algorithm was run to testify the results and relations of the factors. Overall, the finding revealed that advancement in technology, online tools for interactions, secure contents through VPN, Video conferencing opportunities with peers are significant positive relation with flexible working options, rest are found no moderation effects on flexible working options.



**Validity & Reliability**

Table 3

*Measurement Model*

	Item	Loading	VIF	CA	rho_A	CR	AVE
<b>FWO</b>	FWO1	0.666	1.232	0.71	0.756	0.804	0.417
	FWO4	0.414	1.125				
	FWO5	0.764	1.538				
	FWO6	0.678	1.453				
	FWO7	0.79	1.624				
	FWO9	0.471	1.143				
<b>TOC</b>	TOC1	0.684	1.39	0.72	0.742	0.814	0.47
	TOC2	0.812	1.613				
	TOC3	0.592	1.226				
	TOC4	0.644	1.523				
	TOC5	0.676	1.485				
<b>TWS</b>	TWS2	0.907	1.002	0.084	0.11	0.659	0.517
	TWS3	0.46	1.002				
<b>WLB</b>	WLB4	0.714	1.007	0.152	0.152	0.702	0.541
	WLB5	0.757	1.007				

All factor loading accepted if it's above 0.4 and deleted if it is less than 0.4 according to (Gorsuch, 1974; Homburg, 1995; Krasnova et al., 2008). Moreover, Cronbach's Alpha (CA) accepted if above 0.7 according to Hair et al. (2006), Nunnally and Bernstein (1994), Urbach and Ahlemann (2010). However, for both FWO and TOC, it's not matching the cutoff in TWS and WLB. Because the items are unweighted, Cronbach's alpha provides a less exact indicator of reliability. Composite reliability, on the other hand, weights the items depending on the construct indicators' separate loadings, making it more reliable than Cronbach's alpha. The composite dependability may be too liberal, whereas Cronbach's alpha may be too conservative (Hair et al., 2019).

Table 4

*Indicators items cross-loading*

	<b>FWO</b>	<b>TOC</b>	<b>TWS</b>	<b>WLB</b>
FWO1	<b>0.666</b>	0.428	0.025	0.148
FWO4	<b>0.414</b>	0.173	-0.121	0.076
FWO5	<b>0.764</b>	0.379	-0.124	0.187
FWO6	<b>0.678</b>	0.307	-0.067	0.05
FWO7	<b>0.79</b>	0.454	-0.11	0.1
FWO9	<b>0.471</b>	0.237	0.021	0.07
TOC1	0.382	<b>0.684</b>	-0.004	0.147
TOC2	0.477	<b>0.812</b>	-0.08	0.123
TOC3	0.304	<b>0.592</b>	0.123	0.032
TOC4	0.251	<b>0.644</b>	-0.006	0.151
TOC5	0.372	<b>0.676</b>	0.023	0.093
TWS2	-0.088	-0.014	<b>0.907</b>	0.024
TWS3	-0.042	0.039	<b>0.46</b>	-0.213
WLB4	0.122	0.103	-0.037	<b>0.714</b>
WLB5	0.13	0.129	-0.063	<b>0.757</b>

The convergent validity met the cut of above 0.5 according to Nunnally (1978), Hair et al. (2006). Although FWO9 and TWS3 as both are close to 0.5 could be considered. Composite Reliability (CR) between .6 and .9 considered acceptable show the internal consistency between the factors (Hair et al., 2019; Fornell & Larcker, 1981; Nunnally & Bernstein, 1994). Additionally, the Average Variance Extracted (AVE) > 0.5 is accepted and show the convergent validity according to Barclay et al (1995); Hair et al (2006); Urbach and Ahlemann (2010) also Less than 0.50 is acceptable but any element less than 0.4 should be eliminated according to (Bagozzi, 1988).

Discriminant validity could be determined by the square root of AVE which should be more than the correlations of the latent variables (Table 5) according to (Fornel-Larcker Criterion; Hair et al., 2006). The diagonal is the square root of AVE and indicate the highest in the column and its left row. Variance Inflation Factor (VIF) is less than 0.5 which achieve the rule of thumb according to (Kock and Lynn, 2012).

Table 5

*Discriminant Validity (Fornel-Larcker Criterion)*

	<b>FWO</b>	<b>TOC</b>	<b>TWS</b>	<b>WLB</b>
<b>FWO</b>	<b>0.646</b>			
<b>TOC</b>	0.537	<b>0.686</b>		
<b>TWS</b>	-0.096	0.004	<b>0.719</b>	
<b>WLB</b>	0.172	0.159	-0.069	<b>0.736</b>

\* The diagonal is the square root of AVE and indicate the highest in the column and row.

Table 6

*Discriminant Validity (HTMT)*

	<b>FWO</b>	<b>TOC</b>	<b>TWS</b>	<b>WLB</b>
<b>FWO</b>				
<b>TOC</b>	0.706			
<b>TWS</b>	0.604	0.811		
<b>WLB</b>	0.517	0.521	1.695	

Table 7

Hypothesis Testing

<b>Hypothesis</b>	<b>Relationship</b>	<b>Std Beta</b>	<b>Std Error</b>	<b> t-value ^</b>	<b>p-value</b>	<b>Decision</b>
H1	FWO -> TOC	0.562	0.063	8.503	0.000	Supported Not
H2	FWO -> TWS	-0.118	0.133	0.723	0.469	Supported Note
H3	FWO -> WLB	0.204	0.102	1.674	0.094	Supported

Table 8

*Model Fit Indices*

	<b>Saturated Model</b>	<b>Estimated Model</b>
SRMR	0.105	0.106
d_ ULS	1.313	1.337
d_ G	0.307	0.309
Chi-Square	198.575	199.107
NFI	0.434	0.432

**Discussion**

The study revealed that telework positively effects on flexible working arrangements and following factors are highly correlated to flexible working options led to more loyalty and responsibility, work-life commitments, loss of pay, disconnected from the workplace, negative impact on my career, more flexible hours for family and social events and increase job focus, whereas less related factors are co-workers' negative reaction, less commitments, miss out important work meetings. and paid work. It clarified that adaptable working hours increase use of telecommuting and now it is becoming the necessity of the people.

The result indicates that it has a positive relation with continuity of work, advancement creates fastest way of work. Study shows associations embraced telecommute procedure to improve the opportunities of fastest communication between the peers like using online tools so that no one left behind. Also, improvements in Information's security and safety also brings save content transfer with more reliability. On-going pandemic many online tools that were not being used before in the official communication are now considering best to maintain a distance in the lockdown and do the jobs in Covid emergency and telecommuting has been utilized for ceaseless financial movement.

The finding from the study shows that teleworks doesn't affect negatively on work-life balance with the value of 0.223 (0.231). The balance between professional and personal activities is a vital part of any workplace. The employees developed health and the get time to spend more time with family, attend social events. This is aligned with findings by (Irawanto et al., 2021; Hilbrecht et al., 2008; Galvez et al., 2020).

There is no consent that telework increase work stress, however, it works for the prosperity of the employees, results decline in the work- stress -0.094 (0.608). Most of the studies focus on positive relations during covid lockdown precisely, however, post covid perceived as decreasing the stress while worker on telework mode. The implication to the practice is working from home is a developing pattern, this pattern of working home is influencing turnover. It is pointing out the that work at home could be more agreeable and give best performance. In any troublesome situation like Covid scenario, workers will want to stay at home and work for their directors immediately. It massively affects the different part of laborers' life.

For Scholars: This study improves our understanding that if digital technology improved, so the working from home will continue work operations and flexible hours will give workers more time to spend with their family. This study constructed for the reference for improving learning paradigm in the field of Telework in Saudi Arabia. Moreover, this study also proposed the framework and guideline mechanism to constitute the work-balance, quality, and human well-being in the field of telework.

## Conclusion

Working from home is a renowned occupation all through the world and advances in telecom development increase opportunities. It asks people to work indirectly without drive to a central workplace, moreover, it stays aware of combination among affiliations and stay aware of obligations and routine tasks from a working from home region. Over the earlier years the pattern has become more general in small and micro enterprises (MSE) in realm of Saudi Arabia, where organizations support up in this field and individuals got many opportunities. Working from home assure that operations keep up during emergency conditions, furthermore, it assists a social well-being of employees. Further recommended investigation to compare pre Covid, during lockdown and post Covid area to understand the entire.

In this pandemic when everybody had dreaded losing employment, the working from home option displayed as strength. the current study analyzes post Covid challenges and opportunities to telecommuting across post Corona virus pandemics: the current study on small and micro enterprises (MSEs) with reference to telecommuting at post Coronavirus pandemics. And explored the post Corona virus pandemic difficulties and opportunities on small and micro enterprises (MSEs) of Telecommuting. The relation of hypothesis under this study consists of direct and positive relation with telework flexible working arrangements, whereas no mediating and moderating paths found in the study for obtaining hypothesis results, both descriptive analyses run to check the 19 factors of the study and inferential analysis run on SmartPLS as it is convenient in use of structural model and measurement model both. The results indicate that telework optimistically effects the flexible working arrangements and operations continuity, but it has not directed and indirect relation with work stress and work-life stability.

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## Appendix

### Questionnaires Template

#### Online questionnaires Form

#### Demographic questions

When did you start working or running micro and small enterprises (MSE) ?

Click here to enter a date.

#### What is your current employment status?

- |   |           |
|---|-----------|
| <input type="checkbox"/> Employed                 | Full-Time |
| <input type="checkbox"/> Employed                 | Part-Time |
| <input type="checkbox"/> Temporary Employees      |           |
| <input type="checkbox"/> Seasonal Employees       |           |
| <input type="checkbox"/> Independent Contractors. |           |
| <input type="checkbox"/> Freelancers              |           |
| <input type="checkbox"/> Temporary workers        |           |
| <input type="checkbox"/> Consultants.             |           |

#### Please indicate your gender

- Male  
 Female

Please write your Occupation / Profession?.....

*The Flexible working arrangements content was based on previous researches. The scale is shown by, are adopted. All questions base on rated on a 5– point Likert scale, with respondents indicating their agreement or disagreement with each statement to measure the hypothesis.*

*(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.*

#### Flexible Work Options Questionnaire (Albion, 2004)

1. Flexible working arrangements help me balance life commitments.
2. I cannot afford the loss of pay associated with most flexible work options.
3. Flexible work options do not suit me because they tend to make me feel disconnected from the workplace.
4. Working shorter hours would negatively impact on my career progress within the organization.
5. Working more flexible hours is essential for me in order to attend to family responsibilities.
6. Flexible working arrangements are essential for me to participate in family and social events.
7. Flexible working arrangements enable me to focus more on the job when I am at the workplace.
8. People at my workplace react negatively to people using flexible working arrangements.
9. People using flexible working arrangements usually have less commitment to their work role.



- 10. People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc.
- 11. I would not be able to do paid work at all, if I could not use flexible work arrangements.

**Telework operations continuity (Olson, n.d.) research**

- 12. Improved communications with technology advancements that create faster ways of doing work
- 13. Opportunity for faster communication like, using online tools such as Instant Messaging (IM) and online conferencing allow simultaneous interaction with peers quickly.
- 14. with use of advanced technology VPN allows secure content transfers.
- 15. support of online tools is becoming more common to do telework.
- 16. Video conferencing provides opportunities with less cost to interact with your co-workers, subordinates, and super ordinates.

**work-life balance (Golden, 2015)**

- 17. How many hours a day you normally work?
- 18. You generally feel you are able to balance your work life?
- 19. How many hours a day do you spend time with your family?
- 20. You think that if employees have good work life balance the organization will be more effective and successful
- 21. Do you personally feel any of the following will help you to balance work life?  
(1) Flesible starting hours (2) Flexible finishing time (3) Flexible hours, in general (4) paid holidays (5) Time off for family engagement (6) other, please specify .....
- 22. Do any of the following hinder you in balancing your work and family commitments?  
(1) Long working hours (2) compulsory overtime (3) shift work (4) hourly meetings and training (5) others, please specify .....

**Telecommute increase work -stress: (Golden, 2015)**

- 23. Do you ever miss out any quality time with your family or your friends because of pressure of work?
- 24. Do you ever feel tired or depressed because of work?
- 25. Do you suffer from any stress related disease?  
(1) Hypertension (2) Obesity (3) Diabetes (4) Frequent headaches (5) None (6) Others, Please specify .....