

WORK FROM HOME: MEASURING WORK LIFE BALANCE, JOB BURNOUT AND EMPLOYEE HAPPINESS FOR STARTUP COMPANY EMPLOYEES IN JAKARTA

Jeshica khoirunnisa Amalia^{1*}

Parwoto²

^{1,2}Universitas Mercu Buana Jakarta

e-mail: jeshicaamalia@gmail.com¹, parwoto.parwoto@mercubuana.ac.id²

*Correspondence: jeshicaamalia@gmail.com

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Abstract. The COVID-19 pandemic has changed the way people live and work, and the way industry and organizations operate. The most obvious change is in a situation where organizational activities start running remotely, or what is known as a work from home policy. The COVID-19 pandemic has brought shocks to the economic situation and social conditions of people around the world. Working from home affects work-life balance, work fatigue, and also employee happiness. This research is included in the type of quantitative research with a focus on employees of startup companies in Jakarta with a total of 65 respondents. Data was collected using a questionnaire which was then analyzed using SmartPLS 3.3.7 software. Based on the results of this study indicate that work from home has a significant positive effect on work-life balance and employee happiness, as well as a significant negative effect on job burnout.

Keywords: work from home; work-life balance; job burnout; employee happiness; COVID-19; startup.

INTRODUCTION

The COVID-19 pandemic brings shocks to the economic situation and social conditions of people around the world. This phenomenon is changing the way society undergoes life and work, and how business organizations carry out their activities (Irawanto, Novianti, & Roz, 2021). Change the main thing that happened simultaneously in relative time short that is enforcement method work by remote, or popularized with term work from home (Kramer & Kramer, 2020).

Working from home alone has similar characteristics to the practice of telework _ which used to be popular in 1970. Practice telework means a new alternative to doing work from different locations by utilizing the help of technology (Van Meel, 2011). Along gradually, practice telework is adapted with various other terms, such as remote work and flexible work.

Various studies predict continuity practice work in the future. Some surveys show a desire for big employees to maintain method rated work _ and bring flexibility from stiff method work on site.

Would you like to work remotely, at least some of the time, for the rest of your career?

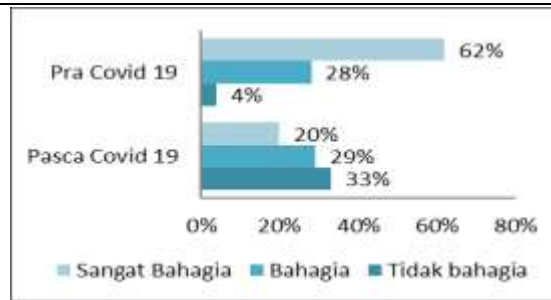


Source: Buffer & AngelList (2020), Microsoft Work Trend Index (2021)

Figure 1. Tendency to Maintain Work From Home Policy

Even though so even though employees show the desire to maintain practice work from home in the future, stay just several things need to be considered regarding the potential gains and losses that are possible to occur if work from

home will be applied permanently in the future. This thing needs to be reviewed by researchers, remembering _ that the happiness of employees tends to decrease after the covid 19 pandemic brought various changes, one of them changing method work by remotes.

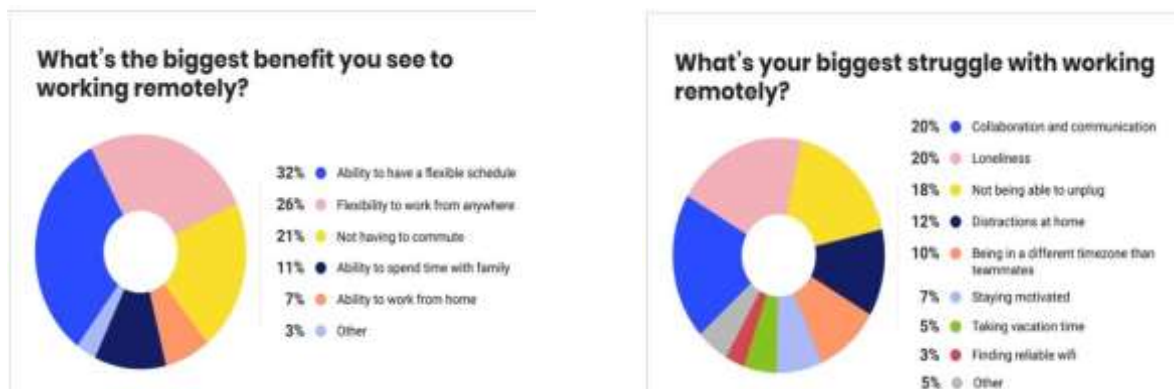


Source: JobStreet.com COVID-19 Report, 2020

Figure 2. Happiness Level Employee

Working from home is considered to be able to encourage work flexibility (Contreras, Baykal, & Abid, 2020), help employees hone time planning skills (Nakrošienė, Bučiūnienė, & Goštautaitė, 2019), and reduce costs and time previously spent on accommodation towards the office (Nakrošienė et al., 2019). Employee productivity and job satisfaction can be increased and work-life balance is more guaranteed (Grant, Wallace, Spurgeon, Tramontano, & Charalampous, 2018), but on the other hand, side effects and losses that arise as a result of implementing work from homes such as

blurring the lines between work and personal life (Grant et al., 2018), distractions that arise from the existing family members while working from home (Kazekami, 2020), as well as all kinds of potential stress, feelings of isolation, fatigue and burnout that may be experienced during the process (Tan, 2021). Opinions this in line with the results of a survey conducted by Buffer and AngelList in 2020, showing the pros and cons of profit and the challenges that arise During enforcement work from home.



Source: Buffer & AngelList (2020)

Figure 3. Advantages and Difficulties During Work From Home

Various advantages and difficulties that arise as a result of the implementation of work from home have helped us

conclude that the main problem faced by many employees is distracted work-life balance. ([Toniolo-Barrios & Pitt, 2021](#)) look at if working from home tends to cause extra hours on work and triggers overwork, due to the physical absence of employees in the office, it makes the company worry about employee performance, so the company chooses to increase workload and work time ([Sakitri, 2020](#)). This bias in working hours often makes employees unable to disconnect from work and must be ready to exceed the portion of the working time that should be ([Toniolo-Barrios & Pitt, 2021](#)). This situation ends up triggering physical and emotional fatigue for employees while working from home. This problem also triggers stress and anxiety ([Toniolo-Barrios & Pitt, 2021](#)) as well as affect physical health such as fatigue from having to sit for long periods to do video conferences and trigger zoom fatigue ([Toniolo-Barrios & Pitt, 2021](#)). Accumulation from the disturbance conditions work-life balance and triggers burnout During enforcement working from home resulted in employees being no longer happy with their jobs ([Morgantini et al., 2020](#))

There are still related gaps in profit or more trouble-many arise from enforcement work from home, indicating that further research is needed regarding the effect of work from home on work-life balance, job burnout, and employee happiness, with the hope of proving a model that clarifies the influence between work from home and works life balance, job burnout and employee happiness.

METHODS

Study this including in type study quantitative. The population in the study is employee company startups that are undergoing work from home during the Covid 19 pandemic. Taking samples is done with the technique of incidental sampling by establishing general criteria for screening participants. Knowing such a broad and heterogeneous population, researchers focus sample research on employees company domiciled startup _ work in Jakarta, until total participants obtained as many as 65 people.

Method data collection using distributed questionnaire _ online through the help of social media. Question items variable work from home adapted from questionnaire which contains 13 items representing four dimensions. Question items variable work life balance adapted from questionnaire ([Fisher, Bulger, & Smith, 2009](#)) containing 15 items representing four dimensions. Question items variable job burnout adapted from questionnaire ([Maslach, Leiter, & Jackson, 2012](#)) re - adapted by Bravo et al., (2021) which contains 16 items representing three Dimensions and Question Items variable employee happiness adapted from questionnaire ([Ramirez-Garcia, Perea, & Junco, 2019](#)) which contains 11 items representing two dimensions.

Data analysis in this study used the Partial Least Square (PLS) technique with the help of the SmartPLS application version 3.3.7. The testing stages carried out include the outer model test (convergent validity, discriminant validity, and composite reliability); the test of the inner

model (test the coefficient of determination and goodness of fit index), and the test of the hypothesis/significance.

Results Data Processing

Study this dominated by participants employee women with a percentage of 68%. In terms of age, company startups have the majority of employees in the range ages 20 to 30 years. They generally already undergo work from home for more than one year since Covid 19 pandemic is

coming to Indonesia. The majority of employees are still single and have joined the company During a period time one up to five years . by detail described in the table following related characteristics respondents to research this.

Table 1. Description Characteristics Respondent

Characteristics	Profile	Amount	Percentage
Gender	Man	21	32%
	Woman	44	68%
	TOTAL	65	100%
Age	20-25	30	46%
	26-30	31	48%
	31-35	3	5%
	36-40	1	2%
	TOTAL	65	100%
Marital status	Bachelor	43	66%
	Marry	22	34%
	TOTAL	65	100%
Last education	SENIOR HIGH SCHOOL	2	3%
	Diploma	6	9%
	Bachelor	54	83%
	Master	3	5%
	TOTAL	65	100%
Years of service	1-5 years	59	91%
	6-10 years	4	6%
	> 10 years	2	3%
	TOTAL	65	100%
Types of Startup Business	E-commerce	20	31%
	Edutech	8	12%
	Fintech	14	22%
	Healthtech	8	12%

Characteristics		Profile	Amount	Percentage
		Other	15	23%
		TOTAL	65	100%
Long WFH	Running	6 months	20	31%
		1 year	9	14%
		> 1 year	36	55%
		TOTAL	65	100%

Source: Results of research data (2022)

Test Outer Model

1. Convergent validity

Test this done using SmartPLS version 3.3.7. This test result shows that on the variable work from home, out of a total of 13 statement items, four of them were deleted because the mark loading factor was < 0.7. On variable work-life balance, from a total of 15 statement items, six of them were deleted. On variable job burnout, from a total of 16 statement items, six of them were deleted. While the

variable employee happiness 11 statement items were declared completely valid. So based on validity test convergence, In this case, 39 statement items can be continued in the testing process next.

The final result from the convergent validity test can be confirmed through the mark Average Variance Extracted (AVE) that has been fulfilled AVE condition > 0.5 which indicates that the items used in the test next have been valid (Hamid, Anwar, & Lumoindong, 2019).

Table 2. AVE Value of Research Model

Variable	Dimension	AVE Value	AVE Value
Work From Home (X)	Productivity (P)	0.882	0.607
	Factor Attitude (FSKP)	0.739	
	Factor Social (FSOS)	1,000	
	Factor Situation (Source power and distraction) (FS)	0.781	
Work Life Balance (Y1)	Work Interference with Personal Life (WIPL)	0.922	0.591
	Personal Life Interference with Work (PLOW)	0.842	
	Work enhancement of	1,000	

Variable	Dimension	AVE Value	AVE Value
	personal life (WEPL)		
	Personal life	0.879	
	enhancement of work (PEWL)		
Job Burnout (Y2)	Fatigue emotional and physical (EMS)	0.857	0.595
	Cynicism (SIN)	0.944	
	Professionalism (PRO)	0.825	
Employee Happiness (Y3)	Job environment (J)	0.741	0.594
	Worker factors (W)	0.818	

Source: Analysis results using Smart-Pls 3.3.7

2. Discriminant validity

Measurement items in the study are said to be valid if mark correlation constructs with the indicator already

more from value 0.7, however, there is another way to perform a discriminant test like this, that is to compare mark correlation between latent variables with mark root AVE square.

Table 3. AVE Root and Correlation Latent Variable

Variable	AVE	\sqrt{AVE}	Correlation Score among Latent Variables			
			WFH	WLB	JB	EH
WFH	0.607	0.779	1	0.60 8	-0.6 19	0.717
WLB	0.591	0.769	0.60 8	1	-0.67 4	0.6 59
JB	0.595	0.771	-0.6 19	-0.67 4	1	-0.652
EH	0.59 4	0.771	0.717	0.6 59	-0.65 2	1

Source: Result of analysis using Smart-Pls 3.3.7

The table above _ shows that the item in the study has been valid because mark more AVE root big from a correlation between another latent variable.

3. Composite Reliability

Test this done to measure the consistency of latent variables in

research. A construct is considered reliable if the composite reliability value is > 0.7. This limit is more stringent than Cronbach's alpha which should be > 0.6. The following is the output of the outer model of this research which shows that: the whole construct fulfills condition reliability.

Table 4. Value of Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Condition	Cronbach's Alpha	Condition	Information
Work From Home (X)	0.933	> 0.7	0.919	> 0.6	Reliable
Work Life Balance (Y1)	0.928	> 0.7	0.913	> 0.6	Reliable
Job Burnout (Y2)	0.936	> 0.7	0.924	> 0.6	Reliable
Employee Happiness (Y3)	0.942	> 0.7	0.932	> 0.6	Reliable

Source: Result of analysis using Smart-PLs 3.3.7

Inner Model Test

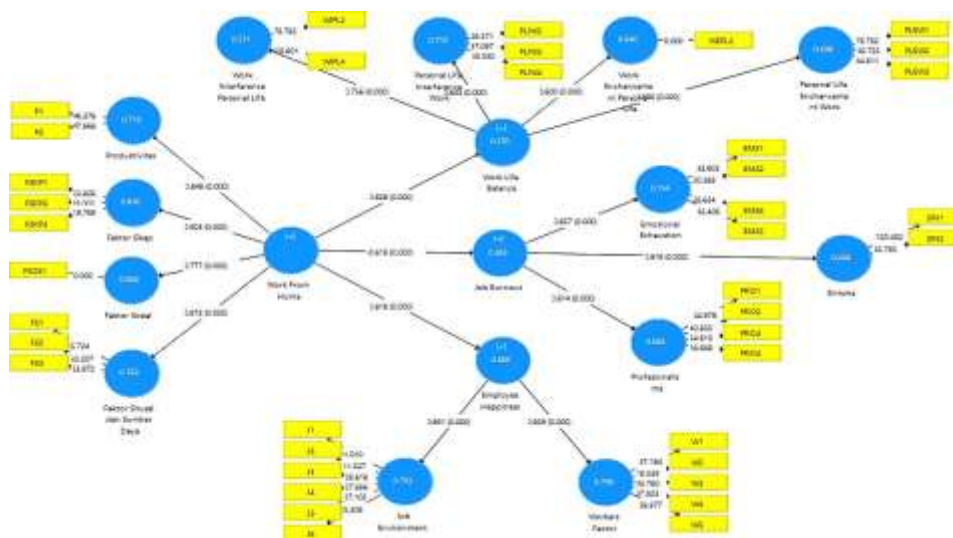


Figure 5. Model Test Results

Second Order Test Results using Smart-PLs 3.3.7
Coefficient of Determination Test/ R Square (R²)

The coefficient of determination test aims to determine how far the model's ability to explain the

dependent variable is. The following are the results of the calculation of R Square in this study.

Table 5. Value of R Square (R²) from the Research Model

Construct	R Square	R Square Adjusted
Work Life Balance (Y1)	0.370	0.360
Job Burnout (Y2)	0.383	0.373
Employee Happiness (Y3)	0.669	0.664

Source: Analysis results using Smart-PLs 3.3.7

Table 4 and 5 shows that 36 % of the *work-life balance variable* can be explained by the *work from home (X)* variable, while the remaining 64 % is explained by other variables. Furthermore, 37.3 % of *job burnout variables* can be explained by the *work from home (X)* variable, while the remaining 62.7 % are explained by other variables outside of what was studied in this study. Finally, 66.4 % of *employee happiness variables* can be explained by *work from home (X)*, *work-life balance (Y1)*, and *job burnout (Y2)* variables, while the remaining 33.6 % is explained by other variables other than what was studied in this study.

a. *The goodness of Fit Index (GoF)*

The *Goodness of Fit Index (GoF)* test was conducted to validate the combined performance of the *outer model* and *inner model tests*, which were obtained through the following calculations:

$$\begin{aligned} \text{GoF} &= \sqrt{\text{AVE} \times R^2} \\ \text{GoF} &= \sqrt{0.597 \times 0.474} \\ \text{GoF} &= \sqrt{0.283} \\ \text{GoF} &= 0.532 \end{aligned}$$

The results of the *Goodness of Fit Index (GoF)* calculation are at

0.532, where the criteria for the value of the GoF calculation are 0.10 (GoF small), 0.25 (GoF medium), and 0.36 (GoF large). So it can be concluded that the overall performance of the *outer model* and *inner model* is good.

The goodness of fit testing can also be done by calculating the predictive relevance value (Q²) with the formula:

$$\begin{aligned} Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_p^2) \\ Q^2 &= 1 - (1 - 0.370)(1 - 0.383)(1 - 0.669) \\ Q^2 &= 1 - (0.63 \times 0.617 \times 0.331) \\ Q^2 &= 1 - 0.129 \\ Q^2 &= 0.871 \end{aligned}$$

The calculation results above show a relatively high value of 0.871, so this model can be said to be feasible and has a predictive relevance value.

b. *Hypothesis Test*

testing can be done using the SmartPLS 3.3.7 statistical application which utilizes the method of *bootstrapping*. Criteria for level 95% significance with standard error by 5%, namely $t > 1.67$ and $p < 0.05$. Number 1.67 as comparison number t statistic this

obtained from the formula:

$$DF = nk$$

$$DF = 65 - 4$$

$$DF = 61$$

In the statistical table, it is known that the t table value for the

value 61 with a significance of 0.05 is 1.670219. Furthermore, the results of hypothesis testing by utilizing the SmartPLS 3.3.7 statistical application can be seen in the following table:

Table 6. Path Coefficient values, t-statistics, and P-values

Connection Between Construct	Original Sample (O)	T Statistics	P Values	Information
Work From Home > Work Life Balance	0.608	7.048	0.000	Influential positive significant
Work From Home > Job Burnout	-0.619	6.127	0.000	Influential negative significant
Work From Home > Employee Happiness	0.818	12,437	0.000	Influential positive significant

Source: Analysis results using Smart-Pls 3.3.7

Based on results counting statistics on hypothesis test study this, then obtained equality following this :

$$\text{Work-life Balance} = 0.608 * \text{WFH}$$

$$\text{Job Burnout} = -0.619 * \text{WFH}$$

$$\text{Employee Happiness} = 0.818 * \text{WFH}$$

RESULTS AND DISCUSSION

Effect of Work From Home on Work Life Balance. Hypothesis 1 in a study this state that working from home has influenced positive significance on work-life balance, and the hypothesis this accepted. This result is in line with the study by ([Mea & Hyronimus, 2020](#)) and ([Tongam, Linardy,](#)

[Saputra, & Saputra, 2021](#)) who obtained similar results.

Test more carry on a show that attitude employee startup in deal with work from home is very influential on the level their work-life balance, the more employees feel effectiveness and benefits from existing work from home, especially in bringing employees closer to their personal lives, employees will not feel that their personal life is a source of distraction for work from home activities. ([Toniolo-Barrios & Pitt, 2021](#)) agree that working from home is a challenge in itself in maintaining a balance of work and life, because things like lack of space to work at home, and having to look after children while working, ultimately lead to decreased productivity, reduced motivation and increased stress. This

condition can be experienced by all workers who work from home, so there must be cooperation between the company and employees to be able to create boundaries between life and work, where the company sets work time rules during work from home so that employees can have the opportunity to live their personal lives. , while employees can manage the home situation to be conducive while they are working, especially so that family members give employees distance to complete their work.

The Effect of Work From Home on Job Burnout. Hypothesis 2 in a study this state that working from home has influenced negatively job burnout, and the hypothesis is accepted. This result is in line with the study ([Almonacid Nieto & Calderon Espinal](#), 2020) who obtained similar results.

Test more carry on the show that employee attitude n startups in responding to work from home are very influential in reducing their job burnout natural, namely the more positive employees' perceptions that work from home is beneficial in improving the quality of their work, the more the risk of burnout is reduced due to the emergence of emotional exhaustion during activity work from home was held. A positive perception of work from home can minimize the stress that arises as an effect of adjustment to work in times of pandemic.

Even though the theory is very easy to apply, Unfortunately, it is difficult for employees to maintain a positive perception amid the occurrence of non-uniform working hours which creates a bias in working hours and triggers difficulties in disconnecting from work ([Toniolo-Barrios](#)

[& Pitt](#), 2021). So companies should pay more attention to things that need to be adjusted to work from home conditions during this pandemic, such as job design during work from home (what things must be done, what adjustments will occur during the implementation of the program). work from home) so that the risk of burnout can be minimized during work from home.

The Effect of Work From Home on Employee Happiness. Hypothesis 3 in a study this state that working from home has influenced positive significance on employee happiness, and the hypothesis this accepted. This result is in line with the study by ([Opatha & Uresha](#), 2020) who got similar results.

Test more carry on a show that The attitude of startup employees in responding to work from home greatly affects their happiness, namely: The more positive the employee's perception that working from home is beneficial in improving the quality of their work, the more it affects employee happiness with the current conditions of the work environment, especially for the organizational climate that remains conducive even in a pandemic condition that requires the implementation of a total work from home.

As revealed by ([Nakrošienė et al.](#), 2019) that working from home can hone the time planning skills of employees, helping employees spend more time being close to their families. Working from home also helps employees reduce costs and time previously spent on accommodation to the office ([Vyas & Butakhieo](#), 2021). Employees can take these things as a perception that

working from home is not entirely bad, even though these positive things are accompanied by various negative conditions which are a side effect of implementing a new work method (work from home), which although its implementation is almost the same as flexible work that many startup companies have undertaken, still working from home has its challenges in the form of the accompanying circumstances (COVID-19 pandemic).

CONCLUSIONS

Studies focused on the conditions that arise as an impact of enforcement work from home, ongoing since the entry covid 19 pandemic at the beginning of 2020. Work from home is one of the trigger conditions _ emergence of disturbance work-life balance and risk of job burnout for employees. state this side by side with down-level happiness employees since the entry pandemic in Indonesia. In the environment of a company startup, usually working hours and conditions that make employees can't be disconnected from work to be Thing's main need _ fixed if practice work from home later will be maintained. Study results show that the method employed in dealing with work from home is very influential in guarding work-life balance and happiness, as well as minimizing the risk of burnout. Attitude employees to work from home is influenced by the perception of the conditions that occur During work from home. Therefore, companies need to pay attention to the work situation of employees while at home. Of course, this

will make the work from home agenda useful to support the quality of employees' personal lives and increase employees' perceptions of happiness for their work. On the other hand, the company needs to notice potential things that trigger employee burnout and control the problem so that employees will not experience future burnout and impact the whole of their job.

Even though application work from home is still massively enforced when the pandemic has not yet happened, it's very possible if method work will be maintained through the urgency pandemic has over. Companies can combine methods of work on site and from home, of course with making adjustments to the work regulations/regulations, including the agreement on working time and means of communication and communication time. Agreement to two Things this useful for reducing risk usually the working hours experienced employees. Besides that, needed leadership support and trust to ensure an agreement that will be applied by all employees and guarantee commitment to their job. Companies also need to facilitate the resources needed by employees during work from home, in particular, related IT support. Lastly, from the side, employees require businesses to compromise with member families to give time to employees to focus on their job while at home.

Studies that naturally still have limitations, remember limited time for disseminating and processing the data obtained through deployment questionnaires online. Even though Thus, the researcher suggests that further

research should re-conceptualize the independent variables that can explain the conditions of work life balance and job burnout for employees of startup companies, as well as how to influence work from home, work-life balance, and job burnout on employee happiness in other industrial sectors, especially industries that are not familiar with exposure to technology and tend to find it difficult to apply new work methods (such as work from home).

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