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Factors Influencing Malaysian Public Sector Employee Performance in a Work-From-Home Context

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Abstract

This study aims to examine factors influencing Malaysian public sector employee performance in a Work-From-Home context. These factors include work attitude, superior support, home workplace suitability, technology usage, and family support. Guided by a positivist research paradigm by adopting a quantitative research methodology, 291 participants are recruited for the study from Sabah, Selangor, Johor, and Penang, and Federal Territory of Kuala Lumpur. These public sector employees must have the experience of working from home during the COVID-19 pandemic. Data was analysed using using a PLS-SEM. The study revealed that (i) work attitude significantly influences WFH employee performance, with a moderate effect size, highlighting its importance; (ii) superior support has the smallest effect size, suggesting its limited relevance in remote work; (iii) home

workplace suitability has the largest effect, emphasizing the need for a structured workspace, (iv) technology usage positively affects performance but has a small effect size and (v) family support also shows a positive impact, though with a small effect size, indicating its partial role in enhancing WFH employee performance. The study provides actionable recommendations for optimizing WFH policies in public sector organizations. It suggests initiatives to improve work attitudes, offer mental health support, enhance supervisor training, invest in home office suitability, and foster work-life balance, ensuring sustainable and productive remote work. This study extends the JDR model by demonstrating how work attitude, superior support, home workplace suitability, technology usage, and family support function as job resources in the WFH context. It uniquely addresses WFH in public sector organizations, filling a research gap in a field dominated by private sector studies. The findings provide actionable insights for optimizing WFH policies, improving digital infrastructure, and enhancing work-life balance, ensuring sustainable and productive remote work environments aligned with national policies and workforce well-being initiatives.

Keywords: employee performance, family support, superior support, technology usage, work attitude, work-from-home, home workplace suitability, Public Sector, Malaysia

1. Introduction

Malaysia, an upper middle-income country, has successfully transitioned from an agricultural and commodity-based economy to a highly diversified one. The 12th Malaysian Plan aims for a prosperous, inclusive, and sustainable nation, with the public sector playing a critical role in policy implementation and societal well-being (Baa & Chattoraj, 2022; Matsieli & Sooryamoorthy, 2022). High job performance among public sector employees is essential, particularly during crises. Moreover, flexible work arrangements (FWAs) initatitives have emerged as a response to changing employment trends driven by digital technology, demographic shifts, and evolving economic structures. The gig and sharing economies are gaining traction as viable business models, ensuring talent retention and high work performance (Ahmad Nawawi et al., 2023). In Malaysia, 26% of the labor force engages in gig work full-time (Department of Statistics Malaysia, 2022). The rise of Generation Y and Z in the workforce has introduced diverse expectations, favoring flexibility over the conventional 9-to-5 work model (Brough et al., 2023). Digital advancements further accelerate the adoption of FWAs (Bresciani et al., 2021; Yusaini et al., 2023).

FWAs provide spatial (location-based) and temporal (time-based) flexibility, allowing employees to balance work and personal commitments while maintaining performance (Jiang et al., 2023). Work-from-home (WFH), a key FWA, enhances autonomy, reduces commuting, and improves work-life balance (Clarke & Holdworth, 2017; Abdul Wahab et al., 2024). Organizations benefit from cost savings and talent attraction, with McKinsey (2020) reporting a 30% reduction in office space needs. FWAs are more common in industrialized nations and private sectors. By the late 20th century, 27% of U.S. full-time employees had experienced FWAs, with half telecommuting (Jiang et al., 2023). The U.S. public sector adopted remote work in the 1970s, with 160,000 federal employees working remotely by 2002 (Joice, 2000). However, in Malaysia, FWA implementation in the public sector remains

uncertain due to rigid bureaucratic structures and stringent productivity metrics. Understanding WFH performance factors could support effective adoption.

The COVID-19 pandemic significantly altered work environments, accelerating the adoption of WFH in public sector organizations to ensure business continuity. While this shift safeguarded employees, it also highlighted factors influencing employee performance in remote settings. The pandemic-induced WFH model has led to reconsideration of traditional workplace norms, with uncertainties about whether organizations will revert to pre-pandemic structures (Alexander et al., 2021; Kossek et al., 2021). Work attitude plays a critical role in motivation and task commitment within conventional office settings (Kammeyer-Mueller et al., 2024; Tan et al., 2023). Similarly, superior support is vital for employee excellence (Imam et al., 2023). However, WFH conditions may alter these dynamics, potentially weakening the relationship between work attitude, superior support, and performance. Additionally, WFH during COVID-19 was not a voluntary choice for many employees (Ibrahim et al., 2023), which could further influence these relationships. Home workplace suitability and technology availability are crucial factors affecting remote job performance. A well-equipped home office supports efficiency, whereas inadequate resources may hinder productivity (Arata et al., 2023). Unlike traditional office spaces where necessary tools and facilities are provided, home environments vary in their ability to support professional work (Al Mohamed et al., 2024; Ekpanyaskul et al., 2023). Exploring these factors is essential in assessing WFH effectiveness. Furthermore, integrating work into home life can either promote work-life balance or disrupt personal routines. Family support may serve as a mitigating factor, enabling employees to maintain high performance while working from home (Garc á-Salirrosas et al., 2023; Pujol-Cols et al., 2024). Improved work-life balance has been shown to enhance job motivation and engagement, which significantly boosts job performance, particularly among married employees in foreign direct investment (FDI) enterprises (Nguyen et al., 2024). Investigating this aspect could provide further insights into its role in enhancing employee performance under FWAs.

Therefore, this study aims to examine factors influencing WFH employee performance within Malaysia's public sector. These factors include the impact of work attitude, superior support, home workplace suitability, technology usage, and family support. Grounded in the Job Demands-Resources (JDR) model, the research framework identifies key factors influencing job performance in a remote setting. The JDR model underscores the balance between job resources and job demands in mitigating exhaustion and cynicism, thereby sustaining high performance (Bakker et al., 2023). By focusing on work attitude, superior support, home workplace suitability, technology availability, and family support, this study explores the social, psychological, physical, and organizational aspects that enhance employee well-being and productivity (Ferreira & Gomes, 2023).

Findings of this study will contribute to human resource management policies, providing strategies to improve public sector performance through FWAs. Public sector organizations can leverage these insights to implement effective WFH practices, ensuring employees receive the necessary resources and support. Additionally, top management can develop strategies to enhance employee motivation and performance, thereby increasing

organizational competitiveness. Ultimately, this research will help establish sustainable FWAs in Malaysia's public sector, fostering a more adaptable and efficient workforce.

2. Literature Review

2.1 Work Attitude and Employee Performance

Rismayadi (2024) stated that performance measures individual, group, or organizational outcomes that are in line with goals. High employee performance contributes to goal achievement through qualitative and quantitative efforts (Ramos-Villagrasa et al., 2019) and is shaped by work behavior, structured effort, and a supportive environment (Hamouche & Parent-Lamarche, 2023). Attitude refers to an individual's tendency to respond to situations based on their psychological state, influencing opinions and biases (Mohd et al., 2024; Wendell et al., 2022). Work attitude, a learned predisposition, determines how employees consistently behave toward tasks (Ajzen, 2018; Owusu et al., 2024). It represents an employee's effort in performing activities to achieve results (Nugroho & Wahjoedi, 2023). Past studies confirm that work attitude significantly influences employee performance (Abun et al., 2021; Berta et al., 2018; Moore & Lucas, 2021; Yanti et al., 2020), highlighting its crucial role in workplace success. Hence, it is posited that:

H1: Work attitude positively influences WFH employee performance

2.2 Superior Support and Employee Performance

Superiors refer to management, whose support includes attitudes, behaviors, and policies that facilitate WFH practices (Afrianty et al., 2022). From the JDR model perspective, superior support is a key job resource that helps employees perform their roles and mitigates excessive job demands that could harm performance (Hair et al., 2019; Chow & Cheak, 2023). Rahim et al. (2020) describe superior support as motivation, feedback, and resource provision. It serves as an informal support system (Yang & Islam, 2020). Superior support enhances work-life balance (Selim & Kee, 2023) and positively influences job satisfaction (Chow & Cheak, 2023). Employees who feel supported experience higher job satisfaction, better quality of life, and improved performance (Barbieri et al., 2021). Moreover, social support from superiors can reduce employee emotional exhaustion, which is particularly significant for women, as emotional exhaustion has been shown to play a key role in turnover intentions (Lee & Jung, 2015). However, discrepancies in how managerial behavior is perceived can hinder support effectiveness. For example, women managers may view themselves as laissez-faire, while subordinates perceive them as autocratic—leading to significant differences in performance evaluations and highlighting the need for clearer communication and aligned expectations (Pioquinto, 2016). Hence, the following research hypothesis is proposed:

H2: Superior support positively influences WFH employee performance

2.3 Home Workplace Suitability and Employee Performance

Homes often lack the physical and social resources needed for effective work performance

(Abiddin et al., 2022). Employees unaccustomed to WFH may struggle with inadequate space, equipment, and materials (Rudolph et al., 2021). Many end up working in shared spaces like kitchen or dining tables without designated work areas. To maintain work-life balance, physical and conceptual barriers are necessary, especially for habitual WFH (Aropah et al., 2020). A well-equipped home workspace positively influences employee well-being and performance (Camacho & Barrios, 2022; Jackson et al., 2024). Empirical evidence confirms that home workplace suitability significantly impacts employee performance (Muller et al., 2022; Niebuhr et al., 2022; Yu & Wu, 2021). Therefore, the following research hypothesis is proposed:

H3: Home workplace suitability positively influences WFH employee performance

2.4 Technology Usage and Employee Performance

Information and communication technology (ICT) integrates computer and telecommunication technologies, including hardware, software, and networks (Sriyaningsih et al., 2022). ICT is essential for WFH, enabling tasks via computers and online communication. However, Roe (2020) noted that technology poses challenges for WFH employees. Disruptions in online platforms and internet connections hinder work efficiency (Drouin et al., 2020; Nathan et al., 2021). Additionally, employees must be proficient in digital tools (Deole et al., 2023). Empirical studies confirm that technology significantly drives employee performance (Kamdjoug et al., 2023; Sriyaningsih et al., 2022). Supporting this, Setiawan et al. (2025) found that technology affordance not only boosts work-life balance and job performance among Indonesian remote workers but also plays a mediating role—positively influencing in-role performance through work-life balance, though not significantly affecting innovative performance. This highlights the nuanced impact of technology on different dimensions of employee outcomes in remote work settings. Therefore, the following research hypothesis is proposed:

H4: Technology usage positively influences WFH employee performance

2.5 Family Support and Employee Performance

Family is the basic social unit shaping economic, demographic, and cultural systems which includes parents, siblings, spouses, children, and others in the household (Chavan et al., 2021). Family provides social support, helping employees work effectively from home (Foy et al., 2019; Vuong et al., 2022). According to the JDR model, family support acts as a job resource that enhances work performance (Banik et al., 2021; Camilleri, 2021). Empirical studies confirm that family support plays a crucial role in ensuring employees' work performance (Banik et al., 2021; Chavan et al., 2021; Sharma et al., 2019; Zainal et al., 2020). Hence, the following research hypothesis is posited:

H5: Family support positively influences WFH employee performance

Figure 1, the conceptual framework of the study shows the interrelationships of the five independent variables, namely, work attitude, superior support, home workplace suitability, technology usage and family support that influence the dependent variable, employee

performance.

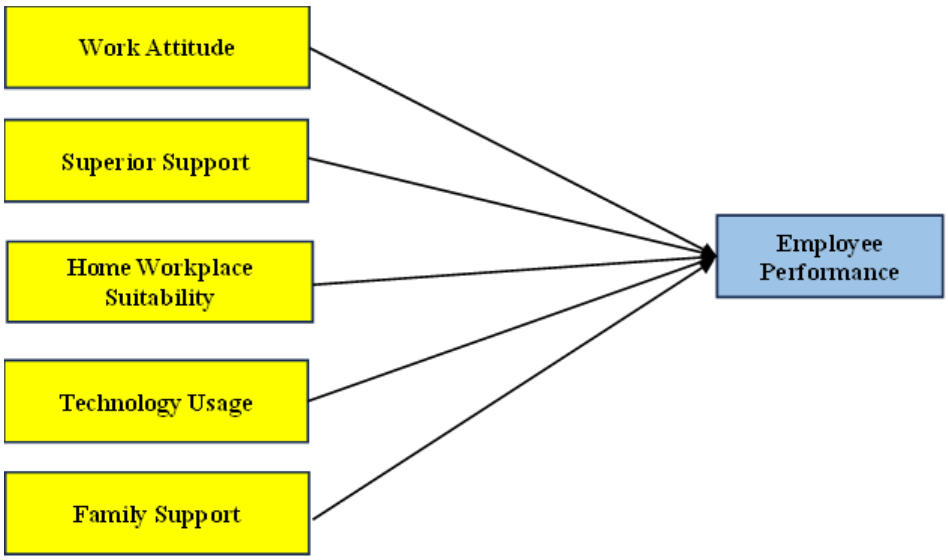

Figure 1. The Conceptual Framework of the study

3. Method

This study follows a positivist paradigm with a quantitative methodology. It was conducted in public sector organizations across Sabah, Selangor, Johor, Penang, and Kuala Lumpur. Respondents were selected through stratified random sampling sampling based on criteria: (i) aged 21 or older, (ii) currently working in the selected locations, and (iii) experienced full-time work-from-home during COVID-19. Using G*Power with 0.95 statistical power, 0.05 significance level, and 0.15 effect size (Kang, 2021), the minimum sample required for five predictors was 138. The study's 291 samples exceeded this, ensuring sufficient representation and minimizing sampling errors (Hair et al., 2019). A research questionnaire was developed using adapted measurement scales from various sources. The measurement scale for work attitude has 12 items and adapted from Liao et al. (2012) and Inuwa (2015) while superior support has five items and sourced from Boyar et al. (2014). Meanwhile, home workplace suitability is represented by five items, adapted from Khalifa and Davison (2008) and Nakrošienė et al. (2019). Technology usage has four items adapted from Khalifa and Davison (2008) while family support has five items sourced from Boyar et al. (2014). Employee performance was measured with seven items from Zhang et al. (2020) and Kazekami (2019) The survey questionnaires were distributed online and analyzed using SmartPLS4 based on a partial least square structured equation modeling (PLS-SEM).

4. Results

4.1 Common Method Variance

This study employs a single source data which could lead to the issue of common method variance (CMV) (Memon et al., 2023). Hence, in avoidance of CMV, the procedural and statistical approaches were used. There were three procedural approaches; (i) random

presentation of the items in the questionnaire; (ii) attaching an introduction section to explain the research objectives of the study in the questionnaire; and (iii) assurance of respondents' privacy and anonymity to reduce evaluation apprehension. Besides that, the statistical approach to CMV involves the use of full collinearity assessment with variance inflation factor (VIF). Kock (2015) stated that CMV is absent when VIF of the construct is less than 3.3. Table 1 shows that all VIF values are less than 3.3, implying absence of CMV.

Table 2. Full Collinearity Assessment with VIF

Constructs	Employee Performance
Work Attitude	1.526
Superior Support	1.491
Home Workplace Suitability	1.809
Technology Usage	1.767
Family Support	1.555

4.2 Demographic Characteristics of the Respondents

Table 2 presents the demographic characteristics of the respondents in this study. The result shows there were slightly more female employees than males, with a majority between 30 and 39 years old, married, and from Malay ethnic group. Most of the respondents have Bachelor's degree.

Table 2. Demographic Profiles of the Respondents

Demographic Characteristics	Categories	Frequency (n)	Percentage (%)
Gender	Male	135	46.4
	Female	156	53.6
Age Range	20-29 years old	47	16.2
	30-39 years old	193	66.3
	40-49 years old	46	15.8
	50-59 years old	5	1.7
Marital Status	Single	98	33.7
	Married	183	62.9
	Separated	10	3.4
Race	Malay	106	36.4
	Chinese	52	17.9
	Indian	44	15.1
	Bumiputera Sabah	54	18.6
	Bumiputera Sarawak	24	8.2
	Others	11	3.8
Education Level	SPM and below	21	7.2
	STPM/Diploma	66	22.7
	Bachelor's Degree	106	36.4
	Master's Degree	90	30.9
	Doctoral	8	2.7

4.3 Measurement Model Assessment

The convergent validity of the measurement models is determined by the acceptable values of indicator reliability, and construct reliability and validity, shown in Table 3. Indicator validity

is based on outer loading which must exceed 0.70. Those that are between 0.40 and 0.69 can be retained provided that the construct validity, indicated by average variance extracted (AVE) has exceeded 0.50. Findings show that AVEs of the measurement models are acceptable, and therefore, the one item each in technology usage and employee performance, and two items in home workplace suitability were retained. Cronbach's alpha that determines internal consistency and composite reliability (rho_a) that determines construct reliability must be at least 0.70. All latent constructs showed values exceeding 0.70, thus confirming that convergent validity of the measurement models is satisfactory (Hair et al., 2019).

Table 3. Assessment of Convergent Validity

Constructs	Indicators	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Work Attitude	WA1	0.709	0.935	0.937	0.585
	WA2	0.756			
	WA3	0.777			
	WA4	0.794			
	WA5	0.720			
	WA6	0.725			
	WA7	0.777			
	WA8	0.754			
	WA9	0.755			
	WA10	0.798			
	WA11	0.806			
	WA12	0.799			
Superior Support	SS1	0.715	0.845	0.853	0.616
	SS2	0.871			
	SS3	0.809			
	SS4	0.775			
	SS5	0.744			
Technology Usage	TU1	0.794	0.767	0.772	0.590
	TU2	0.775			
	TU3	0.803			
	TU4	0.695			
Home Workplace Suitability	HWS1	0.667	0.803	0.816	0.568
	HWS2	0.838			
	HWS3	0.824			
	HWS4	0.813			
	HWS5	0.593			
Family Support	FS1	0.654	0.861	0.862	0.649
	FS2	0.828			
	FS3	0.846			
	FS4	0.828			
	FS5	0.854			
Employee Performance	JP1	0.585	0.890	0.900	0.607
	JP2	0.826			
	JP3	0.855			
	JP4	0.845			
	JP5	0.763			
	JP6	0.755			
	JP7	0.795			

Table 4 presents the Hetero-Trait Mono-Trait (HTMT) ratio that the averages of correlations across different latent construct and within each construct (Henseler et al., 2012). Hair and Alamer (2022) stated that discriminant validity is satisfied when the correlations among the latent constructs are less than 0.850. All HTMT ratios shown in Table 5 are less than 0.850, confirming discriminant validity of the measurement models.

Table 4. Assessment of Discriminant Validity

	WA	SS	HWS	TU	FS	EP
WA						
SS	0.405					
HWS	0.599	0.528				
TU	0.566	0.614	0.714			
FS	0.478	0.504	0.609	0.587		
EP	0.711	0.691	0.845	0.832	0.726	

Key: WA – Work attitude; SS – Superior support; HWS – Home workplace suitability; TU – Technology usage; FS – Family support; EP – Employee performance

4.4 Structural Model Assessment

Figure 2 illustrates the bootstrapping graphical output to show the significant effects of the exogenous latent constructs (work attitude, superior support, home workplace suitability, technology usage and family support) on the endogenous latent construct, employee performance.

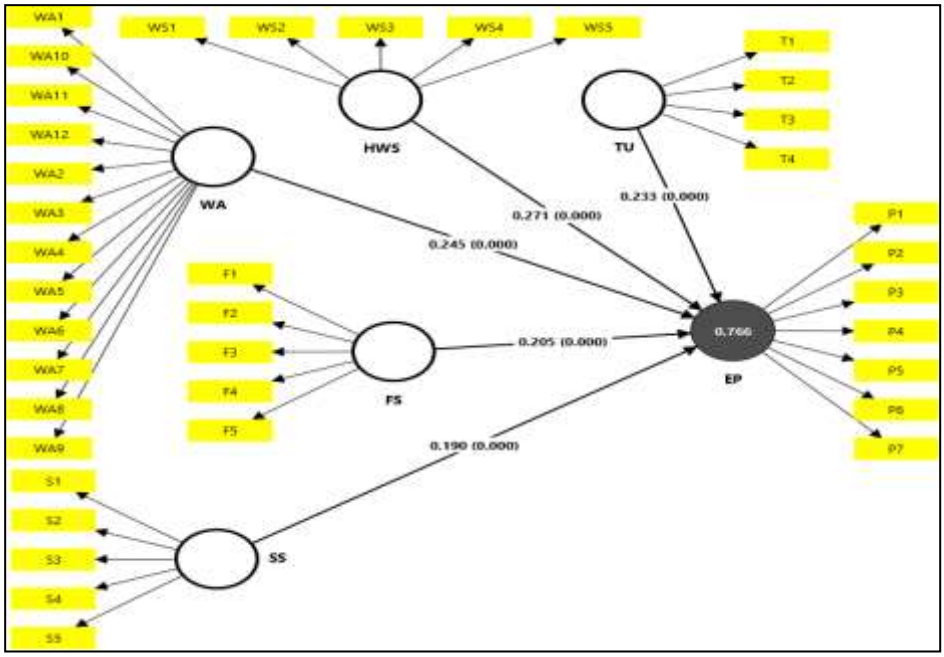

Figure 2. Significance of Direct Paths

The effect sizes of the exogenous latent constructs on employee performance are presented in Figure 3. It shows that home workplace suitability ($f^2 = 0.174$) and work attitude ($f^2 = 0.169$)

have moderate effect sizes while technology usage (f^2 = 0.132), family support (f^2 = 0.116) and superior support (f^2 = 0.104) have small effect sizes. In comparison, home workplace suitability has the greatest effect size followed by work attitude, technology usage, family support and least of all, superior support. The combined effects of the five latent constructs were able to explain 76.6% of variance in employee performance.

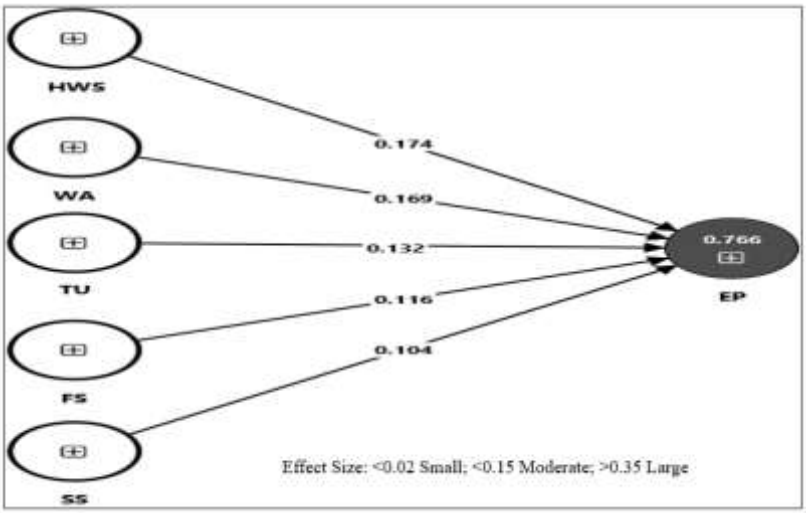

Figure 3. Effect Sizes of the Exogenous Constructs

PLSpredict assesses the predictive capability of the PLS-SEM model of this study, in comparison with benchmarked models using linear model (LM) and indicator average (IA). Table 5 compares the mean square error (RMSE) and mean absolute error (MAE) among these models. Lower RMSE and MAE values in the PLS-SEM model indicates that the model has high predictive capability (Shmueli et al., 2019). Besides that, positive value of Q^2 implies predictive relevance (Shmueli et al., 2016).

Table 5. PLSpredict Manifested Variables Summary

Indicators	Q^2	PLS-SEM		LM		IA	
	Predict	RMSE	MAE	RMSE	MAE	RMSE	MAE
P1	0.178	0.759	0.608	0.788	0.629	0.837	0.712
P2	0.523	0.543	0.440	0.576	0.460	0.787	0.668
P3	0.534	0.531	0.424	0.559	0.441	0.777	0.646
P4	0.486	0.570	0.463	0.598	0.485	0.795	0.663
P5	0.447	0.581	0.456	0.613	0.480	0.782	0.635
P6	0.478	0.531	0.414	0.552	0.435	0.735	0.596
P7	0.516	0.526	0.421	0.573	0.461	0.756	0.624

Note: Q^2predict of the latent variable, employee performance – 0.753

The cross-validated predictive ability test (CVPAT) summary in Table 6 compares the average loss difference of PLS-SEM model with LM and IA. The result shows significant average loss difference of -0.271 between PLS-SEM model and IA model ($t = 7.710$, $p < 0.05$)

for employee performance. Additionally, PLS-SEM model vs. LM shows significant average loss difference of -0.037 ($t = 5.363$, $p < 0.05$). Sharma et al. (2023) explained that a negative average loss implied a better model than the benchmarked model. Hence, the PLS-SEM model of this study has strong predictive capability and better than the benchmarked models.

Table 6. CVPAT – PLS-SEM vs. Indicator Average and Linear Model Output

Latent Construct	PLS Loss	IA Loss	ALD	t-Value	p-Value	LM Loss	ALD	t-Value	p-Value
EP	0.339	0.611	-0.271	7.710	0.000	0.376	-0.037	5,363	0.000

Notes: JP – Job performance; IA – Indicator average; ALD – Average loss difference; LM – Linear model

In the Results section, summarize the collected data and the analysis performed on those data relevant to the discourse that is to follow. Report the data in sufficient detail to justify your conclusions. Mention all relevant results, including those that run counter to expectation; be sure to include small effect sizes (or statistically nonsignificant findings) when theory predicts large (or statistically significant) ones. Do not hide uncomfortable results by omission. Do not include individual scores or raw data with the exception, for example, of single-case designs or illustrative examples. In the spirit of data sharing (encouraged by APA and other professional associations and sometimes required by funding agencies), raw data, including study characteristics and indivldual effect sizes used in a meta -analysis, can be made available on supplemental online archives.

4. Discussion

Findings of the study revealed the positive and significant impact of work attitude on employee performance is supported by past studies (Abun et al., 2021; Berta et al., 2018; Moore & Lucas, 2021). Furthermore, the moderate effect size implied that work attitude plays a critical role in ensuring performance of the WFH employees. Similarly, the positive and significant impact of superior support on employee performance agrees with past studies (Barbieri et al., 2021; Chow & Cheak, 2023). Superior support however, has the least effect size, which implies that the remoteness of work at home might dissociate employees from their superior. Hence, despite its importance, it becomes less relevant to determine the performance of WFH employees. Findings also showed that home workplace suitability influences employee performance positively and significantly. This agrees with past studies (Muller et al., 2022; Niebuhr et al., 2022; Yu & Wu, 2021). It is also shown that home workplace suitability has the largest effect size compared to other constructs, thus insinuating its importance to ensure high performance of the WFH employees. This implies the need for suitable home workplace that distinctively separate family and personal life from work in the home setting (Abiddin et al., 2022; Aropah et al., 2020).

Additionally, this study also confirms findings from past studies (Kamdjoug et al., 2023; Sriyaningsih et al., 2022) that technology usage is a significant predictor of employee performance. This finding stresses the critical role of ICT to facilitate WFH in various aspects of work such as communication, planning, and networking (Bawono & Setyadi, 2020;

Prodanova & Kocarev, 2021). In this study, technology usage showed a small effect size and was less important compared to home workplace suitability and work attitude. The reasons could be due to common power outages in Malaysia (Daily Express, 2023; New Strait Times, 2023) and poor internet connection (Murad et al., 2022). Further to that, family support also showed a positive and significant relationship with employee performance, albeit with a small effect size. This aligns with past findings (Banik et al., 2021; Chavan et al., 2021; Zainal et al., 2020). Hence, family support, to some extent, is also necessary to ensure employees perform well in their work. Similarly, Kim and Lee (2025) emphasized that employees with a preference for multitasking—commonly found in high-contact service settings like hotels—experience higher engagement and performance, especially when supported by the organization. Organizational support helps reduce stress and turnover intention, ultimately contributing to more efficient human resource management.

The predictive accuracy of the research model given by R2 and the predictive power based on PLSpredict assessment implied that work attitude, superior support, home work suitability, technology usage and family support can explain employee performance in the WFH context with high and substantive predictive accuracy and capability. Yet at the same time, there are still gaps in the output, implying other constructs which should be explored to provide more insights and enrich the explanation of employee performance among those working from home.

This study extends the Job Demands-Resources (JDR) model by examining how work attitude, superior support, home workplace suitability, technology usage, and family support function as job resources to enhance employee performance in the work-from-home (WFH) context. It highlights the flexibility of the JDR model in adapting to unique work environments, particularly in the public sector. By focusing on this sector, which has specific structures and policies, the study fills a gap in existing research that predominantly focuses on private sector WFH dynamics. The study emphasizes the role of individual and organizational factors in mitigating job demands, improving performance, and reducing stress, even in atypical work environments. In Malaysia, the concept of flexibility, superior and family support is crucial as stated by Dousin et al. (2022), in by highlighting the informal collegial support could leads to work-life balance, satisfaction and ensure sustainable workforce policies. In addition, this study also aligns with Ng. et al. (2022), who highlighted the importance of person-environment fit in fostering meaningful work and employee resilience.

The findings offer practical implications for optimizing WFH policies in public sector organizations. Work attitude is identified as the most crucial factor in determining employee performance, prompting the need for engagement programs to foster positive attitudes. This could include goal-setting initiatives, virtual team-building activities, and mental health support like counseling or mindfulness programs. The study also underscores the importance of superior support, suggesting training for managers to enhance empathetic leadership and improve the supervisor-subordinate relationship through regular virtual check-ins and effective communication strategies.

Further, the study highlights the significance of home workplace suitability, recommending that public sector organizations invest in ergonomically suitable home offices and provide financial subsidies for equipment. It also calls for updates to workplace safety policies, particularly concerning ergonomics and mental health risks. The research also aligns WFH with the digital transformation efforts, advocating for better digital infrastructure, including reliable internet and virtual collaboration training. Lastly, the study stresses the importance of family support, suggesting policies like flexible working hours, family leave, and child care subsidies to ensure work-life balance and sustain employee commitment in the public sector. These findings provide actionable insights for enhancing WFH strategies in public sector organizations, ensuring sustainability and productivity.

As a conclusion, this study offers actionable insights from public sector employees who worked from home during the COVID-19 pandemic. In a crisis situation and lacking in preparedness to work from home, this study unearthed interesting findings on the critical factors that needs to be considered to sustain employee performance at all time. Hence, this study showed that work attitude, superior support, home workplace suitability, technology usage and family support are instrumental in boosting WFH employee performance. By applying the JDR model, this study underscores the importance of job resources to mitigate challenges and enhance productivity in remote work settings. These findings provide a strong foundation for public sector organizations to refine existing or design new policies to foster supportive remote work culture which would inevitably become a norm, to ensure long-term sustainability and improve employee performance.

Acknowledgments

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