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**THE RELATIONSHIP BETWEEN REMOTE WORK AND QUALITY
OF LIFE**

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Gred

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ABSTRACT

This study investigates the relationship between remote working arrangements and employees' quality of life (QoL), with a particular emphasis on mental health, physical health, and religiosity. Based on the Job Demands-Resources (JD-R) Theory, the study investigates how two fundamental job resources—workplace amenities and job autonomy—influence these characteristics of well-being. A quantitative, cross-sectional survey approach was used, with data obtained from 77 remote-working employees at an educational institution in Kuching, Sarawak. Spearman's rho correlation study found substantial positive connections between workplace facilities and job autonomy across all three QoL categories. Job autonomy exhibited the largest relationships, notably with mental well-being and religion, indicating the importance of flexibility and control in remote work settings. The findings contribute to the expanding body of literature on remote work by recognising spiritual well-being as a relevant component of QoL and emphasising the relevance of inclusive, ergonomic, and autonomy-supportive remote work environments. HR managers and organisations will find practical implications for promoting holistic well-being among remote personnel.

Keywords: Remote work, job autonomy, workplace facilities, quality of life, mental well-being, physical well-being, religiosity, JD-R theory

ABSTRAK

Kajian ini menyelidik hubungan antara pengaturan kerja jarak jauh dan kualiti hidup (QoL) pekerja, dengan penekanan khusus terhadap kesihatan mental, kesihatan fizikal, dan kerohanian. Berdasarkan Teori Job Demands-Resources - JD-R, kajian ini meneliti bagaimana dua sumber pekerjaan asas—kemudahan tempat kerja dan autonomi kerja—mempengaruhi aspek-aspek kesejahteraan ini. Pendekatan tinjauan kuantitatif dan keratan rentas telah digunakan, dengan data diperoleh daripada 77 pekerja jarak jauh di sebuah institusi pendidikan di Kuching, Sarawak. Analisis korelasi Spearman's rho mendapati hubungan positif yang signifikan antara kemudahan tempat kerja dan autonomi kerja merentasi ketiga-tiga kategori QoL. Autonomi kerja menunjukkan hubungan yang paling kuat, terutamanya dengan kesejahteraan mental dan kerohanian, menandakan kepentingan fleksibiliti dan kawalan dalam persekitaran kerja jarak jauh. Dapatan kajian ini menyumbang kepada pengembangan literatur kerja jarak jauh dengan mengiktiraf kesejahteraan spiritual sebagai komponen QoL yang relevan serta menekankan kepentingan persekitaran kerja jarak jauh yang inklusif, ergonomik, dan menyokong autonomi. Pengurus Sumber Manusia dan organisasi boleh merujuk implikasi praktikal ini untuk mempromosikan kesejahteraan holistik dalam kalangan pekerja jarak jauh.

Kata kunci: Kerja jarak jauh, autonomi kerja, kemudahan tempat kerja, kualiti hidup, kesejahteraan mental, kesejahteraan fizikal, kerohanian, teori JD-R

CHAPTER 1: INTRODUCTION

1.0 Background of Study

Digital technology has transformed traditional work concepts, giving rise to remote working, sometimes known as telecommuting or teleworking. This arrangement lets employees carry out their professional tasks outside of traditional office settings by utilising digital communication and collaboration technologies. Furthermore, the COVID-19 epidemic has expedited the adoption of remote work, converting it from a flexible option to a business continuity requirement (De Vincenzi et al., 2022).

As stated by Ogbu et al. (2024), while remote working provides benefits such as more flexibility and autonomy, it also poses problems that might have an influence on employees' quality of life (QoL). In this study, QoL encompassed physical, mental, and religiosity, reflecting how individuals perceive their position in life within their cultural context and value systems. Remote work's influence on QoL is multifaceted. For instance, the flexibility it offers can enhance life satisfaction, yet issues like social isolation and blurred work-life boundaries may adversely affect well-being (Franco & D'Abundo, 2023).

Job autonomy, a critical aspect of remote working, refers to the degree of control and independence employees have over their tasks, work methods, and schedules (Johari et al., 2018). In remote work contexts, employees often experience higher levels of autonomy due to the flexibility to organize their workday and make independent decisions regarding how tasks are executed. This autonomy allows employees to manage their time and work processes in a manner that aligns with their personal preferences and productivity patterns, potentially leading to greater job satisfaction and work engagement (Franken et al., 2021).

Mental well-being, a critical component of QoL, pertains to an individual's emotional health and capacity to manage stress (Dhanabhakya & Sarath, 2023). Remote working can both positively and negatively affect mental well-being. Factors such as isolation, lack of organizational support, and increased workload may contribute to stress and anxiety among remote workers (Charalampous et al., 2019). Conversely, positive religious coping mechanisms have been found to facilitate emotional regulation, thereby improving mental well-being (Dolcos et al., 2021).

Physical well-being, encompassing overall health and fitness, is another vital aspect influenced by remote work. The sedentary nature of remote working, often characterized by

prolonged sitting and inadequate ergonomic setups, can lead to physical health issues such as musculoskeletal discomfort and obesity (Lin et al., 2024). Full-time remote workers have a higher risk of obesity and depression, and they require nearly twice as many sick days as office workers (Bartmann et al., 2023). Hybrid workers, who split their time between home and office, were found to be the healthiest, happiest, and most productive (Groeger & Waldehagen Berg, 2024).

Religiosity, defined as the extent of an individual's religious beliefs and practices, can serve as a coping mechanism during stressful times (Héliot et al., 2020). The flexibility of remote work may allow individuals more opportunities to engage in religious activities, potentially enhancing their spiritual well-being. However, the isolation associated with remote work could also impede communal religious practices, affecting overall religiosity. Studies have shown that positive religious coping is associated with improved mental well-being, while negative religious coping correlates with increased self-blame and decreased well-being (Dolcos et al., 2021).

Understanding the interplay between remote working and these facets of employees' lives is crucial for organizations aiming to foster a supportive work environment. By examining how remote work and job autonomy impact mental and physical well-being, as well as religiosity, this study sought to provide insights that could inform policies and practices to enhance employee QoL in remote settings.

1.1 Problem Statement

As organizations continue to embrace remote working models, understanding the relationship between remote work and employees' quality of life has become critical. The quality of life of employees has been greatly impacted by the move to remote working, which was worsened during the COVID-19 pandemic and motivated by technology improvements. Remote working arrangements can improve work-life balance and reduce workplace stress for some individuals. However, studies show that this shift has exacerbated mental health challenges like isolation, anxiety, and stress due to blurred boundaries between work and home (Beckel & Fisher, 2022). In particular, stress from constant connectivity and lack of face-to-face social interactions has been highlighted as a common issue among remote workers. The lack of social interaction and the blending of work and personal life can lead to mental health concerns, including stress, isolation, and anxiety (Beckel & Fisher, 2022). These findings underscore the dual-edged nature of remote work arrangements, particularly in terms of mental

health. Although previous research has investigated the relationship between remote working and work outcomes such as productivity and job satisfaction (Doargajudhur et al., 2024), only a few studies have investigated how specific aspects of remote work, such as workplace facilities and job autonomy, affect broader well-being dimensions.

Existing research frequently demonstrated the benefits of remote work, such as increased flexibility, enhanced work-life balance, and shorter commute times (Beckel & Fisher, 2022; Bloom et al., 2015). It also highlighted issues such as social isolation, decreased team cohesion, and the blurring of professional and personal life boundaries, which can contribute to stress and burnout (Allen et al., 2015; Wang et al., 2021). Despite these findings, there was still a major gap in the literature evaluating the effectiveness of home workplace facilities and their effects on employees' physical and emotional well-being. The abrupt transition to remote work has also made the home environment a crucial component in employees' productivity and general quality of life (Chung et al., 2021). However, many employees may lack access to ergonomically designed furniture, high-speed internet, or dedicated workspaces, potentially exacerbating physical discomfort, reducing mental focus, and negatively affecting their QoL (Oakman et al., 2020). Moreover, inadequate facilities could amplify stress levels, hinder job performance, and exacerbate feelings of fatigue, particularly in educational roles that often require prolonged screen time and uninterrupted connectivity (Davis et al., 2021).

Furthermore, research on remote work often lacked a detailed knowledge of how these characteristics affect employees in certain sectors, such as education, where job needs and expectations differ from others (Carnevale & Hatak, 2020). As a result, this study aimed to close this gap by investigating the association between remote working conditions, namely workplace facilities at home, and employees' quality of life in the education institutions in Kuching, Sarawak. This research provided companies with useful insights regarding how to support remote workers better, improve their quality of life, and promote a more sustainable remote working paradigm.

This research aimed to explore the interplay between remote working and quality of life, focusing on mental well-being, physical well-being, and religiosity. By addressing these factors, the study sought to fill gaps in the current understanding and provide actionable insights for organizations and employees in designing effective remote work strategies.

1.2 Research Objective

1.2.1 General Objectives

- I. To identify the relationship between remote working and Quality of Life.

1.2.2 Specific Objectives

- II. To identify the relationship between workplace facilities and employees' mental well-being.
- III. To identify the relationship between workplace facilities and employees' physical well-being.
- IV. To identify the relationship between workplace facilities and religiosity.
- V. To identify the relationship between job autonomy and employees' mental well-being.
- VI. To identify the relationship between job autonomy and employees' physical well-being.
- VII. To identify the relationship between job autonomy and employees' religiosity.

1.3 Research Question

- I. What is the relationship between workplace facilities and employees' mental well-being?
- II. What is the relationship between workplace facilities and employees' physical well-being?
- III. What is the relationship between workplace facilities and employee religiosity?
- IV. What is the relationship between job autonomy and employees' mental well-being?
- V. What is the relationship between job autonomy and employees' physical well-being?
- VI. What is the relationship between job autonomy and employees' religiosity?

1.4 Research Hypothesis

Ha1: There is a significant relationship between workplace facilities and employees' mental well-being.

Ha2: There is a significant relationship between workplace facilities and employees' physical well-being.

Ha3: There is a significant relationship between workplace facilities and religiosity.

Ha4: There is a significant relationship between job autonomy and employees' mental well-being.

Ha5: There is a significant relationship between job autonomy and employees' physical well-being.

Ha6: There is a significant relationship between job autonomy and employees' religiosity.

1.5 Conceptual Framework

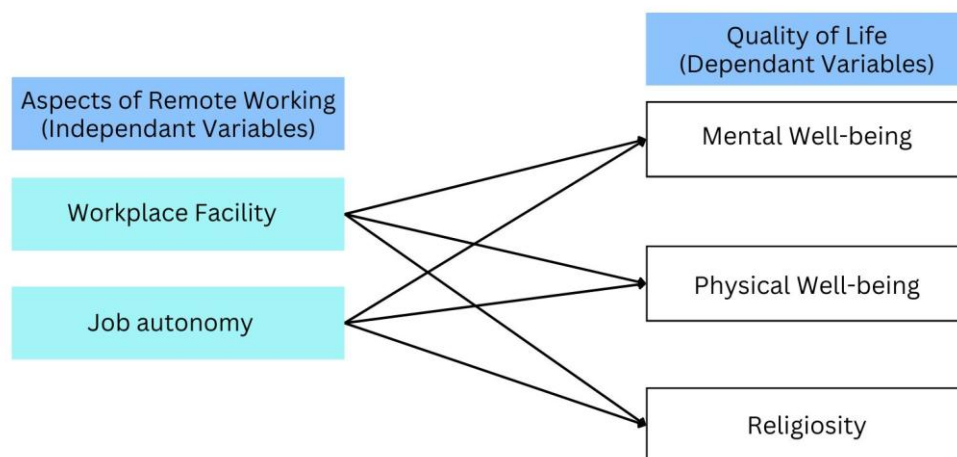


Figure 1: Conceptual Framework

1.6 Significance of Study

This study explored the impact of remote working on the quality of life of employees in educational institutions in Sarawak. The findings of this research were significant for several reasons:

1.6.1 Contribution to the Quality of Life (QoL) Body of Knowledge

This study has enriched the existing knowledge on quality of life (QoL) by exploring the relationship between remote working arrangements and multiple facets of QoL, including mental well-being, physical well-being, and religiosity. While previous research has examined the benefits and challenges of remote working (Doargajudhur et al., 2024), limited studies have delved into how home workplace facilities and job autonomy influence QoL holistically. This research aimed to fill this gap by offering empirical evidence and insights into how remote working impacts employees' well-being across diverse dimensions (Beckel & Fisher, 2022; De Vincenzi et al., 2022).

Moreover, this study contributed to a nuanced understanding of QoL by incorporating religiosity as a factor often overlooked in workplace-related research. As a personal resource, religiosity could provide coping mechanisms and enhance employees' ability to manage work-related stress, offering new perspectives for scholars in organizational behaviour and well-being (Fatima & Sharif, 2018). By investigating these relationships, the research supported the growing discourse on how remote work affects employees beyond traditional productivity metrics.

1.6.2 Contribution to Workplace Policy

This research has practical implications for workplace policies, particularly as organizations continue to adapt to hybrid and fully remote work models. By examining the influence of workplace facilities on employees' mental and physical well-being, the study could guide employers in designing remote work environments that prioritize employee comfort, safety, and productivity. For example, findings related to ergonomic home office setups and their impact on physical well-being can inform policies for providing subsidies or support for employees to improve their home workplaces (Khader, 2024).

Additionally, the research highlighted the importance of job autonomy in remote work settings, suggesting that organizations should balance autonomy with adequate support structures to mitigate risks such as isolation and burnout. Policies encouraging clear communication, periodic check-ins, and mental health resources can significantly enhance employees' QoL and overall job satisfaction (Singh, 2024).

Lastly, by incorporating religiosity into the discussion, this study underscored the need for culturally sensitive workplace policies that recognize and respect employees' spiritual practices. Flexible schedules that accommodate personal commitments may foster inclusivity

and improve overall well-being, aligning workplace practices with employees' values and needs (Gabriel et al., 2022).

1.7 Limitations

1.7.1 Impact of External Factors

Many external factors, such as organizational policies, national regulations, and cultural influences, can significantly affect employees' experiences of remote work. For example, an employee's well-being may be influenced by the amount of support provided by their employer, the structure of their workday, or the country's work culture. These external factors introduced additional variables that may confound the results of this study, making it difficult to isolate the direct effects of remote work on well-being. For instance, remote workers in different countries may face varying levels of support or different work expectations, leading to discrepancies in the data. Controlling for these external factors and ensuring that the study accounts for such variations has required careful planning and a robust analytical approach.

1.7.2 Measurement Challenges for Religiosity

Religiosity is a deeply personal and multifaceted concept, encompassing beliefs, practices, community involvement, and spiritual well-being (Zimmer et al., 2016). Capturing these aspects in a standardized way was a major challenge. Religious practices vary widely across individuals and cultures, and what constitutes religiosity for one person may differ significantly from another. Developing a measurement tool that can capture the diversity of religious experiences and beliefs across different populations will be difficult. Furthermore, participants may have interpreted religious questions differently, leading to inconsistencies in responses. It was also possible that some individuals may not identify with any religion or may experience spirituality in a non-traditional way, making it harder to measure religiosity using conventional scales.

1.7.3 Time and Resource Constraints

Conducting a comprehensive study on the impact of remote working on employees' mental, physical, and religiosity has been resource-intensive. It required considerable time to gather data, analyze it, and ensure that all relevant aspects are adequately covered. Additionally, financial resources were needed for recruitment, technology platforms, and any software tools required for analysis. Limited funding, access to participants, or time restrictions could prevent you from fully exploring the complexities of the subject matter. This might affect

the depth of the analysis and limit the scope of your research, especially if it needs to narrow down the sample size or shorten the data collection period to meet deadlines.

1.7.4 Cross-Sectional Design Limitation

As this study employs a cross-sectional research design, one of the primary limitations was the inability to establish causality between remote working and its impact on mental well-being, physical well-being, and religiosity. While the design is effective for identifying relationships or associations between variables, it has captured data at a single point in time, providing only a snapshot of the current state. This approach did not account for temporal changes or long-term effects, which resulted in incomplete insights into how remote working influences these aspects over time. Factors such as evolving work conditions, individual life events, or shifts in organizational policies that develop after the data collection period remain unexplored. Additionally, cross-sectional studies are susceptible to confounding variables, as multiple external factors such as socioeconomic status, job type, or personal health conditions might also influence the outcomes, making it difficult to isolate the unique impact of remote working.

1.8 Definition of Terms

1.8.1 Remote Working

Conceptual Definition

Working remotely, sometimes referred to as teleworking or telecommuting, is a work arrangement that enables employees to carry out their responsibilities outside of conventional office settings, sometimes from home or other dispersed places, while utilising digital tools for communication and teamwork. (Beckel & Fisher, 2022). Technological advancements have made this arrangement widespread, and the COVID-19 pandemic has significantly expedited its implementation. (De Vincenzi et al., 2022).

Operational Definition

Remote working in this study refers to employees' ability to complete their job tasks outside the physical office environment, primarily through digital communication tools. It measures accessibility, flexibility, and employee autonomy in completing tasks remotely, as perceived by respondents.

1.8.2 Workplace Facility

Conceptual Definition

A workplace facility refers to the physical environment and resources an organization provides to support employees in performing their job functions effectively. This includes tangible assets such as office spaces, equipment, furniture, utilities, and amenities contributing to a productive, safe, and comfortable working environment (Surma et al., 2021).

Operational Definition:

In this study, a workplace facility is defined as the physical infrastructure and resources that are present in a home office workspace, including office desks, chairs, computers, meeting rooms, restrooms, break areas, and utilities such as lighting and air-conditioning. These facilities are assessed based on their availability, accessibility, and adequacy in meeting employees' functional and well-being needs.

1.8.3 Job Autonomy

Conceptual Definition:

Job autonomy refers to the degree of control and independence employees have in planning, organizing, and executing their work tasks (Johari et al., 2018). In the context of remote work, job autonomy is often linked to the flexibility provided by employers to allow workers to manage their tasks without constant supervision. It encompasses the freedom to make decisions regarding work methods, schedules, and priorities, enabling employees to align their tasks with personal preferences and work styles. (Theurer et al., 2018).

Operational Definition:

In this study, job autonomy is measured by employees' self-reported perceptions of their control over the tasks they perform, the scheduling of their work, and their ability to make decisions regarding work processes. Employees are asked about their level of freedom in choosing how and when they complete tasks, their perception of being micromanaged or trusted by supervisors, and their sense of control over work-related decisions. The operationalization of this term includes specific questions on decision-making authority, the ability to set work schedules, and how much influence employees feel they have on their work environment and methods.

1.8.4 Quality of Life (QoL)

Conceptual Definition

Quality of Life (QoL) reflects an individual's overall well-being across physical, mental, and social dimensions, encompassing satisfaction with life, personal growth, and fulfillment of aspirations. While remote work offers flexibility and better time management, it may also lead to isolation, stress, and blurred work-life boundaries (Franco & D'Abundo et al., 2023). Ensuring a balance between professional duties and personal needs is crucial for sustaining high QoL in remote settings.

Operational Definition

Quality of Life (QoL) in this study measures employees' overall satisfaction with their mental, physical well-being, and religiosity while working remotely. It includes self-reported indicators such as stress levels, emotional stability, physical health conditions, and social connectedness. Specific factors assessed include employees' perceived work-life balance, their ability to meet personal and professional responsibilities, and satisfaction with the remote working arrangement. Additionally, the study evaluates the impact of flexibility, job security, and organizational support on QoL to capture how remote working contributes to or detracts from employees' life satisfaction.

1.8.5 Mental Well-being

Conceptual Definition

Mental well-being refers to an individual's ability to maintain positive emotions, resilience, and effective coping strategies while managing stress and fulfilling daily responsibilities. It involves psychological stability, emotional satisfaction, and the capacity to handle challenges effectively (Bakracheva, 2019).

Operational Definition

Mental well-being in this study refers to employees' self-reported emotional resilience, stress management capabilities, and psychological stability while working remotely. It considers factors such as perceived support from supervisors, job satisfaction, feelings of isolation, and work engagement levels. Respondents are asked about coping mechanisms, mood fluctuations, motivation, and burnout symptoms. The operational measurement also captures the extent to which employees perceive their work environment as mentally

stimulating or stressful, focusing on their ability to handle workloads, deadlines, and communication challenges.

1.8.6 Physical Well-being

Conceptual Definition

Physical well-being refers to the overall condition of an individual's body and its ability to function optimally in various aspects of life. It refers to the state of an individual's physical health, encompassing aspects such as physical fitness, energy levels, absence of disease, and the ability to perform daily tasks without undue fatigue (Deiner et al., 2017)

Operational Definition

Physical well-being in this study measures employees' physical health, activity levels, and ergonomic work practices in remote settings. Specific indicators include body pain, fatigue, and frequency of physical activity or exercise. It also examines the extent to which remote workers adopt ergonomic seating arrangements, stretching routines, and regular movement during work hours. The assessment covers employees' dietary habits, sleep patterns, and physical discomforts, identifying whether remote working promotes or hinders healthy practices. Furthermore, it evaluates health-related concerns arising from prolonged screen time, sedentary behaviours, and limited opportunities for physical interaction.

1.8.7 Religiosity

Conceptual Definition

Religiosity refers to the extent of an individual's commitment to religious beliefs, practices, and values, influencing their behavior and worldview. It serves as a coping mechanism for stress and adversity, fostering social support and resilience (Akhter, 2019). Remote working may provide flexibility for religious practices, such as prayer and services, but it may also disrupt routines due to blurred work-life boundaries and isolation.

Operational Definition

Religiosity in this study measures employees' commitment to religious beliefs, practices, and values in the context of remote work environments. It evaluates the frequency of religious activities such as prayer, meditation, and participation in religious services (both online and in-person). The study also examines the influence of flexible scheduling and autonomy provided by remote work on employees' ability to integrate religious practices into

their routines. Additionally, it explores how remote work affects spiritual fulfilment, perceived moral obligations, and the balance between religious duties and work commitments. The operational definition includes assessing whether remote working creates opportunities or obstacles for maintaining religious observances due to factors like isolation, distractions, and blurred boundaries between work and personal life.

1.9 Summary

This chapter provided a comprehensive overview of the study, exploring the relationship between remote working and the quality of life (QoL) of employees in the education institution in Sarawak. The chapter established the importance of examining remote work in the context of Sarawak, a region that has seen rapid technological changes and shifting work patterns due to the COVID-19 pandemic. The study focused on how remote working affects the physical, mental, and social well-being of employees, emphasizing both the positive and negative impacts of this work arrangement. It highlighted the significance of understanding how remote work influences employees' overall QoL, with factors such as job autonomy, mental well-being, physical health, and religiosity being central to the investigation.

The chapter also outlined the research aims, questions, and hypotheses, providing a clear direction for the study. It discussed the primary objective of investigating how remote work influences QoL, with specific emphasis on job autonomy and mental health. The research aimed to bridge gaps in the existing literature by focusing on the intersection of remote work and employee well-being in a unique regional context. A conceptual framework is presented, illustrating the relationship between the independent variable (aspects of remote working such as workplace facilities and job autonomy) and the dependent variables (QoL dimensions such as mental well-being, physical health, and job satisfaction). The significance of this study was highlighted, pointing out its potential contribution to both academic research and practical implications for human resource management, helping organizations understand and support their remote workforce.

Finally, the chapter acknowledged the limitations of the study, including its focus on the education sector in Sarawak and the use of a cross-sectional research design. It also defined key terms related to the study to provide clarity for readers. Overall, Chapter 1 laid a solid foundation for the subsequent chapters, which delved deeper into the literature review, research methodology, and data analysis. This chapter ensured that the study's context, objectives, and

significance are clearly understood, setting the stage for the exploration of remote working's impact on employee QoL.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

The shift towards remote working has transformed traditional workplace dynamics, offering both opportunities and challenges. This literature review explored the relationship between remote working, represented by workplace facilities and job autonomy, and quality of life, encompassing mental well-being, physical well-being, and religiosity. The aim was to contextualize the theoretical and empirical foundation for this study, emphasizing the interconnectedness of these variables.

2.1 Remote Work

Remote work, often referred to as teleworking or telecommuting, has emerged as a transformative work arrangement enabled by advancements in digital technology. Employees perform their tasks outside traditional office settings, often from home, utilizing tools for communication and collaboration (Beckel & Fisher, 2022). The global COVID-19 pandemic significantly accelerated the adoption of remote work, making it a necessity for business continuity (De Vincenzi et al., 2022). Remote work offers numerous benefits, including flexibility, reduced commuting stress, and enhanced job satisfaction, as employees can better balance personal and professional demands (Gajendran & Harrison, 2007). Moreover, studies have highlighted the role of remote work in reducing operational costs for organizations and enhancing inclusivity for individuals with disabilities or caregiving responsibilities (Allen et al., 2023). However, the shift to remote work is not without challenges. Social isolation, blurred boundaries between work and personal life, and inadequate home office setups have been cited as persistent issues, particularly for employees in roles requiring extensive collaboration (Waizenegger et al., 2020).

Additionally, remote work has reshaped organizational dynamics, requiring adjustments in management practices to ensure productivity and employee engagement. Research indicates that organizations adopting remote work must address challenges related to maintaining team cohesion, providing technological support, and ensuring equitable access to resources (Haque, 2018). For instance, studies by Wang et al. (2020) emphasize the importance of digital tools in facilitating communication and collaboration in remote teams. Furthermore, the widespread adoption of remote work has implications for long-term career trajectories, particularly in terms of mentorship, skill development, and perceptions of career progression.

(Serna, 2024). Such considerations emphasize the critical role of strategic planning in remote work implementation to balance its benefits and challenges effectively.

2.2 Quality of Life (QoL)

Quality of life (QoL) is a multifaceted concept encompassing physical, mental, and social well-being. It reflects an individual's ability to lead a fulfilling life in harmony with personal goals and societal norms (Yamaguchi, 2015). In the context of remote work, QoL is influenced by factors such as mental health, physical health, and the ability to balance work and personal responsibilities (Lien & Hung, 2023). QoL measures often include assessments of emotional resilience, physical vitality, and the quality of interpersonal relationships (Upton & Upton, 2015). Research by Skevington & Böhnke (2018) highlights the growing emphasis on subjective well-being as a critical component of QoL, especially in work contexts.

The relationship between remote work and QoL is complex. Research has found that remote work can enhance QoL by providing flexibility and reducing commuting stress, enabling employees to spend more time with family and pursue personal interests (Bloom et al., 2015). However, these benefits may be counterbalanced by challenges such as social isolation, a lack of clear boundaries between work and personal life, and disparities in access to resources for effective remote work (Beckel & Fisher, 2022). Studies by Babatunde (2024) underscore the importance of organizational support and individual coping mechanisms in mitigating these challenges. Furthermore, factors such as job satisfaction, financial stability, and access to healthcare resources significantly mediate the relationship between remote work and QoL (Allen et al., 2023). Understanding and addressing these variables is crucial for organizations aiming to optimize remote work arrangements to support employee well-being and overall life satisfaction.

2.3 Workplace Facility

Workplace facilities in remote settings encompass the physical infrastructure and resources available to employees in their home environments (Surma et al., 2021). These include essential items such as desks, chairs, computers, internet connectivity, and utilities like lighting and air-conditioning. The quality and availability of these facilities play a crucial role in determining employees' productivity and well-being. Ergonomic workplace designs, for example, have been found to significantly reduce physical discomfort and enhance job satisfaction, particularly in long-term remote work scenarios (Drewniak et al., 2023). Research by Seva et al. (2021) highlights that employees with access to well-equipped home offices

report higher levels of productivity and lower stress levels compared to those with inadequate setups.

Inadequate workplace facilities can lead to various challenges, including musculoskeletal problems, increased stress, and decreased productivity (Allen et al., 2023). For instance, studies have demonstrated that poor lighting and uncomfortable furniture are associated with higher stress levels, reduced efficiency, and increased absenteeism (Vischer & Wifi, 2017). Additionally, disparities in access to high-quality workplace facilities may exacerbate inequalities among employees, particularly in regions with limited resources or infrastructure. Organizations must ensure that employees have access to adequate resources and support to create conducive work environments at home, emphasizing the importance of equitable remote work policies.

2.4 Job Autonomy

Job autonomy refers to the degree of control employees have over their work schedules, methods, and decisions. It is a critical feature of remote work, often leading to increased flexibility and empowerment (Gagne & Deci, 2005). Employees with higher job autonomy can align their tasks with personal preferences and productivity patterns, contributing to enhanced job satisfaction and motivation (Zhang et al., 2017). Recent studies by Chua and Ayoko (2021) indicate that autonomy positively correlates with intrinsic motivation, which is a key driver of employee engagement and performance.

However, the relationship between job autonomy and well-being is not straightforward. While autonomy can reduce stress and improve mental health by allowing employees to manage their time effectively, excessive autonomy without adequate support structures may lead to decision fatigue, role ambiguity, and feelings of isolation (Gajendran & Harrison, 2007). Research by Wang et al. (2021) emphasizes the need for balance, highlighting that clear communication and access to managerial support are crucial in maximizing the benefits of autonomy. Employers must find ways to provide flexibility while maintaining clear expectations and support systems to ensure the benefits of autonomy are fully realized. Furthermore, studies by Zhang et al. (2017) suggest that job autonomy, when combined with collaborative team dynamics, can enhance creativity and problem-solving capabilities, further contributing to overall job satisfaction and well-being.

2.5 Mental Well-being

Mental well-being encompasses emotional health, resilience, and the ability to cope with stress. Remote work has a mixed impact on mental well-being. On the one hand, it offers flexibility and reduces commuting-related stress, which can improve mental health. On the other hand, it can lead to challenges such as social isolation, blurred boundaries, and increased pressure to be constantly available (Beckel & Fisher, 2022). Research by Wang et al. (2021) highlights that these challenges are particularly pronounced in employees with caregiving responsibilities or limited social support networks.

Several strategies have been identified to mitigate these negative effects. Positive coping mechanisms, including religious practices and strong social support networks, have been shown to enhance mental well-being in remote work contexts (Abu-Raiya et al., 2016). Additionally, organizations can play a significant role by fostering supportive cultures, providing resources for stress management, and offering access to counselling services. Recent research by Agarwal (2024) emphasizes the importance of managerial check-ins and virtual social activities in maintaining team cohesion and mitigating feelings of isolation. By addressing these challenges, employers can help ensure that remote work contributes positively to employees' mental health.

2.6 Physical Well-being

Physical well-being involves maintaining health through physical activity and ergonomic working conditions. Remote work's sedentary nature poses significant health risks, including musculoskeletal problems, obesity, and cardiovascular issues (Wang, 2024). Proper workplace facilities, such as ergonomic chairs and desks, play a crucial role in mitigating these risks (Hedge, 2016). Studies by Guler et al. (2021) indicate that employees with ergonomic home office setups report fewer health complaints and higher productivity levels.

Encouraging employees to integrate physical activity into their daily routines and providing resources for ergonomic home office setups can enhance physical well-being. Research underscores the importance of maintaining proper posture, taking regular breaks, and engaging in physical activity to counteract the adverse effects of sedentary work (Bloom et al., 2015). Organizations should also promote awareness of these health risks and support employees in adopting healthier lifestyles through wellness programs and ergonomic assessments. Furthermore, studies by Allen et al. (2023) suggest that virtual fitness programs and subsidized gym memberships can help employees maintain their physical health while

working remotely. This statement may encourage employees to take action in maintaining physical health even when working remotely.

2.7 Religiosity

Religiosity encompasses beliefs, practices, and spiritual coping mechanisms that contribute to overall well-being. Flexible remote work schedules may provide opportunities for spiritual engagement, enhancing emotional and social health (Hashmi et al., 2023). Religiosity has been linked to improved mental resilience and better coping strategies in stressful situations (Akhter, 2019). Research by Park et al. (2020) indicates that religious practices can serve as effective stress management tools, particularly in high-pressure work environments.

Studies suggest that employees with higher levels of religiosity tend to report greater life satisfaction and lower levels of stress. Employers can support employees' spiritual well-being by fostering inclusive workplace cultures that respect and accommodate diverse religious practices. Providing opportunities for spiritual engagement, such as quiet spaces for prayer or meditation, can also contribute to a more holistic approach to employee well-being. Research by Balboni et al. (2022) underscores the importance of recognizing spirituality as a critical dimension of employee wellness programs.

2.8 The Relationship Between Workplace Facility and Mental Well-being

Adequate workplace facilities have a significant impact on mental well-being. A well-equipped and organized home office can reduce cognitive strain, enhance focus, and improve overall productivity (Ugemuge et al., 2022). Conversely, poor setups, such as inadequate lighting or uncomfortable furniture, can contribute to stress and mental fatigue (Allen et al., 2023). Studies by Wang et al. (2021) suggest that providing employees with resources to improve their home office environments can significantly reduce mental health challenges associated with remote work.

Research highlights the importance of providing stipends for ergonomic equipment and offering training on optimizing home office setups. Regular check-ins and support from managers can help employees address workspace-related stressors, fostering a positive and productive remote work experience (Agarwal, 2024). Additionally, studies by Drewniak et al. (2023) emphasize that improving workplace facilities not only enhances mental well-being but also boosts employee engagement and retention rates.

2.9 The Relationship Between Workplace Facility and Physical Well-being

Proper workplace facilities, such as ergonomic chairs, desks, and appropriate lighting, are essential for maintaining physical health. These facilities help prevent physical strain and reduce the risk of chronic conditions like back pain and eye strain (Hedge, 2016). Research by Heidarimoghadam et al. (2022) highlights that ergonomic interventions significantly improve physical health outcomes and overall productivity.

Organizations must prioritize ergonomic considerations in remote work policies to ensure employees' physical well-being. This includes providing guidelines for setting up home offices and offering support for ergonomic assessments and interventions. Creating awareness about the importance of maintaining proper posture and taking regular breaks can also contribute to better physical health. Studies by Allen et al. (2023) suggest that providing access to virtual fitness programs and subsidized wellness resources can further support employees' physical health while working remotely. Additionally, research by Sullivan and Luchman (2017) highlights the role of technology in promoting physical activity, such as using wearable fitness trackers to encourage healthier lifestyles.

2.10 The Relationship Between Workplace Facility and Religiosity

Workplace facilities can influence employees' ability to engage in religious practices. A well-equipped and private workspace supports activities such as prayer and meditation, enhancing spiritual well-being (Noorani, 2024). Such facilities not only enhance religiosity but also contribute to reduced stress and improved mental health. Organizations can support spiritual well-being by recognizing and accommodating religious needs in their remote work policies. For example, allowing flexibility for prayer times or providing stipends for setting up dedicated meditation spaces can foster inclusivity and support spiritual practices among employees (McGonigle, 2024).

Furthermore, research by Fitriyani (2018) highlights that workplace environments conducive to spiritual practices are positively correlated with overall job satisfaction and loyalty. By investing in facilities and policies that accommodate religiosity, organizations can create a supportive culture that enhances both employee well-being and organizational commitment. This alignment between workplace facilities and spiritual engagement underscores the holistic approach required to address diverse well-being needs in remote work settings.

2.11 The Relationship Between Job Autonomy and Mental Well-being

Job autonomy plays a pivotal role in shaping mental well-being by allowing employees to exercise control over their work schedules, methods, and decision-making processes (Gagne & Deci, 2005). Employees with greater autonomy often experience reduced stress levels, as they can align work tasks with their personal preferences and peak productivity times (Yurchynska et al., 2024). Research by Wang et al. (2024) emphasizes that job autonomy fosters intrinsic motivation, which is a critical factor in mitigating burnout and enhancing emotional resilience.

However, excessive autonomy without adequate support can have adverse effects. Studies by Wang et al. (2021) highlight that employees may experience decision fatigue or role ambiguity, leading to increased stress. To maximize the benefits of autonomy, organizations should provide clear guidelines, regular feedback, and access to managerial support. Additionally, research by Khan (2024) suggests that combining job autonomy with collaborative team dynamics can create a balance that promotes both mental well-being and organizational outcomes.

2.12 The Relationship Between Job Autonomy and Physical Well-being

The flexibility associated with job autonomy can positively influence physical well-being by allowing employees to integrate healthier habits into their work routines. For instance, employees with control over their schedules can allocate time for physical exercise, meal preparation, and adequate rest, reducing the risks associated with sedentary work (Stockwell et al., 2021). Studies by Allen et al. (2015) confirm that employees with flexible schedules report fewer health complaints and higher engagement in physical activity.

However, the absence of structured work hours may lead to overwork or neglect of self-care, potentially undermining physical health. Research by Begic et al. (2019) stresses the importance of setting boundaries and maintaining a balance between work and personal time to mitigate these risks. Employers can support physical well-being by encouraging employees to adopt healthy routines and providing resources such as virtual fitness programs or ergonomic assessments. Such initiatives can complement the benefits of job autonomy, fostering a culture of health and well-being.

2.13 The Relationship Between Job Autonomy and Religiosity

Job autonomy provides employees with the flexibility to engage in religious practices, enhancing their spiritual well-being. Flexible schedules enable individuals to dedicate time for prayer, meditation, or other spiritual activities, contributing to greater life satisfaction and emotional resilience (EM & Rajamannar, 2024). Research by Bai et al. (2023) underscores the positive impact of job autonomy on spiritual engagement, particularly in diverse and inclusive work environments.

Conversely, a lack of autonomy may limit employees' ability to participate in religious practices, potentially affecting their overall well-being. Organizations can address this by fostering a culture that values and respects religious diversity, offering accommodations such as flexible work hours during religious observances. Studies by Fitriyani (2018) suggest that such practices not only enhance spiritual well-being but also strengthen organizational commitment and employee morale. This relationship between autonomy and religiosity highlights the importance of aligning workplace policies with employees' holistic well-being needs.

2.14 The Job Demands-Resources Theory

The Job Demands-Resources (JD-R) theory provides a comprehensive framework for understanding how job demands, and job resources influence employee well-being and performance (Bakker & Demerouti, 2007). Job demands, such as workload and role ambiguity, act as stressors, while job resources, such as autonomy and supportive work environments, enhance employees' ability to cope with these demands. In the context of this study, workplace facilities and job autonomy are considered job resources that significantly impact employees' capacity to manage work-life balance and overall well-being.

The relevance of the JD-R theory to remote work contexts lies in its ability to address the unique demands and resources of such environments. Remote work introduces challenges such as isolation, reduced physical interaction, and blurred work-life boundaries (Franco & D'Abundo, 2023). At the same time, it provides resources like flexibility and autonomy, which can enhance employees' Quality of Life (QoL). The JD-R framework enables an analysis of whether the resources available in remote work environments are sufficient to outweigh its demands, thereby contributing to improved QoL outcomes.

The JD-R theory also establishes a clear connection to mental and physical well-being. It posits that job resources can alleviate strain and stress, which are critical contributors to

mental and physical health. This relationship is particularly relevant to QoL, as these well-being aspects form its core dimensions. Furthermore, the theory suggests that job resources foster motivation, an observation that aligns with the positive influence of autonomy in remote work settings, ultimately leading to improved mental health outcomes.

Although primarily focused on work-related factors, the JD-R theory can be extended to incorporate personal resources, such as religiosity. Religiosity may serve as a coping mechanism, enabling individuals to manage stress and enhance their well-being (Akhter, 2019). Within the JD-R framework, religiosity can be framed as a personal resource that strengthens employees' resilience against work-related stress, contributing positively to their QoL and overall mental health. This integration highlights the holistic potential of the JD-R theory in examining various factors influencing employee well-being.

2.15 Summary

This literature review highlighted the intricate relationship between remote working's key dimensions (workplace facilities and job autonomy) and QoL aspects (mental well-being, physical well-being, and religiosity). The insights derived provided a robust foundation for this study, emphasizing the importance of a holistic approach to understanding remote working's impact on employees' QoL.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This chapter provides a thorough summary of the research methods used to investigate the influence of remote working on employees' QoL in the education sector in Kuching, Sarawak. It describes the research design, which specifies the method utilized to achieve the study's objectives and research questions. The chapter also explains the population and sampling techniques, including the criteria for choosing respondents and how the sample was chosen. The data collection instruments are also reviewed, with a focus on the survey types and measurement tools utilized in the study. The chapter also discusses the validity and reliability checks conducted to ensure the data's quality and consistency. As part of the preparation phase, a pilot study is also conducted to evaluate the feasibility and effectiveness of the research tools. To make sure the study complies with ethical norms, such as informed consent and participant confidentiality, ethical considerations are thoroughly assessed. To ensure that the study's conclusions are solid and trustworthy, the chapter concludes by outlining the data collection and analysis procedures. It does this by giving a thorough explanation of the actions taken to collect, process, and analyze the data.

3.1 Design of the Study

This study utilized a quantitative research method to investigate the relationship between remote working and employee quality of life which are mental well-being, physical well-being and religiosity. The quantitative approach was used because it allows for the collecting of numerical data and statistical analysis of correlations between variables, ensuring unbiased and reliability in conclusions (Creswell & Creswell, 2017). This design was suitable for discovering patterns, testing hypotheses, and calculating correlations between independent and dependent variables.

This study used a correlational research method to examine whether there was a significant association between remote working which is the independent variable and quality of life, the dependent variable. Correlational research investigates associations between variables without changing them, making it appropriate for studies that want to assess relationships rather than causality (Bryman, 2015). This method enabled the researcher to investigate how remote working affects several aspects of quality of life, including mental well-being, physical well-being and religiosity.

The study used a cross-sectional design, in which data was collected at a single point in time to provide a snapshot of the current relationship between remote working and quality of life (Woon et al., 2021). This design was effective for time-constrained studies and is widely used in social science research to gain insights into trends and patterns within a specific population.

3.2 Population, Sample and Sampling Procedure

In research, the population refers to the entire group of individuals, objects, or events that possess common characteristics and are of interest to the researcher for study purposes (Creswell & Creswell, 2017). It serves as the larger set from which a sample is drawn and to which the researcher intends to generalize the findings. This study has focused on employees at an educational institution in Kuching, Sarawak, who are currently practicing remote working. The population for this study includes all employees at this organization who work remotely, as they are the target group for exploring the relationship between remote working and quality of life. By researching this demographic, the study hoped to get insight into how remote work affects employees' well-being, work-life balance, and general quality of life. The findings from this demographic have significant implications for both organizational practices and employee management in the setting of remote working. A population size of 96 employees will be chosen for this research.

A sample refers to a subset of the population selected for study, which represents the characteristics of the larger group (Creswell & Creswell, 2017). It is used to make inferences about the entire population without the need to collect data from every member. This study used a sample of employees from an educational institution in Kuching, Sarawak, who work remotely. The sample has been calculated using Raosoft, with a margin of error of 5%, a confidence level of 90%, and a 50% response distribution, which is often used when there is no prior knowledge of the population's characteristics. The selected sample has served as a representative subset of the population, allowing the researcher to draw conclusions about the complete group without collecting data from every employee. This approach ensured that the research findings are statistically valid and accurate in terms of understanding the relationship between remote work and quality of life.

This study used Raosoft software for sample size estimates to attain appropriate statistical power for hypothesis testing. Convenience sampling, a non-probability sampling approach, has been utilized to pick participants based on their availability and willingness to

participate (Etikan et al., 2016). This method was practical and cost-effective, particularly when the target group is easily accessible. Employees of an educational institution in Kuching, Sarawak, who are currently practicing remote working, has been recruited to participate in this study. The convenience sampling method selected participants who are readily available and willing to contribute data, making it possible within time and resource restrictions. Although convenience sampling does not guarantee the selection of a representative sample, it is frequently used when getting a random sample is not feasible or practical. The sample approach has included distributing invitations to eligible employees via email or company communication platforms, describing the study's aim, and asking for their voluntary participation. Participation was fully voluntary, and all obtained data will be kept strictly confidential. Despite its limitations in terms of generalisability, convenience sampling enabled the collection of insights and early data on the relationship between remote working and quality of life.

3.3 Instrument of the Study

The instrument for this study was a structured questionnaire developed to collect data from employees of an educational institution in Kuching, Sarawak, who work remotely. The questionnaire has been divided into several sections, each focusing on specific elements of remote work and quality of life. The obtained data has been assessed using Likert scales to determine participants' answers to various claims. Depending on the issue or notion under consideration, a 1-5 Likert scale (ranging from Strongly Disagree to Strongly Agree) or a 1-7 Likert scale (spanning from Strongly Disagree to Strongly Agree) had been utilized. These measures enabled a more detailed measurement of participants' perceptions and experiences.

The first component collected demographic information from respondents, such as gender, age, marital status, employment type (e.g., full-time, hybrid), and years of experience with remote work. This data has served to characterize the sample and enable subgroup analysis. The second section evaluated the participants' perceptions of their remote work environment and the autonomy they have in their roles, with a focus on the adequacy of workplace facilities (e.g., home office setup, access to technology, internet connectivity) and the level of autonomy employees have in performing job tasks and making work-related decisions. The third portion analyzed employees' mental well-being, including stress, emotional balance, and overall psychological health. The questions in this section looked at how distant work affects stress levels, work-life balance, and emotions of isolation or connection. The fourth segment examined participants' physical well-being, with a focus on

physical health, fitness, and any health-related issues encountered as a result of remote working. It included questions regarding physical activity frequency, sleep quality, and any discomforts related to working from home (for example, posture issues and sedentary behaviour). The fifth section looked into the impact of remote work on religiosity, with a particular emphasis on how characteristics of remote employment, such as flexible work hours and the option to work from home, may influence participants' religious practices and views. This section looked at whether changes in the work environment and schedule affect the frequency or significance of religious activities, including prayer, worship, and other religious observances. It also considered how remote work may help or hinder participants' ability to incorporate religious practices into their daily lives. The questions in this section assessed whether remote employment has resulted in greater or decreased participation in religious activities, as well as the overall impact on their spiritual health.

By incorporating these sections into a single instrument, this study collected extensive data on how remote working affects numerous aspects of employees' quality of life. The use of Likert scales provided useful insights into participants' views and experiences, allowing for meaningful analysis and conclusions about the link between remote working and quality of life.

Table 1

Structure of Questionnaire

Sections	Variables	No. of Items	Citations
Section A	Demographic Information	6 items	-
Section B	Remote Work	12 items	Robelski et al., 2019; Xiao et al., 2021; Saragih, 2011
Section C	QoL: Mental well-being	5 items	Pradhan & Hati, 2022
Section D	QoL: Physical well-being	5 items	Devlin & Brooks, 2017; Waisiko, 2024; Juchnowicz, 2021
Section E	QoL: Religiosity	6 items	Slowinski, 2023; Apergis et al., 2024

3.4 Validity and Reliability Test

Validity is defined as the accuracy of an instrument in capturing the theoretical construct or variable it is designed to measure (Babbie, 2020). It determines whether the research instrument truly represents the concept under investigation and supports sound conclusions. To evaluate the validity of the questionnaire employed in this study, two types of validity tests have been performed, face and content validity.

Face validity analyses whether the instrument appears on the surface to measure the intended ideas (Taherdoost, 2016). It examines if the survey questions are clear, relevant, and understandable to respondents. In this study, face validity was evaluated by expert review, which involved HR professionals and academic supervisors reviewing the questionnaire items. Feedback will be included to improve the clarity and relevance of the questions.

Content validity determines if the instrument addresses all parts of the idea being measured (Haynes et al., 2018). It analyses whether the survey covers all essential aspects of remote work and quality of life. Content validity was ensured by aligning survey items with literature reviews, ideas, and constructions about remote work and quality of life. Expert evaluations have been conducted to ensure that the questions adequately represent the constructs under research.

Reliability in research refers to the consistency and dependability of a measurement instrument or tool in producing the same results under similar conditions (Taherdoost, 2016). It ensures that the data collected is stable, accurate, and free from random errors, which enhances the credibility of the findings. In this research, reliability was assessed using Cronbach's alpha coefficient, which assesses internal consistency among questionnaire questions. A pilot study with a minimum of 30 respondents was conducted to assess the instrument's reliability. Cronbach's alpha values of 0.7 or higher are deemed satisfactory, indicating great internal consistency and reliability (Taber, 2018). Items with poor reliability scores will be evaluated and updated to ensure consistency.

The questionnaire for this study was carefully developed using established literature and theories about remote working and quality of life. Before data collecting begins, academic experts and human resource practitioners evaluated its face and content validity. The instrument's reliability has also been examined during the pilot trial, with Cronbach's alpha utilised to guarantee internal consistency. By implementing these validity and reliability tests,

this study assures that the instrument was both accurate and consistent, giving credible data for investigating the relationship between remote working employment and quality of life.

3.5 Pilot Study

A pilot study is a small-scale preliminary study conducted to assess the feasibility, time, cost, risk, and adverse effects involved in a specific research project (Eldridge et al., 2016). It serves as a trial run for the full-scale study, allowing researchers to test research instruments, methodologies, and procedures before the main study is carried out. The primary purpose of a pilot study is not to test hypotheses but to identify potential issues in the research design and address them early on (Julious, 2017). By conducting a pilot study, researchers can refine their study design, improve data collection methods, and ensure the adequacy of their sampling strategy, which helps in increasing the likelihood of success in the main study.

The pilot study for this research included at least 30 respondents, in accordance with the standards for pilot study sample sizes to ensure adequate data for reliability testing. The Cronbach's alpha coefficient was used to determine the internal consistency and reliability of the questionnaire items. Cronbach's alpha values of 0.7 or higher were regarded as acceptable, indicating satisfactory reliability (Taber, 2018). This method assisted in confirming whether the survey items accurately assess the components associated with remote working employment and quality of life. The results of the reliability analysis are as shown in the table below.

Table 2

Results of Reliability Analysis

Variable	No. of Items	Cronbach's α	Reliability
Workplace Facility	5	0.838	Good
Job Autonomy	7	0.820	Good
Mental Well-being	5	0.774	Acceptable
Physical Well-being	5	0.796	Acceptable
Religiosity	6	0.872	Good

The findings of the pilot study were used to make necessary changes to the survey instrument, ensuring that the questions are clear, relevant, and reliable. It also allowed the researcher to test the data collection procedure, address any logistical issues, and assess the appropriateness of the sampling strategy. Furthermore, the pilot study improved the quality and validity of the research design, adding to the robustness of the main study.

3.6 Ethics of the Study

This study needed to adhere to ethical principles to protect participants' rights and ensure the integrity of the study. Participants were fully informed about the study's purpose, procedures, potential risks, and benefits, and their voluntary involvement. Obtaining informed consent ensured that participants were making an educated decision to partake in the research. Protecting participants' personal information was a critical component of this study. Due to the sensitive nature of the data being collected, which includes participants' work arrangements, job satisfaction, and quality of life indicators, stringent confidentiality procedures were used. All data collected was anonymised to protect individual participants' identities, and any personal identifiers were deleted before analysis.

In addition, data was securely maintained in encrypted databases, with access limited to authorised research professionals. The participants' privacy was respected during the study, and the findings were provided in a summary to ensure anonymity. Maintaining confidentiality further protects participants from potential danger, but it also fostered trust and encourages honest responses, all of which were critical to the study's validity and reliability.

Prior to the study, the researcher sought approval from the organisation and the university's faculty for their consent to the study. This review guarantees that participants' rights and security were protected and that the research design conforms to ethical standards. Moreover, this study ensured that the participation is completely voluntary and that participants know they may withdraw from the study at any moment without facing any repercussions, which adheres to one of the main principles of ethical methods of research, which was respect for autonomy.

3.7 Data Collection Procedure

This study's data-collecting procedure was structured and systematic, ensuring the research process's integrity, dependability, and ethical standards. The approach began with

acquiring the appropriate clearances and licenses from both the university's faculty and the organization from which data was collected, followed by comprehensive planning and coordination with key parties. Once permits were granted, the process proceeds to choose the sample size, organise logistical meetings, and distribute surveys to participants. Throughout the method, ethical factors such as confidentiality and voluntary involvement are emphasized, resulting in a transparent and professional research process that meets academic and organizational standards.

The first step in data collection involved acquiring official permission from the university's faculty. A permission letter was written and submitted to the faculty office, explaining the study's goals, scope, and ethical considerations. This letter was a formal request to do research and certifies the study as part of the academic requirements for completing the research project. The faculty's approval provided the research credibility and assured that it complies with academic standards.

Next, once faculty approval was granted, a permission letter was prepared and sent to the organization where data collection would occur. This letter offered an overview of the research topic, its significance, and the data-gathering methods to be used. It also emphasized ethical aspects, such as the confidentiality and anonymity of responders. Organizational permission was essential for acquiring access to respondents and demonstrating transparency and professionalism during the study process.

After receiving the organization's consent, the next step was to contact the organization's Human Resources (HR) department to get information about the population of employees eligible to participate in the study. This included data on the total number of remote workers and their demographics, which was required to calculate the sample size. Connecting with the HR department also helps clarify any organizational data collection regulations and enables smooth collaboration.

The HR department's data was used to determine an appropriate sample size using acknowledged sampling methodologies. In this study, Raosoft was used to calculate the sample size. The sample size was chosen to ensure statistical validity and generalizability of the results. The sample size was determined using factors such as confidence level, margin of error, and population size. This process ensured that the sample is representative of the population, lowering the possibility of sampling bias.

Next, to ensure productive collaboration, an appointment was organized with authorized organizational representatives. This meeting served as an opportunity to review the data collection plan, address any concerns, and finalize the data collection timeframe. Proper scheduling minimizes disturbances to the organization's routine and ensures that all stakeholders are aware of the process.

A briefing session was held with organizational representatives and key stakeholders. The goal of this session was to describe the research aims, the significance of the study, and the ethical measures that have been put in place to preserve participants' privacy. The briefing also served as an opportunity to answer any questions and clarify participation expectations. This phase promoted confidence and cooperation between the organisation and its personnel.

A follow-up meeting was held with the organization to finalize logistical arrangements, such as the distribution and collection of surveys or questionnaires. This meeting ensured that the researcher and the organisation agreed on the data gathering techniques, timelines, and communication strategies. It additionally allowed for last-minute changes to the process.

Upon completing the preparations, survey forms or questionnaires were sent to the chosen respondents. These tools were intended to collect information about the aspects of remote working and QoL. The distribution process was carried out online. To guarantee clarity and consistency, survey completion instructions were provided.

To optimise response rates, reminders were sent to respondents who had yet to submit their completed forms. These reminders were delivered by email or another agreed-upon communication channel. Follow-ups emphasize the significance of their involvement and the confidentiality of their responses. Reminders contribute to timely data collection and reduce the chance of missing data.

The final step involved collecting completed survey forms or questionnaires from respondents. The data was thoroughly examined to verify its accuracy and completeness. All collected data was securely saved to ensure participant confidentiality. This step concluded the data collection phase and prepared the data for analysis in the following chapters of the research.

3.8 Data Analysis Procedure

The process of data analysis for this study consisted of a set of systematic stages for summarising, testing, and interpreting the acquired data. It started with demographic profile

analysis, which provides a detailed overview of the respondents' characteristics, contextualizing the findings and ensuring the sample represents the target audience. Descriptive statistics were then used to organize and summarize the data, followed by normality tests to ensure the applicability of parametric analyses. The validity of the survey instruments was further evaluated using face and content validation procedures, which ensured the accuracy and relevance of the data collected. Finally, inferential statistics such as Spearman correlation were utilized to test hypotheses and investigate correlations between variables, advancing the study's goals by making significant conclusions regarding the relationship between remote work and quality of life.

The demographic profile analysis was used to summarize the characteristics of the respondents, such as their age, gender, marital status, employment type, and years of experience. This study provided a broad overview of the sample, which helped to contextualize the data and ensure that it accurately represents the target population. It is a critical stage in discovering patterns and trends in the sample population (Bougie & Sekaran, 2019). Demographic analysis helped determine whether the participants' characteristics were consistent with the study's aims and research concerns.

Descriptive statistics were used to summarise and organize data, providing an overview of how individuals responded. Mean, median, mode, standard deviation, and percentages are used to describe the central tendency and variability of data (Field, 2018). These statistics helped the researcher analyzed trends and distribution patterns in the sample. Descriptive statistics were critical for discovering data patterns before moving on to more complicated analysis.

A normality test determines if the dataset has a normal distribution, which is a necessary assumption for many statistical studies. The Kolmogorov-Smirnov and Shapiro-Wilk tests are widely employed for this purpose (Khatun, 2021). Normality tests ensured that parametric tests, such as correlation and regression analysis, could be conducted consistently. Face validity determined whether survey tools appear to measure what they are designed to measure. Experts and participants are consulted to ensure the questions are relevant and clear (Taherdoost, 2016). This initial validation process encouraged trust in the questionnaire's ability to collect the necessary data. Content validity assessed whether the survey items thoroughly cover the subjects under consideration. Subject matter experts review the questionnaire to verify that it

covers all the research variables (Haynes et al., 2018). Content validity strengthened the research instrument by ensuring that it accurately assessed the targeted constructs.

Inferential statistics were used to test hypotheses and determine correlations among variables. Pearson correlation, Spearman correlation, regression analysis, and t-tests are used to analyze data and generate population-based conclusions. In this study, the researcher used Spearman correlation. Spearman correlation is a non-parametric test that measures the strength and direction of connections between ranked variables, making it appropriate for data that does not fit the normality requirements (Pirani, 2024). These statistical tests enabled the researcher to generalize and infer connections between variables, such as aspects of remote working and QoL, thereby advancing the study's objectives.

3.9 Summary

This chapter describes the research methodology used to examine the connection between employees' quality of life and remote work at a Kuching, Sarawak-based educational institution. The study used a quantitative research approach, concentrating on survey data collection and analysis to investigate several facets of remote work and how it affects employees' quality of life. The chapter describes the population and sampling methods. Convenience sampling was used to choose a sample of employees who work remotely, with the help of Raosoft software to determine the right sample size. The tool for gathering data was a structured questionnaire with questions divided into sections that cover demographic data, remote work factors (e.g., workplace facility and job autonomy), and various aspects of quality of life, including mental, physical, and religious well-being. Responses from participants were evaluated using the Likert scale (1–5 and 1–7). In order to acquire demographic data for the purpose of calculating sample size, the organisation and the university granted authorisation. This was followed by coordination with the HR department of the organization. Throughout, ethical issues were highlighted, such as voluntary involvement and confidentiality. Descriptive statistics were used to summarise replies, normality tests were used to make sure the data is suitable for parametric analysis, and inferential statistics—specifically, Spearman correlation—were used to test hypotheses and investigate correlations between variables. By offering a methodical framework for data collection and analysis, this approach guaranteed that the research was legitimate and trustworthy while meeting the goals of the study.

CHAPTER 4: FINDINGS & DISCUSSIONS

4.0 Introduction

This chapter summarises and examines the findings from the study "The Relationship Between Remote Work and Quality of Life." The chapter begins with a review of respondent demographics, followed by the results of normality testing, correlation analysis, and a discussion of the study's key findings. Each hypothesis is evaluated independently to see if the proposed links between independent and dependent variables are supported. The findings are examined in relation to previous research and the theoretical framework used in this study, the Job Demands-Resources (JD-R) Theory.

4.1 Respondent Profile

The survey involved 77 respondents from an educational institution in Kuching, Sarawak. The table below shows the participants' demographic characteristics.

Table 3

Demographic Characteristics of Respondents

Variable	Categories	Frequency	Percentage (%)
Gender	Male	37	48.1
	Female	40	51.9
Age Group	Below 25	15	19.5
	25–34	19	24.7
	35–44	26	33.8
	45–54	11	14.3
	55 and above	7	9.1
Marital Status	Single	29	37.7
	Married	24	31.2
	Divorced/Widowed	24	31.2
Years of Remote Work	<1 year	15	19.5
	1–2 years	41	53.2
	>2 years	21	27.3

4.2 Normality Test

To identify the proper statistical tests, the data were assessed for normality using the Shapiro-Wilk test. The results showed that all variables had p-values less than 0.05, indicating that the data deviated considerably from the normal distribution. This implied that the assumption of normality was violated, and so non-parametric tests were used. Spearman's rho correlation was utilised instead of Pearson's correlation because it is more resilient to non-normal data and works well with ordinal or non-normally distributed interval data.

This decision is consistent with Field's (2018) recommendations, which state that non-parametric approaches are best when data violates normalcy assumptions. Given that Likert-scale responses were employed for most variables, Spearman's rho is methodologically appropriate and supports the reliability of the correlation findings. Spearman's correlation was chosen for consistency since not all variables met normality, despite the religiosity variable being normally distributed. The reliability result was as shown below.

Table 4

Shapiro-Wilk Normality Test for Study Variables

Variable	Statistic (W)	Sig. (p-value)	Normality Assumption
Workplace Facility	0.918	< 0.001	Not Normally Distributed
Job Autonomy	0.926	< 0.001	Not Normally Distributed
Mental Well-being	0.960	0.017	Not Normally Distributed
Physical Well-being	0.961	0.019	Not Normally Distributed
Religiosity	0.979	0.226	Normally Distributed

Note. The Shapiro-Wilk test was used. A p-value < 0.05 indicates a violation of the normality assumption.

4.3 Main Findings

In the context of this study, the key findings are the observed statistical correlations between the independent factors (workplace facilities and job autonomy) and the dependent variables (mental well-being, physical well-being, and religiosity) among remote workers. The purpose was to determine how these aspects of remote work affect employees' quality of life (QoL), as defined by the Job Demands-Resources (JD-R) theory.

Table 5*Spearman's Rho Correlation Matrix*

Variables	1	2	3	4	5
1. Workplace Facility	-	.578**	.536**	.419**	.330**
2. Job Autonomy	-	-	.656**	.498**	.487**
3. Mental Well-being	-	-	-	-	-
4. Physical Well-being	-	-	-	-	-
5. Religiosity	-	-	-	-	-

** . Correlations are statistically significant at the 0.01 level (2-tailed).

4.3.1 Relationship between workplace facilities and employees' mental well-being.

The study discovered a significant correlation ($r = .536$, $p < .001$) between workplace facilities and employee mental health. This shows that employees who have access to appropriate and well-equipped workstations at home are more likely to report high levels of mental health.

This finding is consistent with Beckel and Fisher's (2022) emphasis on environmental elements such as ergonomic workstations, dependable internet connectivity, and fewer distractions, which contribute to lower stress and more psychological comfort. Wang et al. (2021) also found that remote employees in supportive work environments experienced reduced symptoms of burnout and emotional weariness.

From a practical perspective, this substantial relationship may be because people who feel physically supported in their workplace are more likely to have emotional stability. When employees are not bothered by discomfort or technological disturbances, their cognitive and emotional resources can be focused on task completion and emotional regulation.

4.3.2 Relationship between workplace facilities and employees' physical well-being.

The study found a significant correlation ($r = .419$, $p < .001$) between workplace facilities and physical well-being. This finding implies that respondents with better-equipped home offices reported higher levels of physical well-being.

Gagne and Deci (2005) found that physical working circumstances have a significant impact on employee outcomes, including health. Inadequate setups can cause repetitive strain injuries, back pain, and visual fatigue. Johari et al. (2018) emphasised that employees who have

access to high-quality workplace resources are less likely to experience weariness or physical pain, particularly in high-demand contexts such as remote work. Furthermore, Surma et al. (2021) stated that effective workplace design, such as proper lighting, temperature regulation, and ergonomic furniture, helps to decrease musculoskeletal disorders and improve physical comfort during lengthy working hours.

This outcome is most likely due to ergonomic chairs, desks, and proper lighting, which alleviate physical strain during lengthy working hours. Employees in supportive physical workplaces are less likely to have posture-related difficulties, weariness, or discomfort, which improves their overall physical well-being.

4.3.3 Relationship between workplace facilities and employees' religiosity.

A moderately positive connection ($r = .330$, $p = .003$) has been identified between workplace facilities and religiosity. Although religiosity is commonly regarded as a personal or spiritual matter, it appears to be influenced by the physical surroundings.

A study discovered that employees who have access to quiet, private, and flexible work environments are more likely to engage in religious rituals throughout the workday (Apergis et al., 2024). These prerequisites are frequently met by well-structured remote working environments. Akhter (2019) also stated that one's physical surroundings can influence one's ability to participate in religious activities, especially in work-from-home setups where the lines between personal and professional areas are frequently blurred. The availability of space and comfort has a considerable impact on how regularly religious rituals can be maintained. Furthermore, De Vincenzi et al. (2022) stated that inclusive and flexible work environments play an important role in meeting varied spiritual requirements, particularly when employees have more control over their work environment.

The rationale for this could be that a well-designed home office allows for more space and time for religious activity. When the physical environment promotes privacy, comfort, and flexibility, it lowers external distractions while also encouraging employees to stick to their typical religious habits. This is especially crucial in remote working environments where traditional professional and personal boundaries are blurred. Employees who feel physically and mentally safe in their work environment are more likely to engage in introspective and spiritual activities, which can improve their overall well-being. Thus, religious participation might not only be influenced by personal values but also by the structure and support provided by the workplace.

4.3.4 Relationship between job autonomy and employees' mental well-being.

The study found a significant correlation ($r = .656$, $p < .001$) between job autonomy and mental well-being. Employees who had more autonomy in scheduling and completing tasks reported higher mental health.

De Vincenzi et al. (2022) emphasised that autonomy increases intrinsic motivation, which buffers stress and anxiety. It allows employees to work at their own pace, match jobs to their unique talents, and make decisions freely. Gagne and Deci (2005) also claimed that autonomy meets a fundamental psychological need that promotes well-being and satisfaction. When this demand is addressed, people show improved emotional functioning and involvement. According to Johari et al. (2018), when employees are trusted to manage their tasks, they become more engaged and experience less psychological strain. This has been especially noticeable in distant situations, where workers must self-regulate without direct oversight. It allows employees to work at their own pace, match jobs to their unique talents, and make decisions freely. Gagne and Deci (2005) also claimed that autonomy meets a fundamental psychological need that promotes well-being and satisfaction. When this demand is addressed, people show improved emotional functioning and involvement.

This finding can be linked to the psychological empowerment that comes with autonomy. When employees have control over their workflow, they feel less strain and are better able to manage expectations, which leads to higher emotional well-being and less mental weariness. In a remote working environment, autonomy enables individuals to construct a schedule that fits their peak productivity periods and personal commitments, promoting a sense of balance and control over their lives, which can be ascribed to the psychological empowerment that comes with autonomy. When employees have control over their workflow, they feel less strain and are better able to manage expectations, which leads to higher emotional well-being and less mental weariness.

4.3.5 Relationship between job autonomy and physical well-being.

In this research, job autonomy had a significant correlation with physical well-being ($r = .498$, $p < .001$). This suggests that flexible employment arrangements may help to improve physical health.

Allen et al. (2015) supported the relationship by stating that flexibility enables employees to incorporate health-promoting activities like exercise or rest into their everyday schedules. Johari et al. (2018) emphasised that when employees have autonomy, they are more

likely to pace themselves and take breaks as needed to minimise weariness or physical strain. A study by Surma et al. (2021), also stated that autonomy enables employees to alter their environment and routine to lessen musculoskeletal discomfort while also improving posture and physical resilience throughout lengthy working hours. This connection is made by discussing how flexibility enables employees to incorporate health-promoting activities like exercise or rest into their everyday schedules.

This could be because employees with more autonomy can improve their free time habits in ways that involve exercises and even rest, which are important for our health. Furthermore, autonomy empowers employees to make health-conscious decisions at work, such as altering posture, preparing nutritious meals, or scheduling exercise activities around their workload. Employees with more autonomy can also manage their time in ways that involve walking, stretching, and brief naps, all of which are necessary for sustaining physical health. Flexibility decreases extended sedentary behaviour, which is a common health risk in conventional job patterns.

4.3.6 Relationship between job autonomy and religiosity.

There was a significant correlation ($r = .487$, $p < .001$) between job autonomy and religiosity. This suggests that employees who had greater control over their work schedules were more likely to participate in or practice their religious activities.

A study by Apergis et al. (2024) suggests that when employees are not restricted to a set schedule, they are more inclined to incorporate spiritual or religious practices into their daily lives. Akhter (2019) further stated that spiritual fulfilment is linked to having both time and space to engage in religious activities, which are conditions that autonomy frequently enables. De Vincenzi et al. (2022) also argued that culturally inclusive and autonomy-driven environments allow individuals to freely express their personal values, including religious devotion. When employees are not bound by a rigid schedule, they are more likely to incorporate spiritual or religious routines into their day.

This finding demonstrates how job autonomy promotes work-life integration by allowing people to manage their responsibilities while also meeting their personal and spiritual requirements. In a remote work environment, autonomy allows employees to include religious practices such as prayer, reflection, and ritual observance without interfering with productivity. This balance can improve both job satisfaction and spiritual fulfilment, contributing to a higher quality of life. This also highlights how autonomy fits into the greater concept of life balance.

Individuals who have the option to connect work with personal and spiritual needs can honour religious commitments without jeopardising job performance.

4.4 Summary

This chapter has presented the statistical results and interpretation of the research data, focusing on the relationships between aspects of remote working and the quality of life among employees. An overview of the demographics of the respondents was given first, and then the data normality was evaluated, which supported the application of Spearman's rho correlation. A correlation table was used to present the key findings, which were thoroughly examined under each hypothesis.

The study supported all six hypotheses, showing statistically significant correlations between the dependent variables (religiosity, physical well-being, and mental well-being) and the independent variables (job autonomy and workplace facilities). These results imply that workers report higher levels of general well-being when they have more job autonomy and better remote work arrangements.

The Job Demands-Resources (JD-R) Theory, which holds that job resources like autonomy and adequate facilities can mitigate the effects of job demands and improve employee well-being, is supported by the findings of this study. Furthermore, adding religiosity as a quality-of-life component adds something special to the literature by highlighting how crucial comprehensive support is in remote work settings.

These results not only support earlier studies but also add to our existing knowledge of the ways in which remote work arrangements affect several aspects of worker well-being. They have significant implications for organisations, indicating that encouraging job autonomy and investing in remote work infrastructure are essential to developing employees who are healthier, more productive, and spiritually supported.

CHAPTER 5: CONCLUSION

5.0 Introduction

This final chapter concludes the study on "The Relationship Between Remote Work and Quality of Life." It begins by summarising the previous chapters, then moves on to discuss the practical and theoretical consequences of the findings. The recommendations are then presented to HR managers, organisations, and future researchers. The chapter ends with an outline that summarises the essence of the entire research.

5.1 Summary of Research

Chapter 1 introduced the study's history, rationale, and objectives. It emphasised the growing popularity of remote work following COVID-19 and its implications for employee well-being. The chapter emphasised the importance of investigating how two main independent variables—job autonomy and workplace facilities—influence the quality of life of remote employees, as evaluated by three dependent variables: mental well-being, physical well-being, and religiosity. The problem statement identified a substantial gap in existing literature: spiritual and holistic well-being are frequently disregarded in remote work research.

Furthermore, chapter 2 conducted a critical evaluation of relevant research and constructed the theoretical framework, known as the Job Demands-Resources (JD-R) Theory. The theory states that workplace resources such as autonomy and an adequate working environment can reduce job demands while increasing employee motivation and well-being. The review also investigated the relationships between the independent and dependent variables, which were supported by other empirical research.

Chapter 3 described the research approach, which used a quantitative, cross-sectional, and correlational design. Structured questionnaires were used to collect data from 77 remote workers at a Kuching-based educational institution. The strength and significance of correlations between variables were determined using analytical procedures such as reliability testing, normality assessment, and Spearman's rho correlation.

Chapter 4 discussed the data analysis and findings. All six hypotheses were supported by statistically significant relationships. Job autonomy had the strongest correlation with mental well-being and religiosity, implying that flexibility and self-governance are critical for emotional stability and spiritual engagement. Workplace facilities were marginally connected

with mental and physical well-being, implying that supporting physical settings is important for comfort and health. These findings were consistent with earlier research and significantly supported the JD-R concept.

5.2 Implications

The findings of this study have several important implications for practitioners and scholars alike.

5.2.1 HR Managers

Job autonomy should be recognised by HR managers as a vital aspect in promoting remote employees' psychological resilience and spiritual well-being, not just as a convenience. This study found that giving flexibility in work schedules and autonomy in task execution greatly enhances emotional and spiritual outcomes (De Vincenzi et al., 2022; Gagné & Deci, 2005). The finding should prompt HR departments to reconsider inflexible work arrangements and implement rules that allow employees to take control of their roles. Furthermore, creating a workplace that respects varied religious traditions can lead to increased engagement and lower attrition.

The findings highlight the significance of implementing spiritual inclusivity into HR procedures. HR may contribute to a more inclusive and respectful culture by fostering a workplace climate that respects and encourages religious diversity, such as offering flexible prayer hours or recognising cultural and faith-based observances. This, along with autonomy-supportive leadership, helps to increase employee engagement, reduce stress, and boost retention. Finally, HR managers are responsible for developing systems that not only ensure performance but also encourage the overall well-being of their employees.

5.2.2 Organization

The organization as a whole has to prioritize investments in remote work infrastructure. Ergonomically constructed home offices, reliable internet access, and technical support are not luxuries; they are essential for preserving physical health and productivity. The link between workplace amenities and physical well-being suggests that ignoring these requirements can lead to long-term health problems and impaired performance. Furthermore, developing a culture that emphasizes religiosity through diversity and flexibility can lead to a more cohesive and values-aligned workforce (Surma et al., 2021).

Beyond physical resources, the study argues that organisational culture should change to promote autonomy and spirituality in the workplace. This includes rethinking standard productivity and supervision methods in favour of more trust-based, output-focused approaches. Employees who feel trusted and supported in managing their tasks are more likely to be successful.

Furthermore, creating a culture that respects religious expression, provides psychological safety, and promotes work-life balance can boost employee morale and organisational commitment. Leaders can advocate for inclusive policies that normalise many aspects of well-being, such as mental health and spiritual practices. When organisations take a complete approach to wellbeing, they are more likely to witness higher job satisfaction, lower absenteeism, and a workforce that feels truly valued and empowered (Surma et al., 2021).

5.2.3 Literature

This study adds significantly to the academic discussion of remote work by emphasising religiosity as an important and frequently overlooked component of quality of life. While prior research has focused on psychological and physical components of well-being, this study emphasises the importance of spiritual fulfilment in developing a comprehensive employee experience, especially in remote situations.

By including religiosity, the study expands and more inclusively applies the Job Demands-Resources (JD-R) Theory. It demonstrates how religiosity involvement works as a personal resource that can be aided or hampered by job design factors such as autonomy and working environment. This contribution invites future studies to include religiosity as a measurable and relevant outcome in organizational psychology.

Furthermore, the findings support multidisciplinary research by bringing together human resource management, occupational health, and spiritual psychology. The findings recommend future research into how religious or spiritual activities can function as coping mechanisms, perhaps buffering stress and reducing burnout. Overall, this contribution promotes more integrated frameworks for monitoring and supporting employee well-being in today's changing workplace. It adds to the increasing body of remote work literature by proposing religiosity as a valid and meaningful component of quality of life. Most existing research has concentrated on psychological and physical health, with little emphasis on religiosity.

5.3 Recommendations

Based on the study's empirical findings and implications, various practical recommendations are proposed.

5.3.1 HR Managers

HR managers should develop and implement remote work standards that are both flexible and structured enough to assure accountability. Employees' schedules should be flexible enough to accommodate personal concerns such as religious observances and well-being regimens. HR professionals must convey clear expectations while allowing for autonomy in order to foster trust and accountability in a remote setting.

HR departments should also implement continuing support systems such as employee assistance programs, mental health webinars, and frequent well-being check-ins. These activities can help to foster a healthy workplace culture that recognises employees' mental, physical, and spiritual needs. Including voluntary mindfulness or reflection breaks, as well as specified quiet hours, can help improve focus and psychological resilience. HR managers can also provide supervisors with sensitivity training to help them better accept different religious practices while scheduling and managing tasks.

To monitor the effectiveness of these activities, HR should conduct regular pulse surveys or feedback systems to identify issues early and respond quickly. These techniques not only help to maintain employee engagement, but they also promote long-term retention and a more inclusive organisational environment.

5.3.2 Organization

Organisations should dedicate adequate funds and assets to provide employees with appropriate remote work tools, such as ergonomic chairs, desks, lighting, and reliable internet access. These investments are critical for employee physical health and productivity. Furthermore, organisations should implement policies that promote fair access to resources, ensuring that all employees, regardless of location or job, receive the assistance they require.

Beyond physical resources, organisations should foster a digitally inclusive atmosphere by providing virtual onboarding, training programs, and ongoing learning opportunities that are targeted to diverse demands. Technical support services should be easily accessible to reduce frustration and downtime.

To enhance overall well-being, leadership should foster a culture that prioritises work-life balance and spiritual inclusion. This can be accomplished by allowing for schedule flexibility, respecting religious festivals, and providing private locations or quiet time for spiritual reflection. Managers should be encouraged to lead by example, exhibiting empathy, transparency, and support during team interactions. Furthermore, internal communication channels should be established to promote discourse about well-being, inclusivity, and values, allowing employees to share their experiences without fear of prejudice or judgment.

5.3.3 Future Research

Future studies should attempt to widen their coverage by incorporating larger and more diverse sample populations from other industries, geographies, and cultural backgrounds. This would improve the generalisability of the data and reveal patterns that could vary depending on demographic factors or organizational settings.

A longitudinal method would enable researchers to track how remote employment impacts many aspects of well-being over time. For example, does the initial rise in job satisfaction from autonomy last, or does it fade owing to isolation or a lack of structure? Such insights would be extremely important in developing long-term HR and organisational strategies.

Qualitative methods, such as interviews or focus groups, can supplement quantitative data by providing rich narratives that illustrate the emotional and contextual complexities of employee experiences. This method can identify subtle characteristics such as spiritual identity, perceived inclusion, and emotional tiredness that numerical scores may not convey.

Future research might also look into the mechanisms by which religion interacts with job resources, such as how it mediates or moderates the effect of job autonomy on psychological health. Investigating how diverse faith practices are tolerated across organisational cultures would also contribute to more inclusive HR policies and workplace standards.

5.4 Summary

To summarise, this study found that job autonomy and workplace facilities are important indicators of mental, physical, and religiosity among remote employees. The study's findings reaffirm the significance of the Job Demands-Resources (JD-R) Theory by demonstrating how job resources can improve employee quality of life, particularly in remote work contexts.

By including religiosity into the framework, the study provides a more comprehensive picture of employee well-being, recognising that spiritual requirements are as important as mental and physical health. According to the findings, employees who have more autonomy experience less stress, higher job satisfaction, and better alignment with their personal values. Meanwhile, the quality of working amenities affects not only physical comfort but also employees' capacity to sustain habits that promote psychological and spiritual resilience.

The practical implications are wide-ranging. HR managers are encouraged to create flexible work structures and invest in inclusive policies that acknowledge and support the variety of employee experiences. Organizations, on the other hand, are encouraged to reconsider their investments in remote work infrastructure to ensure fair access to resources and support systems. Moreover, from an academic standpoint, this study adds to the literature by widening the application of current theories to include religiosity as a valid result of job design.

Ultimately, this study highlights the expanding concept of occupational success. Performance is no longer judged solely in terms of production; it must also consider employees' overall well-being. As the future of work evolves, particularly in remote and hybrid environments, organisations that adopt a people-centered approach—one that values autonomy, inclusivity, and overall wellness—will be better positioned to prosper in the long run. that employment autonomy and workplace amenities are important indicators of mental well-being, physical well-being, and religiosity among remote workers. These findings support the JD-R Theory and broaden the scope of well-being research by including religiosity, an often-overlooked characteristic. By putting these ideas into practice, HR professionals and organisations can create work environments that not only improve performance but also nurture the entire individual. They are paving the path for a more inclusive, sustainable, and human-centered future of work.

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APPENDIX

Questionnaire

Section A: Demographic

Gender:

- ☐ Male
- ☐ Female

Age:

- ☐ Below 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45–54
- ☐ 55 and above

Marital Status:

- ☐ Single
- ☐ Married
- ☐ Divorced/Widowed

Employment Type:

- ☐ Full-time remote
- ☐ Hybrid (part remote, part on-site)

If you answered hybrid, how many days do you work remotely in a week?

- ☐ One day a week
- ☐ Two days a week
- ☐ Three days a week
- ☐ Four days a week
- ☐ Five days a week (if you work 6 days a week)

Years of Experience in Remote Work:

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 4–6 years
- ☐ More than 6 years

Section B: Remote Work (Likert scale of 1-5)

(Robelski et al., 2019; Xiao et al., 2021; Saragih, 2011)

Workplace Facilities

1. I have a good workstation set-up for remote working.
2. I know how to adjust my workstation.
3. I have an easier time in self-organization while remote working.
4. The workplace while remote working is more ergonomic (e.g. office furniture, lighting etc.).
5. My workplace while remote working is very conducive.

Job Autonomy

1. I have the discretion to determine how I complete my tasks at work (the methods I want to use).
2. I can decide on the specific steps I follow to perform my job (the procedures to utilize).
3. I am given the independence to select the tools and approaches I use in my work.
4. I have control over the scheduling of my work.
5. I have control over the sequencing of my work activities (when I do what).
6. My job is such that I can decide when to do particular work activities.
7. I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives).

Section C: Mental Well-being (Likert scale of 1-7)

(Pradhan & Hati, 2022)

1. I mostly feel happy.
2. I am an optimistic person (thinks positively).
3. I feel good about myself.
4. I believe that I have a purpose and direction in life.
5. I am a confident person.

Section D: Physical Well-being (Likert scale of 1-7)

(Devlin & Brooks, 2017; Waisiko, 2024; Juchnowicz, 2021)

1. I have no problems in performing my usual activities.
2. I have no pain and discomfort on my physical body.
3. I am physically more active.
4. When working remotely I do not feel tired getting up in the morning to face another day.
5. My health and physical condition are suitable for the work I do.

Section E: Religiosity (Likert scale of 1-7)

(Slowinski, 2023; Apergis et al., 2024)

1. I spend time trying to grow in understanding of my faith.
2. I often spend periods of time in private, thinking about religious thoughts and reflecting upon them.
3. I keep well informed about my local religious group and have some influence on its decisions.
4. I often read books, magazines, or online articles about my religion.
5. I enjoy working on the activities of my religious affiliation.
6. I often attend online and in-person religious services or meetings while remote working.