

Using Theory of Plan Behavior to Determine Behavior Intention to Work from Home

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Abstract

This study looked at attitudes, social norms, and perceived behavioural (PB) that contribute to employee behaviour intentions to work from home (WFH) at Canon Mailcom Malaysia, Bukit Jelutong. 129 respondents were able to take part using the convenience sample approach, and the data was analysed using Smart PLS 3.0. The findings show that there is a significant relationship between attitude as well as perceived behaviour with employee behavioural intention to work from home. However, no significant relationship was found between social norms and behavioural intention. The findings do provide insight into employee behaviour, and it is vital that the organisation take further initiative to assure the success of the organisational change when an unavoidable scenario such as a pandemic occurs. In order to stimulate further research in this topic, the researcher gave numerous recommendations for future researchers to improve their understanding of employee preparation and behavioural intention on organisational transformation.

Keywords: Theory of Planned Behaviour, Behaviour, Attitude, Social Norms, Perceived Behaviour, Behavioural Intention.

Introduction

The communication and technological revolutions have changed every element of social life. A new economy built on the Internet and characterised by the significance of information technology and globalization has emerged. In today's society, working remotely is becoming a more viable alternative. Numerous, partially overlapping terms, including telecommuting, telework, virtual offices, remote work, location independent working, and home offices have been used to study the phenomena. Working from home is described as when an employee receives compensation from their employer while conducting business from their house or another place of their preference (Reshma, Aithal, & Acharya (2015). Although the concept of remote work was taken into consideration back in the 1980s, it appears that this subject is just now beginning to acquire popularity (Kłopotek, 2017). A growing number of jobs merely need a phone and a computer with Internet connectivity, which means that traditional offices are becoming less necessary. This development makes it uncertain if traditional forms of employment will eventually be entirely replaced by remote work. According to Lippe and Lippenyi (2019), work-from-home arrangements have both positive and negative outcomes. This study examines employee behavior intention to work from home using the TPB Model, such as attitude, social norms, perceived behavior, and intention, to determine whether the new practices can lead to positive behavior that is beneficial to organizations. The objectives of this study are

1. To examine the relationship between attitude and behavioural intention to WFH
2. To examine the relationship between perceived behavioural and behavioural intention to WFH

3. To examine the relationship between social norms and behavioural intention to WFH

Literature Review

For years, scientists have tried to predict, comprehend, and define human behaviour. It's a difficult task to define human behaviour in all of its complexities (Ajzen, 1991). The Theory of Reasoned Action given rise to the Theory of Planned Behaviour (TRA). The Theory of Reasoned Action (TRA) was created to demonstrate that all elements of human behaviour may be explained by a small number of principles contained within a shared theoretical framework (Ajzen and Fishbein, 1980; Janssen, 2015). According to Ajzen and Fishbein (1980), this theory recognises the ultimate goal of understanding and forecasting an individual's activities. It is for the purpose of comprehending the link between attitudes and behaviours (Ajzen and Fishbein, 1980). This research looked at attitudes, social norms, and perceived behaviour in connection with behavioural intention.

Attitude

According to Fishbein and Ajzen (1977), an individual's attitude is determined by his or her views about the behavior's consequences or attributes (behavioral beliefs), which are weighted by judgments of those outcomes or attributes. A person with strong beliefs that practicing the behavior will result in beneficial outcomes will have a positive attitude toward the circumstance or change. It has been regarded as a critical notion serving as a bridge between people and any change related to the objective, with the correct mindset such as employees' willingness to change in a good manner (Qureshi, Waseem, Qureshi, & Afshan, 2018). People's attitudes are developed after careful examination of available facts, therefore the willing to commit is important. In the case of attitudes toward a behavior, each belief links the behavior to a certain outcome, or to some other attribute such as the cost incurred by performing the behavior (Ajzen, 1991). Employees learn to favor behaviors they believe have largely desirable consequences and contrary form unfavorable attitudes toward behaviors they associate with that lead to undesirable consequences. Hence, the previous researcher stated that to employ employee attitudes and behaviors, both attitudes and behaviors should be developed and introduced for the required change in the organization (Armenakis, Harris, & Mossholder, 1993; Gelaidin et al., 2016). This can be proved via previous research which a study conducted in Malaysia by Ambad and Damit (2016), revealed that attitudes were positively related to individuals who had a strong influence on their behavioral intentions.

Social norms

Social norms, as defined by social psychology, are the effects of external social influences on individual behaviors. (Fang, Wang & Hsu, 2017). According to Ajzen (1991), social norm refers to the perceived social pressure to perform or not to perform the behavior. For example, it is a function of beliefs about the significance of referents and motivation to act in accordance with those referents (Al-Swidi, Mohammed, Haroon & Noor, 2014). Social norms also reveal the beliefs of individuals about how they would be viewed by their reference groups if they perform a certain behavior (Al-Swidi et al., 2014; Botetzagias et al., 2015). The reference group could be colleagues, superiors, friends, or family. In this context, social norms in an organization change to support employees' willingness to work from home, and intentional behavior can be considered as peer pressure on job-related stress. This is due to an individual's behavioral being influenced by peer pressure, and they will feel motivated to do what each referent thinks. According to Harzer and Ruch (2015), work-related stress is an issue with a strong impact on employees and organizations which could affect employees' behavior. For example, different influences and situations lead to different work-related behavior, healthier work behavior and inhibit interpersonal facilitation correlated with teamwork on work-related stress (Harzer and Ruch, 2015). According to Janssen (2015), the social norms are important for the employees' intentions to inhabit change advantageous behavior. It is predicted or

expected that the stronger an employee's favorable social norms to do the activity, the greater his or her intention to utilize that behavior.

Perceived Behavioral

A person can form beliefs with personal and environmental factors whereby it can assist or inhibit their efforts to accomplish or portray certain behavior (Janssen, 2015; Fishbein & Ajzen, 2010). According to Ajzen (1991) and Shin and Hancer (2016), perceived behavioral control is an individual's perception of their ability to engage in certain behavior. To be more specific, control beliefs are the presence of opportunities or resources for assisting or hindering with behaviour performance (Ajzen, 1991; Shin & Hancer, 2016). The researcher added that the perceived behavioral concept introduced by Ajzen (1991) as another antecedent factor that can predict intention, can be defined as a "person's perception of the ease or difficulty of performing the behavior of interest" (Ajzen, 1991). In addition, self-efficacy is an individual's perception of his or her capability to execute courses of action required to deal with prospective situations. Employees' perceived behaviour, in this context, encompasses several factors such as knowledge, skills, and reflects one's perception about the difficulty of undertaking a particular behavior, as well as one's self belief in his or her ability to perform the behaviour and one's perception that the execution of behaviour is entirely up to him or her. (Ajzen, 2002; Vamvaka et al., 2020). Previous study conducted by Bidin, Othman and Noor Azman (2013) revealed that perceived behavioral was found to be the most important factor that contributes to or influences the intention of an individual's actions.

Behavioral Intention

The definition of behavioral intention is the probability that a person will perform the behavior (Ajzen and Fishbein, 1980; Vamvaka et al., 2020). Furthermore, behavioural intention, which is influenced by attitude and social norms, is thought to be the strongest predictor of conduct. The relative importance of attitude and social norms varies depending on the situation, as does the intention to perform the behaviour. It is also assumed in the Theory of Planned Behavior that the immediate antecedent of a specific voluntary deliberative behaviour is a person's intention to engage in the behaviour, whereas intention shall follow from the person's attitudes, social norm, and perceived behavioural, which are the proximal antecedents of a behavioural intention (Vamvaka et al., 2020). Therefore, this research study has explored the employee's behavioral intention to work from home through their attitude, social norms and perceived behavior. For example, the willingness to actively engage in the change process of work from home arrangement, willingness to take an active role in the changes, willingness to put energy into work from home arrangement, willingness to put the effort into work from home, as well as the willingness to overcome obstacles were measured.

Methodology

Participants and procedure

The research was conducted based on the quantitative method. To determine the minimum sample, G*Power software was employed. Based on the effect size set at 0.15, an alpha level of 0.05, and three predictors, a sample of 119 respondents was considered appropriate. However, taking into consideration Hair, Black, Babin and Anderson's (2016) suggestion that a larger sample improves precision and reliability of SmartPLS 3.0 results, the total number of 150 questionnaires were distributed to office workers at Canon Mailcom Malaysia, Bukit Jelutong. Using convenience sampling, the survey returns rate was 129 (86%). A set of questionnaires comprised of three sections. Section A concentrated on demographic information of the respondents. As for the section B (Attitude, PB and Social Norm) and C Behavioural Intention) the scale that is used in this study is on a continuum of '1 to 5'. "1" represents the level of "strongly disagree", and "5" represents the

degree of “strongly agree”. This study adapts and adopt the questionnaires from the Theory of Planned Behaviour by Fishbein and Ajzen.

Measurement Model

The conceptual model was analyzed using PLS-SEM version 3.0. The analysis was divided into two parts, which were the measurement model and the structural model. In assessing the measurement model, three criteria were examined. They were the consistent internal reliability; convergence validity, and discriminant validity. The results are presented in Table 1.

Table 1: Internal Consistency and Convergent Validity

	Loading	AVE	CR
Attitude			
ATT1	0.880		
ATT2	0.841		
ATT3	0.917	0.725	0.904
ATT4	0.881		
ATT5	0.725		
Perceived Behavior			
PB1	0.894		
PB2	0.877		
PB3	0.854	0.662	0.955
PB4	0.820		
PB5	0.583		
Social Norms			
SN1	0.902		
SN2	0.902		
SN3	0.824	0.702	0.891
SN4	0.853		
SN5	0.689		
Behavior Intention			
BI1	0.896		
BI2	0.926		
BI3	0.917		
BI4	0.924	0.788	0.866
BI5	0.863		
BI6	0.827		
BI7	0.857		

The findings show that composite reliability meets or exceeds the minimum criteria of 0.7 for internal consistency reliability. (Ramayah, Cheah, Chua, Ting, & Memon, 2018). Furthermore, all indicator loadings met the minimal threshold of 0.4, and the average variance extracted (AVE) was greater than 0.5, ensuring that the convergence validity criteria was met. (Ramayah, Cheah, Chuah, Ting, & Memon, 2018). Next, a discriminant validity procedure was conducted to observe how a particular construct was different from the other construct in the study (Lowry & Gaskin, 2014). The results in Table 2 show that all values met the HTMT.85 threshold using the heterotrait-monotrait ratio (HTMT) techniques suggested by Kline (2015), which established discriminant validity. Furthermore, the results of HTMT inference demonstrated that no confidence interval on any of the constructs had a value of 1, confirming discriminant validity (Henseler, Ringle, & Sarstedt, 2015; Ramayah et al., 2016). Also, based on the Confident Interval Bias value, the columns labeled 2.5%, and 97.5% showed that the lower and upper bounds of the 95% (bias-

corrected and accelerated) confidence interval did not include the value of 1. In conclusion, the measurement model has established its discriminant validity. Before the structural model development, a procedure to address the issue of collinearity was conducted, as the existence of multicollinearity does not contribute to a good regression model.

Table 2: HTMT Criterion

	1	2	3	VIF
1. Attitude				2.336
2. Behaviour Intention	0.686 CI(0.559,0.815)			
3. PB	0.804 CI(0.694,0.901)	0.690 CI(0.547,0.799)		2.193
4. Social Norm	0.707 CI(0.580,0.826)	0.592 CI(0.439,0.722)	0.684 CI(0.535,0.817)	1.855

The structural model assessment was carried out in a number of stages. There was a problem with multicollinearity prior to hypothesis testing, which needed to be addressed in order to avoid a problematic regression model. The (VIF) must be less than 5.0 based on the value variance inflation indicator. As shown in Table 2, all constructs met the VIF threshold of less than 5.00 (Hair, Hult, Ringle, & Sarstedt, 2016), indicating that multicollinearity was not present. The structural model was then performed, followed by the PLS algorithm, which was used to test the hypotheses. The bootstrapping technique was used using 500 subsamples to ensure the accuracy of PLS estimates, and the results are reported in Table 3.

Based on the results, two path coefficients were found to be significant at 99% confidence interval (Attitude-> Behavioural Intention $\beta = 0.325$, $p < 0.01$) and Perceived Behavior -> Behavioural Intention $\beta = 0.328$, $p < 0.01$). However as for social norm and Behavioural Intention $\beta = 0.155$, $p > 0.01$) is not significant. Thus, it can be concluded that only the two hypothesized relationships in this study are supported. Meanwhile, the R^2 value of 0.490 or 49% for the factor describing the Behavioural Intention. Therefore, R^2 in this study is acceptable as an R^2 value of 0.20 is considered high in consumer-related studies (Hair et al., 2016).

Table 3: Path Coefficient Assessment and Determination of Coefficient (R^2)

Relationship	R^2	Path Coefficient	SE	T value	P Value/ Confidence Interval	Decision
H1: Attitude -> BI	0.49	0.325	0.123	2.649	0.008 CI(0.123,0.602)	Supported
H2: PB -> BI		0.308	0.116	2.900	0.004 CI(0.096,0.505)	Supported
H3: Social Norm -> BI		0.155	0.089	1.737	0.083 CI(-0.029,0.329)	Not Supported

$t > 1.645$ *($p < 0.05$), $t > 2.33$ ** (< 0.01)

Results and discussion

The research finding from regression analysis found that there was a significant relationship between attitude and behavioral intention which was the largest contributor to determinant of behavioral intention to work from home in the company. This was supported by the previous research which a study conducted in Malaysia by Ambad and Damit (2016), revealed that attitudes were positively related to individuals who had a strong influence on their behavioral intentions. It is more likely that a person's intention to use the behavior increases once the attitude towards behavior is favorable (Janssen, 2015). Other than that, the change success towards work from home implementations at the company could be due to the positive and significant relationship of attitude and behavioral

intention among employees. Through the result, it can be described that the employees at the company probably have a high sense of responsibility and a well-disciplined attitude which leads to a high contribution to a significant relationship.

Additionally, when the p-value was less than 0.01 there was a positive relationship between perceived behaviour and behavioural intention. Hence, the researcher concludes that perceived behavior also led to behavior intention for organizational change of work from home. This finding was supported by the previous study whereby it is stated that perceived behavioral control has a positive impact on individuals' intentions (Ambad and Damit, 2016). Likewise, the researcher was able to look into the connection between employees' behavioural intentions and their perceptions of their behaviour, which is considered to be the second contributor and has a substantial impact on the intention. Through this perceived behavioral result, it can be described that the employees at the company believe that they are capable of performing a given behavior as well as have control over its performance. Hence, it leads to a high contribution of a positive and strong relationship toward work from home arrangement at the company. This is supported by the previous study where the researcher Janssen (2015), cited that control beliefs result in a sense of low perceived behavioral or high control over that behavior. This indicated that the more favorable the perceived behavioral control is, the stronger the person's intention to perform the behavior (Vamvaka et al., 2020).

The last hypotheses reveal that the relationship is not significant between social norms and behavioral intention. Similar results were found in the earlier study by Chen and Hung (2016), whereby no significant influence lying between might be due to other factors influencing the behavioral intention. For example, it is stated by the other previous researcher that work-related stress is an issue with a strong impact on employees and organizations which could affect employees' behavior if compared to the social norm's influences (Harzer and Ruch, 2015). The researcher also added that different influences and situations lead to different work-related behavior and healthier work behavior. Hence, the result indicated that the social norms does not contribution in influencing employees' behavioral intention at the company. This might be due to other influenced factors such as less concern about the perception of other's opinions, work-related stress which leads to no other choice but to comply or have a high sense of responsibility to comply with work from home arrangement.

Conclusion

Based on the present study, it was proven that attitude and perceived behavior is important to ensure employees are capable of their positive behavioral intention to support the organization change (work from home). The finding of the study could give better insight and guidelines to the organization about their employee behavior in ensuring the organizational change success. Straatmann, (2018) emphasized that it is vital to understand the employees' readiness for organizational success. Therefore, it is essential to lead future researchers and academicians with inside and out knowledge on employees' readiness because the employee's commitment and readiness for change is a vital focus in order to enhance or upgrade the institution as well as organizational performance (Quresyi et., al, 2018. Having a better understanding of how the employee will behave before the change is implemented, could save time and effort in leading the change. As stated by the previous researcher, the organizations could gain benefits from employees who are engaged in their work (Tims, 2015). Future researchers can further explore this study using different variable by combining different theories and increase the number of sample size to gain more insight on this topic. Therefore, further research is required to collect data from other companies in Malaysia in order to increase the generalizability of the results. This could also ensure that wider research exploration is done and would provide better insight for future use.

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