Job Characteristics, Home Characteristics, Inter-Role Conflict and Intention to Work-From-Home: Contextual Study

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Abstract

Work From Home (WFH) is seen to be more productive than working at the office as it enables employees to meet their work demands while located at home. Nevertheless, there are also rising potentials for WFH arrangements to cause inter-role conflicts between work and home demands. Evidence showed that WFH has invaded employees' family life and pushed them into a more difficult situation to psychologically disengage from work while being at home. They are feeling cautious now since there are tendencies for WFH arrangements to cause such problems. This article covers the concept and literature that explains the creation of intention to WFH through the influence of job characteristics, home characteristics and inter-role conflicts. In this view, a conceptual framework has been designed by incorporating all these respective components which are relevant in creating the needed intention. A plethora of research in the past has been performed to examine the advantages, disadvantages and challenges of WFH and has suggested the best way to manage this flexible work arrangement from an organisational perspective. However, this article argues that it is also necessary to have an in-depth understanding of what characteristics are needed for employees and how it could overcome the inter-role conflicts while working from home. Empirical research is recommended for this study to validate and improve the predictive value of this research.

Keywords: Job Characteristics, Home Characteristics, Inter-role Conflicts, Intentions to Work from Home

Introduction

Work and family functions are known as highly related domains of an individual's life (Padhi & Pattnaik, 2017). As for employees, work is important for their professional identity, but combining this role against personal requirements is always a challenge (Bothma, Lloyd, & Khapova, 2015). There were difficulties for some employees to integrate work and other demands from their parents, friends, life-partners, extended family members, and children.

For some, there were another challenge lies in the integration of work with mental and/or physical health needs (Feigon et al., 2018). According to Ashforth et al. (2000), the level of dissonance between family and work demands are always ever-changing and will be peaking at an important moment in an individual's life (i.e., such as the transition between career stages, marriage, and parenthood). Past research has captured the nature of the relationship between work and family for a long period and has shrunk the myth of work and family as separated domains. The rise of the knowledge economy and technological developments (laptop, the internets, and smartphones) have made it possible for employees to communicate about work matters anywhere and anytime (Kossek et al., 2012). Although this increases the efficiency at work, it has also created newer difficulties for employees and organizations as it blurs the boundaries between work and family (Padhi & Pattnaik, 2017). According to Furtado et al (2016), employees' involvement in work and family domains calls for multiple roles and each comes with its demands. When the demand of one domain increases, individuals commit to behaviours that weakens the opposite domain's boundary to influence its available resources to comply with such demands. By draining scarce resources from the other domain, they shrink the available resources in that domain, therefore this causes inter-role conflicts.

The traditional workplace is becoming a history due to the changes happening in the surrounding environment, including economic factors, which are enabling organizations to reconsider the way businesses run and a need to develop different approaches to work (Victor, 2009). Hence, instead of redesigning the jobs and the use of employee involvement, organizations are now experimenting with some flexible working arrangements which can help to strengthen employee performance and motivation. This allows employees to decide when, where, and how they can get their tasks completed (Griffin & Moorhead, 2013). The positive job behaviours and attitudes which promoted through flexible work arrangement have made employees show interest for it (Allen et al., 2012). According to Matos and Galinsky (2014), workplace flexibility, effective job autonomy and economic security most likely to retain employees, enhance job engagement, satisfy employees, endorse greater mental and physical well-being and causes fewer negative spillover between work and family life. However, from the employees' perspective, both work and family structure consist of distinct traits that accentuate incompatible aspects of demands. Thus, they are required to address all the incompatible expectation simultaneously by juggling their roles since both domains are inexorably related (Kim & Gong, 2017).

In this modern working life, the work from home (WFH) arrangement has become well-established and becoming a norm for many employees (Society of Human Resource Management, 2016; Vilhelmson & Thulin, 2016). Home-based work can be more productive than working at the office (Bailey, 2012), nevertheless, it is found that the performance of employees has disappeared over time (London School of Economics and Political Science, 2016). WFH helped employees to meet work demands together with their obligations in non-work tasks. Nevertheless, the possibilities in the creation of potential conflicts through the intrusion of work-related issues into family and other life domains still exist (Doherty et al., 2000; Kurland & Bailey, 1999; Gajendran & Harrison, 2007). According to Gajendran and Harrison (2007), WFH made employees to invaded their family life and pushed them to fall into a more difficult situation to psychologically disengage from work while being at home. As mentioned by Dockery and Bawa (2018) the increase in WFH arrangements has been always

associated with working hours and negative implications after satisfying the working hours. Employees are feeling cautious since there are tendencies for WFH arrangements to create work-home conflicts due to its' effect on overall working hours.

Yucel (2019) highlighted that the research which concentrated on work-family domains have seen how individuals' job autonomy, work-family conflict, and schedule flexibility have affected their work-related outcomes. Similarly, considering various job characteristics of different occupations, it is also important to examine how job resources lessen the negative effect of work-family conflict across different jobs. Meanwhile, from the perspective of home characteristics, Geurts et al. (2005) stated that once the investment in the home domain becomes excessive (such as caregiving or household activities requires efforts) without sufficient recovery, it develops negative load reactions and plausible to spill over to the work domain. Nevertheless, adjusting individuals' behaviour at home to their need for recovery (such as rescheduling home tasks) can positively develop reactions and spill over to the work domains. Based on all the findings, this article purposes to foster the interest of human resource development scholars to further explore the best method in managing the WFH arrangements, from the employees' perspective. Specifically, this article explores (a) the importance of job characteristics and home characteristics, (b) understanding the effects of inter-role conflicts and (c) examine the relationships of job and home characteristics and inter-role conflicts (as a moderator) in influencing the intention of WFH.

Literature Review
Intention to Work from Home
Work from home has evolved to become a fraction of an agile working program (Ward, 2017). It provides spaces for the employees to work from home or at any location they wanted to work (Chartered Institute of Personnel and Development, 2016). WFH is inclusive of teleworking, distance working, telecommuting, virtual working, work-shifting, home-based working, and flexible working (Spark, 2017). Organizations are looking for ways to develop and sustain their employees, whereas employees and possible candidates are looking for jobs that have such flexibilities in the workplace (Timsal & Awais, 2016). Moreover, WFH has reduced regular direct communications with colleagues and the lack of physical monitoring causes greater discretion for employees on how and when to accomplish the given task. It provides greater job autonomy that enhances employee productivity as well. It also has associated with increasing employees' motivation by causing lesser stress (Shareena & Shahid, 2020). Furthermore, Reshma et al (2015) found that organizations with WFH policy have found themselves saving a huge amount of expenditure as the cost to install a separate office area or other facilities were reduced. Besides, as for the employees, WFH enables them to perform simultaneously meet home requirements. This encourages a greater work-life balance which could enhance their well-being and health. On the other side, the lack of control by the WFH employees, including supervisors, can create setbacks such as this causes work avoidance, delays in their work and they might not be able to complete their given jobs on time (Richardson & Writer, 2017). Hochschild (1997) mentioned that even though some may feel that taking care of a "business" at home is like going for another job. A home is a place where relaxation and leisure activities take place. Employees always in a need to have negotiations with their family members about their work so that it still can be performed while being at home, Furthermore, this negotiation will also take place to determine when, how, and where the normal home activities and behaviours should be conducted as well. Sanz-Vergel et al (2011) stated that when employees are connected to routine work demands,

it is crucial to get some rest before continuing the new working day. Nevertheless, this is not easy for most of them. While some would forget about work to concentrate on non-work matters and some will find challenges to disconnect from work-related issues and will be constantly thinking about their jobs. According to Dockery and Bawa (2018), the increase in working hour at home in response to total workloads has pointed to the potential for a greater interruption into employee's non-work domains. The WFH concept does intent to help in combining the obligations of employment with family demands and other non-work-related tasks. However, there are conflicts found due to the intrusion of work into family and other life domains and it has been highly addressed in the previous studies as well (Doherty et al., 2000; Gajendran & Harrison, 2007). Moreover, according to Lapierre et al (2015), apart from working for longer hours, WFH employees also are in a situation to choose their allocation of time for either work or other purposes, as a result, this has mainly led to time-based conflict. In the actual case, WFH employees most likely would have a very limited chance of being more frequently subjected to family pressures (e.g., partner requesting to complete household chores, childcare) or highly engaging in more family-related needs (e.g., need to buy food for dinner or going kitchen for snacks). This situation happens when WFH blurs both boundaries and forces employees to decide whether to dedicate their time to work or family needs. This would not be happening frequently for the employees who aren't entitled to WFH. Besides time-based conflict, strain-based conflict also found to increase when employees unwillingly work more from home. Their difficulty to disconnect from work activities while working from home has easily led to work-related strains as it interferes with the urge to connect with family activities. Having said that, WFH is a strategy for most employers and with all the pros and cons, it must be welcome by both employers and employer (Mustajab et al., 2018). The trust, work-life balance, flexibility, and losses (e.g., lack of trust and multi-tasking in different genders) is an interesting area to be explored as it certainly can wider the understanding of the WFH concept and will contribute to increasing the employees' productivity (Krasulja, Vasiljevic-Blagojevic, & Radojevic, 2015). Timsal and Awais (2016) pointed that working from home might not be suitable for all employees as it needs high levels of dedication, self-motivation, concentration, and control. Hence, Ward (2017) stated that considerations must be taken to understand how employees can be affected and what can retain the degree of performance and motivation of employees while working from home. The employees motivated to WFH plays does perceive satisfaction as they will be able to complete their given work task. Moreover, with the given flexibility and freedom from work, they are also desired to do things that are non-work-related matters as well. As a result, the focused and motivated WFH employees will be able to have a positive work-life balance. Shareena and Shahid (2020) further added that the understanding of the needs of employees will give organizations the opportunities to help them to structure a controlled and supportive working environment. This eventually will make more employees show their willingness and interest to work from home.

Job Characteristics

Work demands are generally defined as the extent to which a working environment holds stimuli that need some effort (Jones & Fletcher, 1996). It summarizes the demands from work and has negative consequences if it demands additional effort more than what is required to achieve work goals (Demerouti et al., 2001). In the research of Abdelmoteleb (2019), the job characteristics have been identified as the antecedents of work-home interference (WHI) due to its ability in creating heavy workloads and long working hours. The consequence of

perceiving such work condition has caused employees to live with limited energy and time to spend on their family-related responsibilities (Spector et al., 2007), which affects their WHI. This has made employees perceive their job characteristics negatively, they could feel the pressure at work works which averts them from meeting their family demands. Moreover, the job dissatisfaction felt due to work were found to the extent of the individual's failure to meet family demands as well (Abdelmoteleb, 2019). Aligning to the literature, the perception of job characteristics somehow do influence the employees' feelings about their work responsibilities. The conflict caused by this characteristic between work and family domains were mainly due to competing behavioural expectations, high-stress levels and time limitation allocated to the family domain (Chen et al., 2009) and this has led to JS negatively related to WHI. Employees tend to feel their work as negative threats to them, which attributing negative consequences to their employer's inability to lower their work-family conflict (Zhao & Namasivayam, 2012). Based on similar prior research, work overloads, unfavourable working hours, job pressure, and a lack of social support or job control are commonly identified job characteristics that played a main role as antecedents of insignificant WFH. The lack of job resources and job demands were causing negative WHI (e.g., Mostert & Oosthuizen, 2006; Grzywacz & Marks, 2000; Leiter & Durup, 1996).

Job Pressure
Job pressure is the stress caused by works that don't align with the time planned for it (Koltai et al., 2015) and it sparks the feeling of overwhelm due to the workloads and the limited time given to accomplish the jobs (Schiemann, 2013). In most literature, this job pressure is found as a threat to the work-life balance of employees as well as to their physical health, mental, emotional (Kattenbach et al., 2010; Krause et al., 2005; Bakker & Geurts, 2004). It also caused by interruptions in the workflow (Grzywacz & Marks, 2000) and this can further give more stress and time pressure to the employees (Mark et al., 2008). Having said that, some extent of schedule control such as flextime, working-time autonomy and telecommuting are found to offer employees the autonomy that helps them to cope with job pressure. This telecommuting or work-time autonomy tend to be compressed with the "opposite effect on stressors" (Schiemann et al., 2006) which can reinforce job pressure towards work-to-home conflict. The article of Lott (2017) highlighted that work-time autonomy and flexitime are significantly related to work-to-home conflict and its mainly driven by overtime hours, especially for the employees who are with working-time autonomy. In contrast, unlike work-time autonomy, flexitime time found to weaken the positive effect of job pressure on work-to-home conflict. In addition, telecommuting practice is seen as a stressor. Past researches argued that schedule control by employees able to reduce work-to-home conflicts and helps them to cope with their job pressure. However, this only applies to flexitime schedules instead of telecommuting or working-time autonomy because giving full autonomy and working at home were found to be negatively impacting the outcomes of employees. Telecommuting employees felt the stress due to the fear of stigmatization and career disadvantages. Nevertheless, compared to fixed working schedules, employers who oriented flexible work arrangements are found to be reinforcing both work-to-home conflicts and job pressure. Besides, WFH employees frequently facing such stigmatization (Munsch, 2016) and career disadvantages (Glass & Noonan, 2016) as well which increases their work effort to compensate for these disadvantages at work. Hence, in the light of this past literature, job pressure also may have a similar effect on WFH employees and can influence their intention to consider this flexibility offered from the workplace. Therefore, this article proposed that:

→ Proposition 1: Job pressure has a significant relationship to work-from-home intention

Job Control

Job control has contributed to a high level of control that increases motivation, opportunities for learning and better performance at work (Nagami et al., 2010; Bakker & Demerouti, 2007; Taris & Kompier, 2005). Hence, the positive impact of having high job control can generalize to the individuals with high motivational demands. Consequently, having a high level of motivation can significantly create positive indicators of leadership styles, work engagement, innovation behaviour and job crafting behaviours. Moreover, the relationship between motivational demands and work outcomes would become insignificant if individuals partials out from job demands and job control (Taris & Hu, 2020). To simplify, having greater levels of job control and autonomy enables employees to perceive positive outcomes at work (e.g., Bakker and Demerouti, 2007). In the domain of flexible studies, literature has proved that allowing employees to manage their work locations, work schedules, and organizing their work tasks with lesser job control can boost their perceived job autonomy (Bailey & Kurland, 2002; Mann & Holdsworth, 2003). The study of the American Sociological Association (2011) also found that specific controls at a job can significantly benefit employees and their family domain. Besides, it allows employees to vary differentiate the jobs' specific needs and requirements (Bodin et al., 2014; Meulenbroek & Janssen, 2011). Therefore, this present study assumes that the existence of job control for the employees who WFH, also might generate similar positivity and able to influence their intention to continuously practice this flexible working method at home. Therefore, this article proposed that:

→ Proposition 2: Job control has a significant relationship to work-from-home intention

Job Support

The combination of job control and job demands is found to have an association with employees' job dissatisfaction and mental strain. As much empirical research analyzed these propositions, some researchers have considered the forms of job support such as supports from colleagues, supervisors and non-works to see whether it can reduce the effects of job demands on job stress (Bockerman, Bryson, Kauhanen & Kangasniemi, 2017). Bockerman et al., (2017) found a positive relationship between job support and all aspects of the employees' wellbeing. Most of the effect pronounced was concerning the supervisor's support at work. Previous research by Payne (1979) has stated that the various support at the workplace, especially social support from colleagues and supervisors has helped employees to deal with high job demands that eventually reduce the work stress and strains. Furthermore, Wood (2008) highlighted several types of social support that tend to reduce the after-effects of job demand and help individuals to manage their feelings and role clarity. Later, this was further added with motivational support (Warr, 2011) to ensure employees' extra efforts reap rewards. The positive feeling related to work, which generated by job support, increases the positive feelings in non-work roles as well such as family satisfaction and satisfaction and happiness in life (Allen et al., 2008). As for teleworking employees, organizations should help them to deal with work and family demands by providing resources that able to meet the special requirements of this type of work arrangements. Previous research found that social support acted as a significant moderating effect between demands and wellbeing (Häusser et al., 2010). However, since job support from colleagues and supervisors could fall short for WFH employees (Bentley et al., 2016), employers were suggested to explore new methods to

channel their social support for these employees (Hadi, Bakker & Häusser, 2020). An organization with work-family practices found to have higher job commitment and satisfaction levels and lesser physical complaint levels (Mauno, Kinnunen & Ruokolainen, 2006). Such supports from the organization enable employees to meet their needs, which can further enhance more flexibility in the organization. Since flexibility is expressed as a part of flexible work arrangements, it manifests the work-home friendliness of the organization and enables individuals to allocate adequate time for their home responsibilities as well (Greenhaus & Powell, 2006). Flexible work arrangements have proven to create positive spillover which makes it easier for employees to work in a supportive culture (Sok, Blomme & Tromp, 2014). Consequently, this study assumes the job support from organizations able to positively influence their employees to continuously have the intention to bring work back home. Therefore, this article proposed that:

Reduced levels of negative work–home interfer-ence for women (Beauregard, 2011). Hence, it may be concluded that the positive influence of a supportive work–home working environment (cf. Bailyn, 1997; Beauregard, 2011; Clark, 2001) has been widely recognized. an organization with work–family policies has been found to relate to higher job satisfaction and commitment levels and to lower levels of physical complaints (Mauno, Kinnunen and Ruokolainen, 2006), lower levels of psychosomatic strain and reduced levels of negative work–home interfer- ence for women (Beauregard, 2011). Hence, it maybe concluded that the positive influence of a supportive work–home working environment (cf. Bailyn, 1997; Beauregard, 2011; Clark, 2001) has been widely recognized.

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→ Proposition 3: Job support has a significant relationship to work-from-home intention

Home Characteristics
According to the Job Demand-Resources model (Demerouti et al., 2001), home demands also need some levels of mental and physical effort which is related to physiological and/or psychological cost (Mostert, 2009). The literature consistently explains that work is related to interference that generates from the work environment, in contrast, home characteristics are the main antecedents of the interference that happens in the home domain (Geurts et al., 2005; Demerouti, Geurts & Kompier, 2004). According to Wayne et al (2020) as work demands, family demands (i.e., caregiving, chores, and planning) varies in autonomy, skills variety and task significance (i.e., enriched family characteristics). Individuals might perform either a narrow or a wide range of responsibilities at home (skill variety). Couples do make decisions jointly or only one spouse involves in a decision unilaterally (autonomy). This had resulted in experiencing different stages of felt significance from the home task and spending time with their family (Wayne et al., 2020). Spending time with family is seen as a valuable resource for individuals (Halbesleben et al., 2014). Popular arguments suggested many employees desired to have a work-life balance, nevertheless, they find it hard to achieve it (e.g., Seligson, 2012; Kurtzleben, 2013). One of the mechanism was suggested to bring the balance was family-related characteristics (e.g., Greenhaus & Allen, 2011). Therefore, in this study, home characteristics (home pressure, home support, and home control) are considered because they are expected to make individuals spend adequate amounts of time on home tasks.

Home Pressure
According to Capitano and Greenhaus (2018), home pressure is defined as the perception that a partner or spouse look forward to the employee to prioritize home over work responsibilities. These expectations are usually communicated through rewards, norms and values which indicated that home is more important than work, even to an extent that employees required to ignore their work responsibilities (Kossek et al., 2001) by lowering the home boundary permeability behaviour levels (Capitano & Greenhaus, 2018). A spouse who allowed employees' work tasks relatively has a lower level of home pressure (King, Mattimore, King, & Adams, 1995) and this indicates a weak situation whereby they have enabled employees to behave according to their preference (Capitano & Greenhaus, 2018). Meanwhile, individuals who receive high home pressure used to be in a strong situation which reduces employees' discretion that creates a weaker relationship between their home permeability preference and home permeability behaviour. Besides, Van Aarde and Mostert (2008) found that home pressures have a direct impact on employee burnout and found to have an indirect impact through home-to-work interference and work-to-home interference. However, Delanoeije and Verbruggen (2019) argued that home pressure related to telework was insignificantly associated with greater work-to-home conflict. This happened because there was a compensatory reversed causation whereby employees who experienced low work-to-home conflict had higher home pressure, for instance, from the employee's spouse. Individuals with this experience accept telework since the work-home combination was

enabling them to take more home demands. Moreover, the author has also found a significant relationship between home pressure and home-to-work conflict as well. Regardless of working at an office or working from home, the lack of effect on home-to-work conflict might lie in the work nature of telework. Moreover, both voluntary or involuntary interruption that happens in the life of employees certainly causes home-to-work conflict (Smit et al., 2016; Allen et al., 2003). Hence, based on prior research studies, it is known that home pressure can be significant to work-home conflicts among teleworkers (e.g., Delanoeije & Verbruggen, 2019). Hence, this study assumes that home pressure has a significant relationship with having the intention to work from home as well. Therefore:

→ Proposition 4: Home pressure has a significant relationship to work-from-home intention

Home Control
Eby et al. (2005) have highlighted that the greater use of formal or informal accommodations in work that encourages work and family life combination have seen to reduce the negative effect of family-to-work conflict on stress. Based on this, Geurts et al. (2005) refer to it as home control, that is the degree to which it is possible to arrange task (e.g., work from home or take a day off) if unexpected things occurred in the home situation. The authors found that a lack of home control was associated with more negative work-home interference. Similarly, Dikkers et al. (2007) found that if employees perceive high hindrance and low support while combining the work and family domain, it leads them to negative home-work interference. Many other scholars have stressed the influence of supportive culture on the work-home arrangement. The home stressor which functions above the job stressors has estimated life-course fit outcomes for employees (Tromp & Blomme, 2012). According to Demerouti (2004), job control was found to have a positive impact on work-home interference, however, in the process of originating in the home situation, both home support and home control were not found to be related to any type of similar interaction. Through an empirical study, the authors proved that home demands can have a significant relationship with negative home-to-work interference (HWI), but the predicted positive effect of home control and home support was not found in the HWI. So, to gain further clarity on the impact of home control, this article predicts that home control to have a significant relationship with creating the intentions to work from home. Therefore, this article proposes that:

→ Proposition 5: Home control has a significant relationship to work-from-home intention

Home Support
Prior research has emphasized the criticality of resource in helping employees to successfully manage their work and home demands (Voydanoff, 2004) and the importance of home support as well that employees should receive from the family which can reduce the relationship between home boundary permeability and work-to-home conflict (Kim & Hollensbe, 2017). Home support happens when spouses took the extra household responsibilities from their partners during their busy work period. Whether it's through emotional concern or instrumental aid, employees with high home support less likely to experience home demands in their lives as stressors, which eventually could reduce the work-family conflict (Matsui, Ohsawa, & Onglatco, 1995; Carlson & Perrewé, 1999). Especially, such

high home support has found to have a significant relationship in decreasing the home-to-work conflict (e.g., Michel et al., 2011). This finding suggested that employees who perceive home support will experience a decline in their role pressures within their home domain. The family has always been the main resource for employees to coordinate home with work demands (Pitt-Catsouphes, Matz-Costa & Macdermid, 2007). According to Kim and Hollensbe, (2017), once they receive strong family support, it enables them to focus on their work without concerning about their unmet home demands. The greater support from the home domain can give employees more resources to meet the demands of multiple roles in a highly permeable home domain. Besides, the individuals who transmit motivation and energy earned from work to the family domain able to generate home resources such as autonomy, developmental possibilities, and social support (Demerouti, 2012). This refers to the support that gained from home can assist employees to greatly invest more time and energy in work and to involve in work task without any worries or concerns (Baral & Bhargava, 2011). Past research has shown that resource such as family support is important to motivate the employees to work harder at their jobs (Tang et al., 2014). The study of Marais et al. (2014) found that home support is positively related in measuring work-family enrichment (e.g., Nicklin & McNall, 2013; Bhargava, 2011; Beutell & Wittig-Berman, 2008). This transfer of resources can help employees to work better and improve their work quality, especially for female workers. They can be encouraged to feel more positive about the work and enable them to get more skills and perspectives which can be used for work matters. All these enable them to gain better control over time and pace which makes them invest more energy for work and work for longer hours (Baral & Bhargava, 2011; Aryee et al., 2005) and eventually will increase their performance and satisfaction at work (Baral & Bhargava, 2011). Moreover, while gaining home resources such as home support, once being transferred resource to work, employees were found to experience the family-to-work enrichment which makes them more likely in experiencing family engagement. It makes them a better member of the family while being more engaged in their work. This finding consisted of Graves et al. (2007) which found that family experiences create resources that have led to higher family engagements. Hence, according to this prior research, home support proven to cause positive impacts for both work and family domains. Nevertheless, to further examine its effect on working from home employees, this research is predicting that home support to have a significant relationship to intentions to work home from. Therefore, below is the proposes that:

→ Proposition 6: Home support has a significant relationship to work-from-home intention

Inter-Role Conflict as Moderator

Interrole conflict defined as the degree of mutual inharmoniousness between work and family domains caused by strain-based, time-based, behaviour-based sources (Greenhaus & Beutell, 1985; Edwards & Rothbard, 2000). It causes difficulty for individuals to participate in one role due to the involvement in another role at the same time (Greenhaus & Beutell, 1985). According to Ferri et al. (2018), this conflict is also considered bidirectional whereby life interrupts job (life-to-work conflict) and work interrupts life (work-to-life conflict). The negative impact of inter-role conflict have been studied (Cheng & McCarthy, 2013). However, the causes and the following effects of work-to-family conflict (WFC) and family-to-work conflict (FWC) are varied in literature. The WFC impacts the employee outcomes (i.e.

absenteeism, professional strain, or turnover intentions). While FWC leads to outcomes in the family and private domain (e.g., marital or family satisfaction) (Sánchez-Vidal et al., 2019). Researchers have studied the experience negative implication of inter role conflict on employee well-being, which generally referred to their satisfaction (Aryee et al., 1999). Parasuraman et al. (1992) studied the effects of FWC and WFC on job, family and life satisfaction. Both FWC and WFC found to have a significant relationship to life stress, whereby FWC found to lead to depression (Frone et al., 1992) and WFC can affect life satisfaction (Aryee et al., 1999). Having said that, flexible work arrangements have found to reduce work-family conflicts and improved the work-life balance (e.g., Lapierre & Allen, 2012). Nevertheless, there are ongoing arguments found that such work arrangements also have the potentials to create conflicts through the intrusion of work matters into family and other life domains (Kurland & Bailey, 1999; Doherty et al., 2000, Gajendran & Harrison, 2007). As emphasized in past researches, the understanding of the conflict between personal and work roles which highlighted the inter-role conflict is highly important since it has the possibilities to cause boomerang effects (Sánchez-Vidal et al., 2019).

Strong work conditions have made employees spend limited time and energy on their family demands (Spector et al., 2007). Work has created family conflict has commonly been viewed from the role strain perspective, in which the demands of the work and family domain compete for psychological resources, physical energy and limited time. Employees face personal conflict when they are experiencing difficulties to gain the balance between their life inside and outside of work-time. Some studies have found that employees with childcare responsibilities felt this conflict is stronger compared to those without children (Radcliff & Cassell, 2015). While the factors emerging from the workplace found to cause conflicts between the work and family domains, there is also a family-to-work dimension found in the work-family interface. Prior studies found that these two to be only moderately related (Mesmer-Magnus & Viswesvaran, 2006; Grzywacz & Marks, 2000) and mentioned that they are independent constructs and not sharing a similar spectrum (Voydanoff, 2004). The dissatisfaction at job found to lead to failure to meet family demands as well (Abdelmoteleb, 2019). The job characteristics do affect the feelings of their employees and their work responsibilities. They might feel negative threats at work which causes negative consequences in reducing the conflicts between work and family domains (Zhao & Namasivayam, 2012).

Despite all these findings, there are still spaces created for employees to experience high levels of inter-role conflicts whenever they have brought work back home and it might affect the attractiveness of WFH. This study expects that employees with job and home characteristics have the greatest potential to better boundary management and able to maximize their intentions to work from home. However, the study also argues that the role conflicts that happen between the home and work domain will change employees' perception of WFH and hence, it moderates their intentions to WFH. Drawing on boundary theory, Rau and Hyland (2002) studied the impact of flexible work arrangements and standard work arrangements towards determining the attractiveness of an organization, having role conflicts as moderator. As hypothesized, the study found that that the attraction of organizations will be stronger if they offer telecommuting flexibility than those offers a standard work arrangement. Moreover, the attraction will be more positive for the individuals who face fewer role conflicts compared to those who face higher role conflicts. Despite all these

findings, there are still situations created for employees to experience high levels of inter-role conflicts whenever they have brought work back home and it could affect the attractiveness of WFH. Considering the effect of inter-role conflicts based on past studies, it would cause similar results on WFH employees. This study expects that employees with work and home characteristics have the greatest potential for better boundary management and able to maximize their intentions to work from home. However, the study also argues that the role conflicts that happen between the home and work domain will change employees' perception of WFH. Hence, based on the findings and possibilities, this research expects that inter-role conflicts will have a moderating effect between home characteristics and creating the intentions to work from home.

In sum, this article proposes:
→ Proposition 7: There is the moderating role of inter-role conflict on the relationship between job characteristics and intentions to work from home.

→ Proposition 8: There is the moderating role of inter-role conflict on the relationship between home characteristics and work intentions to work from home.

Based on the above discussion, this research proposes the following conceptual framework. This framework outlines both job characteristics and home characteristics having a direct relationship with the intention to work from home. Besides, it proposes to examine the moderating effect of inter-role conflict on the relationship between the job and home characteristics towards intentions to work from home. This is to improve the predictive value of the whole proposed conceptual model for the future empirical study on this research.
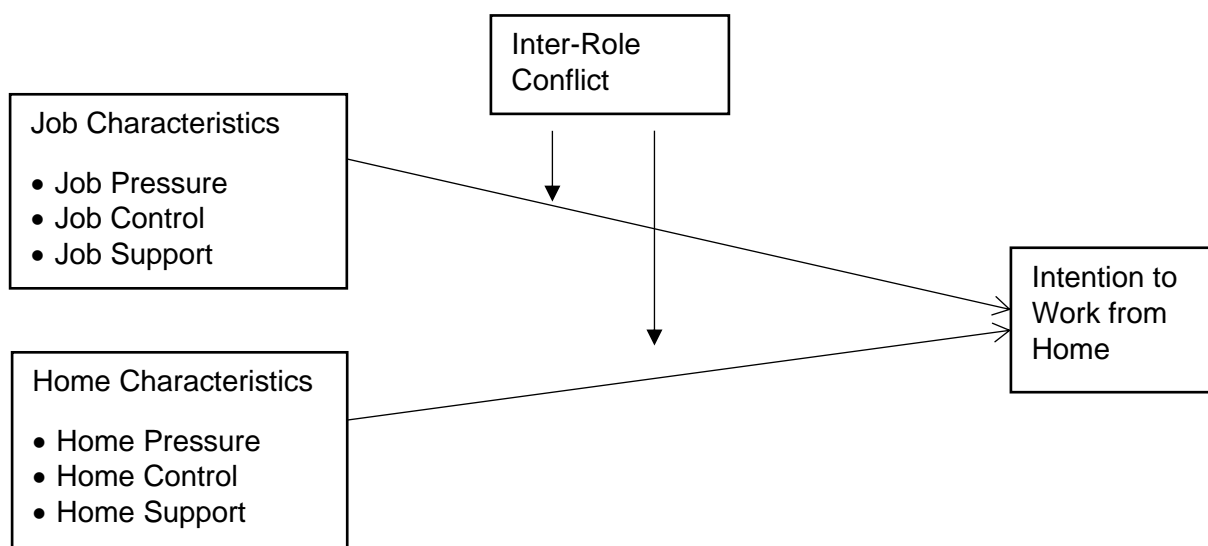

Figure 1: Conceptual Framework

Discussion
The flexible working arrangement has involved with few factors such as technology used, employer-employee relationship and employee behaviour to support work from home (WFH). Most of the past research framework has discussed a lot on the various angles of advantages, disadvantages, and challenges (Rahim, Rahman & Iahad, 2018). James (2016)

mentioned that WFH comes with many challenges, and it can be even harder to retain the employees' motivation to work as it struggles to maintain the ability to be in a state of self-driven and self-discipline to complete job tasks while working remotely. Due to such uncertainties, some organizations were found to fall behind to keep up with this modern way of working (Shorthose, 2004). The WFH has helped employees to meet both work and non-work tasks, but potential conflicts may emerge due to the interruption of work matters into the non-work domains (Doherty et al., 2000; Kurland & Bailey, 1999; Gajendran & Harrison, 2007).

The perception of job characteristics does have implication in employees' feelings towards their responsibilities at work (Abdelmoteleb, 2019). Works with flexitime and employees who is having autonomy in working time can reduce their job pressure and work-to-home conflicts as well (e.g., Lott, 2017). Such positive feelings from job characteristics (e.g., job support) do generate positive feelings outside of work and in family satisfaction as well as in life satisfaction and happiness (Allen et al., 2008). Similarly, spending time with family also valuable for most employees (Halbesleben et al., 2014). The desire to achieve a balance in work and life has commonly been hard for many (e.g., Seligson, 2012; Kurtzleben, 2013). However, it still can be done with mechanisms related to family characteristics (e.g Greenhaus & Allen, 2011). The family elements found to be crucial for employees to ally home demands with work (Kim & Hollensbe, 2017). When employees obtain home characteristics such as family supports, they were also found to focus more on their job without worrying about their home demands (Pitt-Catsouphes, Matz-Costa & Macdermid, 2007). Flexible work arrangements such as WFH creates possibilities for employees to face work-family conflicts through the interruption of work matters into family or other life roles (e.g., Doherty et al., 2000, Gajendran & Harrison, 2007). The negative consequences of integral conflicts affect the employees' well-being which ultimately affects their satisfaction in life (Aryee et al., 1999) and may affect their intention to WFH. Hence, this framework initiated to argue that both job and home characteristics have their respective significant impact in creating intentions to WFH for employees (e.g., Geurts et al., 2005; Lott, 2017). Having said that, the higher level of inter-role conflicts may affect them negatively (Aryee et al., 1999).

Conclusion

There are a plethora of studies investigating work from the home phenomenon. Several studies discussed the experience of WFH (e.g., Shareena & Shahid, 2020), the challenges employees are facing while working at home (Gadeyne et al., 2020) and the conflicts they encounter from this practice (McCloskey, 2018)). Despite abundant researches that exist in human resource research, the influencers in creating or sustaining the WFH intention remains unexplored to date. Hence, this present study addressed the need to understand the influencers, precisely the characteristics needed by employees, to create the intentions to work from home. Employees who perceived the work flexibility and brought work back home have experienced inter-role conflicts due to interruptions the work causes into their home demands (e.g., Dockery & Bawa, 2018). This study expects that employees will be willing to WFH if they are received good support from spouse/family members, perceived low home pressure and have better control at home. At the same time, employees who brought work back home also needs support from employers, perceives low-pressure work and controls work issues to create the ability to concentrate on home demands as well. Meanwhile, although good coordination given for both work and home domain, the interruption of work

into the home domain or home role interferes with work matters tend to create inter-role conflicts (work-to-life conflict and life-to-work conflict) and could affect their intentions to WFH. With all these existing relationships, this article has proposed a conceptual framework that provides an avenue to examine the effect of inter-role conflict on the intentions to WFH by considering the employees' job and home characteristics. It is challenging to analyze all the comprehensive influencers that create the intention to work from home. However, this proposed model can draw insights into the effects of job and home characteristics and their respective dimensions in determining the intentions to work from home will be the primary contribution of this article. This proposed framework lacks empirical research. Nevertheless, it provides a theoretical rationale for the argument that inter-role conflicts plausibly moderate the intention to WFH from an individual's characteristics point of view. Detailed validation and extended studies on the proposed model through an empirical study will be the future direction of this research.

The work and family theories have debated the changes that occur in both life domains that could create future conflicts (Gambles et al., 2006; Dikkers et al., 2007). In addition, theories further stated that the inclusion of a non-family or non-work role could complicate how individuals manage their roles as well (Cruz & Meisenbach, 2018). Thus, as a response to reduce such complications, firstly, this research contributes by exploring the importance of the job and home characteristics, which needed to successfully help employees in managing the competing forces from both work and family domains. Secondly, prior research has proved that inter-role conflicts create boomerang effects on employees (Sánchez-Vidal, et al., 2019) as it can affect the organizational behaviour such as employee turnover intentions, job satisfaction and commitment, and further mentioned that the effects between domains are not direct or simple (Sánchez-Vidal et al., 2011). Aligning to it, researchers also found that the inter-role conflict has a moderating effect on the relationship between flexible work arrangements and standard work arrangements and the attractiveness of an organization (Rau & Hyland, 2002). Concerning the findings, this article reinforced the assumption that inter-role still could have a significant moderating effect in the work-home domain, but based on this research, the effect will be between the job and home characteristics and intention to WFH. Thirdly, with all these propositions, the article extended its contribution by offering a theoretical framework with respective constructs for future researchers to validate the predictive value through an empirical study. Lastly, this article also contributes to the scarce but growing literature on the work from home phenomenon by conceptualizing the information obtained from a wide literature review on the job and home characteristics, inter-role conflicts and intention to WFH.

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