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EXAMINING THE FACTORS AFFECTING WORK-LIFE BALANCE AND WELL-BEING AMONG REMOTE WORKERS: EVIDENCE FROM TRANSPORTATION BUSINESSES IN VIETNAM

EXAMINANDO OS FATORES QUE AFETAM O EQUILÍBRIO ENTRE VIDA PESSOAL E PROFISSIONAL E O BEM-ESTAR ENTRE TRABALHADORES REMOTOS: EVIDÊNCIAS DE EMPRESAS DE TRANSPORTE NO VIETNAN

EXAMEN DE LOS FACTORES QUE AFECTAN EL EQUILIBRIO LABORAL-VIDA Y EL BIENESTAR DE LOS TRABAJADORES REMOTOS: EVIDENCIA DE LAS EMPRESAS DE TRANSPORTE EN VIETNAM

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Abstract
This study, employing multivariate linear regression and random sampling with a sample size of 200, investigates the significant determinants influencing the confidence, Work-Life Balance, and Well-being of remote workers in Vietnam's transportation sector. Key factors, including Technology and Infrastructure, Flexibility in Work Hours, Supervision and Support, Health and Well-being Initiatives, and Cultural Attitudes towards Work, play distinct roles in shaping the remote work environment. The findings hold important implications for employers, policymakers, and remote workers, offering actionable insights to improve the remote work experience in Vietnam. Employers can enhance remote workers' confidence by investing in technology and infrastructure, providing flexible work hours, offering supportive supervision, and prioritizing wellness initiatives. Aligning cultural values with the remote work environment fosters a supportive and culturally sensitive atmosphere. However, the study's contextual limitations warrant further research in diverse settings, utilizing various data sources, and objective measures, and exploring additional variables to enhance Work-Life Balance and Well-being in remote work arrangements.

Keywords: Remote Work; Work-Life Balance; Well-being; Transportation Sector; Vietnam

Resumo:
Este estudo, empregando regressão linear multivariada e amostragem aleatória com um tamanho de amostra de 200, investiga os determinantes significativos que influenciam a confiança, o equilíbrio entre vida profissional e pessoal e o bem-estar de trabalhadores remotos no setor de transportes do Vietnã. Fatores-chave, incluindo tecnologia e infraestrutura, flexibilidade nos horários de trabalho, supervisão e apoio, iniciativas de saúde e bem-estar e atitudes culturais em relação ao trabalho, desempenham papéis distintos na formação do ambiente de trabalho remoto. As descobertas têm implicações importantes para empregadores, decisores políticos e trabalhadores remotos, oferecendo conhecimentos práticos para melhorar a experiência de trabalho remoto no Vietname. Os empregadores podem aumentar a confiança dos trabalhadores remotos investindo em tecnologia e infraestrutura, proporcionando horários de trabalho flexíveis, oferecendo supervisão de apoio e priorizando iniciativas de bem-estar. O alinhamento dos valores culturais com o ambiente de trabalho remoto promove uma atmosfera de apoio e culturalmente sensível. No entanto, as limitações contextuais do estudo justificam mais pesquisas em diversos ambientes, utilizando várias fontes de dados e medidas objetivas, e explorando variáveis adicionais para melhorar o equilíbrio entre vida profissional e pessoal e o bem-estar em regimes de trabalho remoto.

Palavras-chave: Trabalho Remoto; Equilíbrio Trabalho-Vida; Bem-estar; Setor de Transportes; Vietnã

Resumen:
Este estudio, que emplea regresión lineal multivariada y muestreo aleatorio con un tamaño de muestra de 200, investiga los determinantes importantes que influyen en la confianza, el equilibrio entre la vida laboral y personal y el bienestar de los trabajadores remotos en el sector del transporte de Vietnam. Los factores clave, incluida la tecnología y la infraestructura, los horarios de trabajo flexibles, la supervisión y el apoyo, las iniciativas de salud y bienestar y las

actitudes culturales hacia el trabajo, desempeñan papeles distintos en la configuración del entorno de trabajo remoto. Los hallazgos tienen implicaciones importantes para los empleadores, los formuladores de políticas y los trabajadores remotos, y ofrecen ideas prácticas para mejorar la experiencia del trabajo remoto en Vietnam. Los empleadores pueden aumentar la confianza de los trabajadores remotos invirtiendo en tecnología e infraestructura, proporcionando horarios de trabajo flexibles, ofreciendo supervisión de apoyo y priorizando iniciativas de bienestar. Alinear los valores culturales con el entorno de trabajo remoto promueve una atmósfera de apoyo y sensibilidad cultural. Sin embargo, las limitaciones contextuales del estudio justifican una mayor investigación en diversos entornos, utilizando múltiples fuentes de datos y medidas objetivas, y explorando variables adicionales para mejorar el equilibrio entre la vida laboral y personal y el bienestar en los acuerdos de trabajo remoto.

Palabras clave: Trabajo Remoto; Equilibrio trabajo-vida; Bienestar; Sector Transporte; Vietnam

1. INTRODUCTION

The evolution of the modern workforce, driven by technological advancements and changing societal norms, has ushered in a new era of remote work (Cascio et al., 2016). This transformative shift in employment practices has not only redefined the nature of work but has also brought to the forefront essential considerations related to work-life balance and well-being among remote workers (Sengupta & Al-Khalifa, 2022). Amid this global trend, Vietnam, with its rapidly developing economy, has witnessed a burgeoning remote workforce, particularly within the transportation industry (Coxhead et al.,2010).

This article embarks on a critical exploration of the factors affecting work-life balance and well-being among remote workers, explicitly focusing on transportation businesses in Vietnam (Sturgeon & Zylberberg, 2016). As remote work continues to gain prominence, understanding the intricacies of work-life balance and the well-being of those engaged in this mode of employment is paramount (Haque, 2023). The transportation sector is emblematic of industries where remote work has had a profound impact, influencing the livelihoods of a significant portion of the Vietnamese workforce (Benedikter et al., 2013). In this context, it becomes essential to delve into work-life balance and well-being dynamics, considering the unique challenges and opportunities posed by the transportation sector's remote work practices.

This article seeks to illuminate the multifaceted aspects of remote work within Vietnam's transportation businesses, emphasizing the complex interplay between work

demands, personal life, and overall well-being (Schmitt et al., 2012). Through empirical evidence and analysis, we endeavor to shed light on the factors influencing the equilibrium between work and personal life for remote workers in this sector (Wood et al., 2020). Furthermore, we aim to discern how these factors impact the overall well-being of these individuals, exploring the intricate relationship between work-life balance and their physical, mental, and emotional health (Wong et al., 2021). By addressing these critical issues, we aspire to contribute to a more profound understanding of remote work within the Vietnamese transportation industry and the potential implications for the broader workforce (Ghaderi, 2019). This knowledge is instrumental in guiding policies and practices that support remote workers' well-being and enhance the overall productivity and effectiveness of transportation businesses in the evolving landscape of employment in Vietnam.

2. LITERATURE REVIEWS

2.1 WORK-LIFE BALANCE AND WELL-BEING AMONG REMOTE WORKERS

Work-life balance and well-being among remote workers are paramount considerations in today's dynamic work landscape, especially with the increasing prevalence of remote and flexible work arrangements (Felstead & Henseke, 2017; Grant et al., 2013). Achieving equilibrium between work and personal life while prioritizing health and happiness is a multifaceted endeavor that necessitates a strategic mix of flexibility, effective time management, and robust support systems (Kashdan & Rottenberg, 2010). Employers play a pivotal role in fostering a supportive work environment that respects boundaries and actively promotes the well-being of their remote workforce (Eddleston & Mulki, 2017). Concurrently, remote workers are responsible for proactively managing their schedules, establishing clear boundaries, and engaging in self-care practices to ensure a harmonious work-life balance and uphold their overall well-being (Underdown et al., 2022). In essence, work-life balance and well-being are intertwined and fundamental dimensions of the remote work experience, underscoring the imperative for remote workers to excel professionally and personally, ensuring long-term success and an elevated quality of life (Horan et al., 2021).

As the workforce landscape continues to evolve, the need for strategies that enable remote workers to thrive in their professional roles while nurturing their personal lives becomes

increasingly evident (Matli, 2020). Achieving an optimal balance between work and well-being is not merely a luxury but a necessity, for it serves as the bedrock upon which the sustainability and quality of remote work are built (World Health Organization, 2018). This article delves into the intricate factors influencing work-life balance and well-being among remote workers, offering insights into the essential role played by both employers and individual workers in shaping the remote work experience (Sullivan, 2012). In this pursuit, we aim to provide a comprehensive understanding of the complex dynamics inherent in remote work, thereby guiding the development of policies and practices that promote the holistic well-being of remote workers, enrich their professional lives, and fortify the effectiveness of remote work arrangements in contemporary employment scenarios (Beckel & Fisher, 2022).

2.2 Technology and Infrastructure

Technology and Infrastructure are foundational pillars in the realm of remote work, playing a pivotal role in enabling its seamless execution (Alhomdy et al., 2021). Remote workers rely heavily on access to reliable technology, stable internet connectivity, and well-appointed home office setups to carry out their professional responsibilities effectively (Becker, 2005). The availability of these essential tools significantly influences a remote worker's productivity and their ability to strike a harmonious balance between work and personal life (Ellison, 2004).

Access to reliable technology forms the bedrock of remote work, allowing individuals to perform their tasks efficiently and communicate with colleagues and clients (Lipnack & Stamps, 2008). The quality of technology infrastructure is intrinsically tied to productivity, as disruptions and technical glitches can impede workflow and disrupt work-life equilibrium (James, 2017). Furthermore, a suitable home office setup is crucial for remote workers to create a productive and focused work environment in the comfort of their homes (Kroemer & Kroemer, 2016). The design of this space, ergonomics, and the presence of necessary tools and equipment can either enhance or hinder a remote worker's performance and ability to transition effectively between professional and personal life (Kroemer et al., 2016). Therefore, technology and infrastructure are fundamental considerations in remote work, directly impacting the quality of work and life for remote workers.

2.3 Flexibility in Work Hours

Flexibility in work hours stands as a crucial facet of remote work, empowering individuals to manage their personal and professional commitments with greater efficacy (Kelliher & Anderson, 2010). Setting flexible work hours provides remote workers the autonomy to tailor their schedules to suit their unique needs and preferences (Golden, 2001). Employers who embrace this flexibility foster an environment where employees can optimize their work-life balance and overall well-being (Barakat, 2021). By accommodating varying work hours, employers enable remote workers to navigate their daily responsibilities more harmoniously, reducing the stress associated with rigid schedules and contributing to enhanced job satisfaction and overall life quality (Kroemer et al., 2016).

The provision of flexible work hours is a testament to an employer's commitment to their workforce's welfare and a strategic approach to cultivating a motivated and loyal workforce (Asaari etla., 2019). Remote workers who are granted the latitude to adapt their schedules to their circumstances tend to exhibit higher job satisfaction and engagement levels (Valcour, 2007). This, in turn, can lead to increased productivity and an enriched work environment. Furthermore, the well-being of remote workers is closely intertwined with the degree of flexibility they enjoy in managing their work hours (Golden et al., 2006). By allowing individuals to accommodate personal and family commitments, employers not only enhance job satisfaction but also promote their workforce's physical and mental health (Caillier, 2013). Hence, flexibility in work hours serves as a cornerstone of remote work, contributing to both remote workers' professional success and personal contentment (Dyer & Shepherd, 2021).

2.4 Supervision and Support

Adequate supervision and robust support systems are indispensable components of remote work, essential for the success and well-being of remote workers (Charalampous et al., 2019). The geographic dispersion inherent in remote work necessitates proactive guidance, open lines of communication, and reliable support structures to ensure remote employees remain connected and engaged with their teams and organizations (Grant et al., 2013). Adequate supervision fosters a sense of direction and facilitates a collaborative and cohesive work environment, mitigating the potential for feelings of isolation that remote workers might experience (Grant et al., 2013).

Supervision and support are vital in combatting remote workers' isolation. Frequent communication and guidance from managers and colleagues help remote workers stay connected to their team and organization, ensuring they remain informed, motivated, and aligned with the company's goals (Charalampous et al., 2019). Furthermore, robust support systems, both from a technical and emotional perspective, are pivotal in empowering remote workers to overcome challenges and enhance their overall well-being (Grant et al., 2013). Remote employees who feel adequately supervised and supported tend to exhibit greater job satisfaction and are better equipped to navigate remote work demands, ultimately contributing to their overall professional success and personal contentment (Charalampous et al., 2019).

2.5 Health and Well-being Initiatives

Health and well-being initiatives, when championed by employers, play a pivotal role in nurturing the physical and mental health of remote workers (Grant et al., 2013). Employers who proactively introduce programs and measures designed to enhance the well-being of their remote workforce contribute to a work environment that prioritizes the health and happiness of its employees (Gunn et al., 2022). Initiatives encompassing access to counseling services, wellness programs, or ergonomic support underscore an organization's commitment to the welfare of its remote workers and provide tangible resources to address their diverse health needs and challenges (Gregis et al., 2021).

Promoting such initiatives is a testament to the progressive and holistic approach that forward-thinking employers adopt to create a thriving remote work culture (Gregis et al., 2021). By addressing the physical and mental health aspects of their workforce, employers contribute to higher job satisfaction, motivation, and overall well-being among their remote workers (Gunn et al., 2022). Access to counseling services, for instance, can assist employees in managing stress, anxiety, and other mental health concerns that may arise in the remote work environment (Grant et al., 2013). Wellness programs and ergonomic support can boost physical health, prevent work-related injuries, and promote a healthier lifestyle among remote workers. Consequently, employers who actively engage in health and well-being initiatives do not only enhance the quality of life for their remote workforce but also stand to benefit from a more productive and satisfied remote team (Gunn et al., 2022).

2.6 Cultural Attitudes towards Work

Cultural attitudes toward work encompass a pivotal dimension in assessing work-life balance and well-being among remote workers (Dieleman et al., 2003). The cultural context in which remote work occurs significantly shapes the perceptions and expectations of individuals engaged in this employment mode (Metle, 2002). Factors such as work ethic, traditional values, and societal attitudes towards remote work can profoundly influence how remote workers perceive their ability to maintain a harmonious work-life balance and overall well-being (Bae & Chung, 1997). Therefore, cultural considerations become central elements to be considered when formulating and implementing remote work policies and practices in Vietnam (Rowley et al., 2007).

Vietnam's unique cultural landscape, marked by its rich history and societal values, plays a notable role in influencing the attitudes and experiences of remote workers (Dieleman et al., 2003). As the nation experiences economic growth and modernization, the interplay between traditional values and the demands of contemporary work arrangements becomes increasingly relevant (Rowley et al., 2007). Cultural attitudes towards work in Vietnam, rooted in a strong work ethic and a sense of familial and community interconnectedness, provide a backdrop against which the challenges and opportunities of remote work need to be assessed (Bae & Chung, 1997). As such, this article delves into the intricate interplay between cultural factors and the perceptions of work-life balance and well-being among remote workers in Vietnam, aiming to provide insights that can inform the development of culturally sensitive remote work policies and practices tailored to the Vietnamese context (Rowley et al., 2007).

Based on the literature, we propose the following research hypotheses:

Hypothesis 1 (H1): Technology and Infrastructure positively and significantly affect confidence in Work-Life Balance and Well-being Among Remote Workers

Hypothesis 2 (H2): Flexibility in Work Hours positively and significantly affects confidence in Work-Life Balance and Well-being Among Remote Workers

Hypothesis 3 (H3): Supervision and Support positively and significantly affect confidence in Work-Life Balance and Well-being Among Remote Workers

Hypothesis 4 (H4): Health and Well-being Initiatives positively and significantly affect confidence in Work-Life Balance and Well-being Among Remote Workers

Hypothesis 5 (H5): Cultural Attitudes towards Work positively and significantly affect confidence in Work-Life Balance and Well-being Among Remote Workers.

Based on the research hypotheses, the proposed research model is proposed (Figure 1).

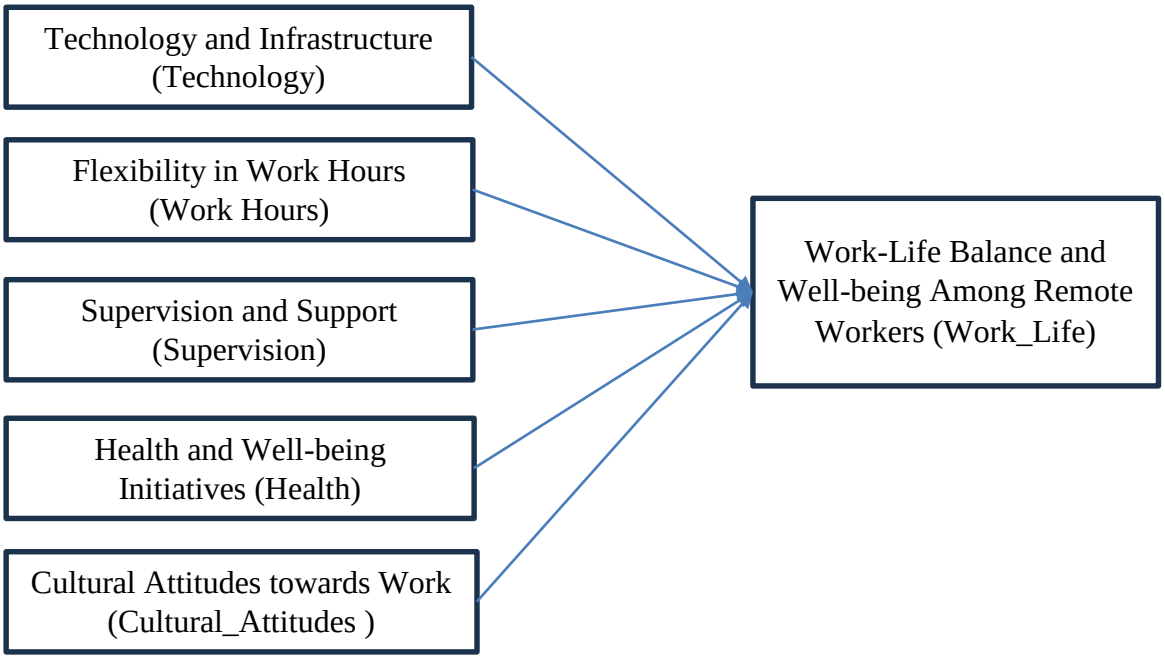

Figure 1 Proposed research model

3. METHODOLOGY

3.1 Instrument and participant

The survey instrument employed in this research was meticulously designed through a comprehensive process that involved an extensive literature review and consultations with two experts in labor management. The questionnaire comprises two distinct sections: the initial part

is dedicated to capturing the demographic information of the study participants, while the subsequent section is tailored to collect data related to latent variables (see Appendix for questionnaire details). Prior to its formal implementation in the study, the questionnaire underwent a preliminary pilot test involving a cohort of 40 individuals, leading to minor refinements in its structure and content, as recommended in previous studies (Santos et al., 2016; DeVellis, 2017).

The research targeted a sample of 200 full-time employees within the long-distance transportation sector in Vietnam, employing a random sampling methodology to ensure a representative and unbiased selection process. All participants in the study provided their informed and voluntary consent. To maximize data collection efficacy, a dedicated member of the research team personally dispatched the questionnaires to each participant, who subsequently completed the survey by marking their responses with a pencil, as per established survey practices (Dornei & Taguchi, 2010). Notably, the research achieved a commendable 100 percent response rate, with all 200 surveys being completed and returned by the participants (Fowler, 2013). Detailed demographic information of the research participants is presented in Table 1 for reference and transparency.

Table 1
Demographic characteristics of survey participants

		Current_Position					
		Worker		Engineer		Manager	
		Count	Row N %	Count	Row N %	Count	Row N %
Age	25-30 years	7	20.0%	21	60.0%	7	20.0%
	31-35 years	8	25.8%	18	58.1%	5	16.1%
	36-40 years	10	29.4%	22	64.7%	2	5.9%
	41-45 years	9	29.0%	17	54.8%	5	16.1%
	46-50 years	11	29.7%	22	59.5%	4	10.8%
	above 50 years	9	28.1%	20	62.5%	3	9.4%
Gender	female	25	25.0%	65	65.0%	10	10.0%
	male	29	29.0%	55	55.0%	16	16.0%
Education	High school	39	26.2%	91	61.1%	19	12.8%
	University	15	29.4%	29	56.9%	7	13.7%
Length_SPS	Over 15 years	9	30.0%	15	50.0%	6	20.0%

10 15 years	43	29.1%	87	58.8%	18	12.2%
5 10 years	2	9.1%	18	81.8%	2	9.1%

3.2 Reliability analysis

Reliability analysis is an important step in assessing the quality and precision of survey data. Reliability analysis aims to determine the consistency and stability of a measuring instrument or survey questionnaire across time and situations. This study used Cronbach's alpha to determine the degree of internal consistency dependability. The criteria for evaluating Cronbach's alpha analysis findings are subjective and dependent on the particular study environment and questionnaire or test variables being evaluated (Kline, 2015; Nunnally & Bernstein, 1994). In general, a number of 0.7 or above indicates a high degree of internal consistency and dependability and is regarded as an acceptable criterion for most surveys (Cortina, 1993; Kline, 2015; Nunnally & Bernstein, 1994). A number between 0.6 and 0.7 may be acceptable for specific surveys but may suggest that some questionnaire questions do not contribute to assessing the underlying concept and may need to be altered or eliminated (Cortina, 1993; Kline, 2015). A number below 0.6 is often considered poor, suggesting that the questionnaire questions may not assess the same concept and need revision (Kline, 2015; Nunnally & Bernstein, 1994).

Table 2
Summary of Reliability

Scales	Number of variables observed	Reliability coefficients (Cronbach Alpha)	The correlation coefficient of the smallest total variable
Work_Life	5	0.820	0.593
Technology	5	0.765	0.495
Work_Hour	5	0.802	0.545
Supervision	5	0.802	0.551
Health	5	0.762	0.508
Cultural_Attitudes	5	0.793	0.524

Table 2 presents the results of testing the reliability and validity of the research questionnaire. Cronbach's alpha coefficients for all items were more significant than 0.7,

indicating the internally consistent reliability of the questionnaire (Hair et al., 2019; Nunnally & Bernstein, 1994). The validity of the questionnaire was also confirmed through construct validity testing, including exploratory factor analysis and confirmatory factor analysis (Bollen, 1989; Hair et al., 2019). All items in the questionnaire were found to have good convergent validity, indicating that they are measuring the same construct (Fornell & Larcker, 1981). Discriminant validity was also established, as each item was more strongly correlated with its respective construct than with other constructs in the questionnaire (Fornell & Larcker, 1981; Hair et al., 2019). The study thus demonstrated a high level of reliability and validity in the questionnaire used to measure the factors affecting sustainable tourism development in the Central Highlands of Vietnam.

3.3 Factor analysis

Factor analysis is a widely used statistical tool in the social sciences that can help researchers identify underlying factors or dimensions in a set of variables. The process involves reducing the number of variables in a dataset by identifying patterns of inter-correlation among them and grouping them into a smaller set of underlying factors (Gorsuch, 1983). The number of factors to be extracted is often determined by examining scree plots and eigenvalues (Fabrigar et al., 1999). The results of a factor analysis can inform the development of more refined research questions, hypotheses, and models (Hair et al., 2010) and provide insights into the key factors that explain the relationships among variables in a dataset (Chen, 2008).

Table 3
Result of factor analysis

Rotated Component Matrix[a]						
	Component					
	1	2	3	4	5	6
Supervision5	.701					
Supervision2	.692					
Supervision3	.673					
Supervision4	.630					
Supervision1	.626					
Work_Life5		.709				
Work_Life1		.685				

Work_Life4	.658				
Work_Life2	.656				
Work_Life3	.646				
Work_Hour3		.740			
Work_Hour2		.703			
Work_Hour4		.669			
Work_Hour5		.629			
Work_Hour1		.593			
Cultural_Attitudes3			.732		
Cultural_Attitudes5			.711		
Cultural_Attitudes4			.629		
Cultural_Attitudes2			.620		
Cultural_Attitudes1			.598		
Health4				.711	
Health1				.675	
Health3				.647	
Health2				.585	
Health5				.581	
Technology1					.671
Technology5					.626
Technology2					.594
Technology3					.549

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.
b. Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) =0.912
c. Bartlett's Test of Sphericity: Chi-Square = 2200.753; df = 406; Sig.=0.000
d. Extraction Sums of Squared Loadings =57.353; Initial Eigenvalues =1.119

Table 3 presents the factor analysis results conducted to validate the research questionnaire. Bartlett's test of sphericity was statistically significant (Sig. = 0.000), and the Kaiser-Meyer-Olkin coefficient (KMO) = 0.891 (>0.5), indicating that the observed variables are correlated in the population and are, therefore, suitable for factor analysis. The factor loading coefficients for all variables >= 0.5 indicate the validity of the factor analysis. The criterion for the practical significance of factor loading is a minimum level = 0.3, an essential

level = 0.4, and a practical level = 0.5. Table 3 shows that all variables have factor loading coefficients >= 0.5, demonstrating the validity of the factor analysis. The total load squared extraction for the six factors = 57.635% (>50%), indicating that the extracted factors can explain significant variance in the data. The initial eigenvalue of the six factors = 1.128 (> 1.00), indicating that the extracted factors have eigenvalues more significant than one and are, therefore, valid. These results demonstrate the suitability and validity of exploratory factor analysis for the proposed research model (Hair Jr. et al., 2019; Tabachnick & Fidell, 2019). Three items, precisely questions 4, 5, and 10, were excluded from the regression model because their factor loadings were <= 0.50, indicating a weak association with the proposed model.

3.4 Correlation analysis

Correlation analysis is a statistical method used to measure the strength and direction of the linear relationship between two variables (Bryman & Bell, 2015). According to Tabachnick and Fidell (2013), it is a way to quantify the association between two variables and determine if changes in one variable are associated with changes in another. The correlation coefficient, also known as Pearson's correlation coefficient, measures the strength of the linear relationship between two variables and ranges from -1 to 1 (Field, 2013). According to Hair, Black, Babin, Anderson, & Tatham (2017), -1 indicates a perfect negative correlation, 1 indicates a perfect positive correlation, and 0 indicates no correlation. Correlation analysis can provide valuable insights into the relationships between variables and can be used to make predictions about one variable based on the values of another variable (Gronlund & Linn, 2014). However, it is essential to note that correlation does not imply causality and that other factors may contribute to the relationship between the variables (Agresti & Finlay, 2009).

The results of the correlation analysis (Figure 2) show that, with a 95% significance level, the correlation coefficient indicates that the relationship between the dependent and independent variables is statistically significant (Sig. = 0.05). The magnitude of the correlation coefficients ensures that the variables are used to analyze the multiple linear regression model and the variable control regression in the next step (Seraphin et al., 2019; Larose, 2014). The correlation analysis allows quantitative examination of the relationships between variables (Field, 2018). Additionally, the significance level of the correlation coefficient is an essential element of the correlation analysis, as it determines whether or not the relationship between the

variables is statistically significant (Larose, 2014). Furthermore, using multiple linear and variable control regression in the next step allows identifying the factors significantly impacting sustainable tourism development (Seraphin et al., 2019). Multiple linear regression identifies the independent variables most significantly related to the dependent variable, while variable control regression allows for controlling extraneous variables that may influence the relationship between the dependent and independent variables (Field, 2018; Larose, 2014).

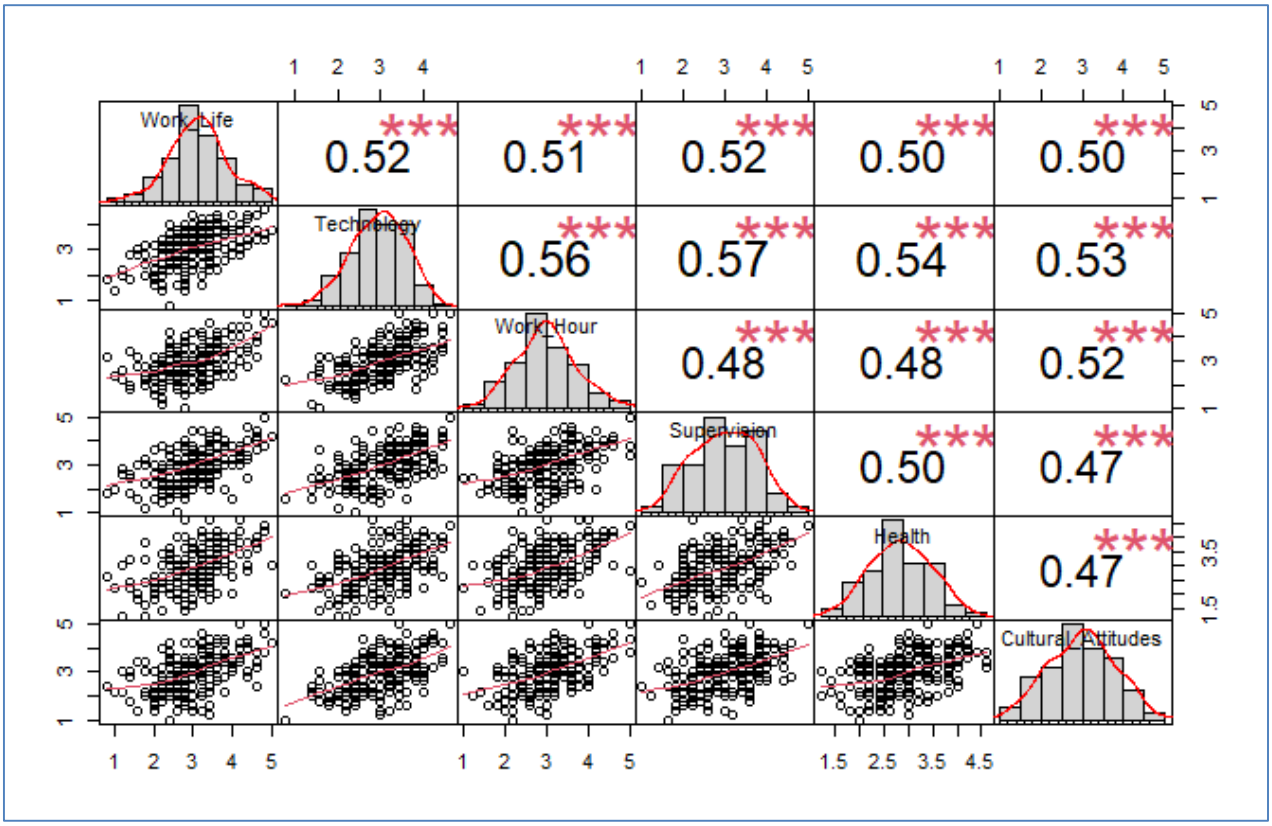

Figure 2 *Correlation analysis results*

3.5 Multivariate linear regression analysis

Multivariate linear regression analysis is a statistical method used to examine the relationship between multiple independent variables and a dependent variable (Bryk & Raudenbush, 1992). This type of regression analysis uses a linear equation to model the relationship between the independent and dependent variables (Hair et al., 1998). Multivariate linear regression aims to determine the coefficients for each independent variable, which represent the strength and direction of their relationship with the dependent variable (Greene, 2003). These coefficients can then be used to make predictions about the dependent variable

based on the values of the independent variables (Hair et al., 1998). Multivariate linear regression is commonly used in the social sciences, economics, and other fields to understand the relationships between variables and to make predictions based on those relationships (Bryk & Raudenbush, 1992).

	Dependent variable:
	Work_Life
Model	
Technology	0.150* (0.082)
Work_Hour	0.175** (0.075)
Supervision	0.204*** (0.071)
Health	0.172** (0.075)
Cultural_Attitudes	0.170** (0.068)
Constant	0.400* (0.221)
Observations	200
R2	0.428
Adjusted R2	0.414
Residual Std. Error	0.601 (df = 194)
F Statistic	29.086*** (df = 5; 194)
VIF:	Technology Work_Hour Supervision Health 1.972436 1.713722 1.682343 1.640258 Cultural_Attitudes. 1.634453
Note: *p<0.1; **p<0.05; ***p<0.01	

The results of the multivariable linear regression analysis (Table 4) indicate that the regression model is valid to explain the results, as evidenced by the statistical significance of the F-test (p.value = 0.000, df = 5.194) (Hair et al., 2019). The model also does not have multicollinearity, as the variables in the model have a VIF of 1.436 (Kutner et al., 2005). This suggests that the variables are not highly correlated, and the regression coefficients can be estimated with high precision.

4. RESULT AND FINDINGS

The research findings, as presented in Table 4, provide robust support for our hypotheses. Specifically, H1 is upheld, signifying that Technology and Infrastructure significantly influence the confidence of remote workers in terms of Work-Life Balance and Well-being ($\beta = 0.150$, $p < 0.05$). Within the specific context of Vietnam's transportation businesses, technology and infrastructure play a pivotal role in enhancing accessibility and flexibility for remote workers. This enables them to access resources from diverse locations, thereby reducing the need for daily commutes and the associated stress, while facilitating the efficient management of workloads. Furthermore, technology supports virtual teamwork, mitigating feelings of isolation, and strengthens vital social connections that are critical to overall well-being (Felstead & Henseke, 2017; Grant et al., 2013). Employers can further promote well-being through technology-driven health and wellness resources, addressing concerns related to security and privacy (Eddleston & Mulki, 2017). The increased efficiency stemming from technology also leads to a reduced reliance on extended working hours, thereby positively impacting work-life balance. Remote workers can conveniently access support services through technology, reinforcing their well-being and instilling confidence in their remote work arrangement (Beckel & Fisher, 2022). In summary, technology and infrastructure are central in shaping the work-life balance and well-being of remote workers within Vietnam's transportation sector.

The outcomes presented in Table 4 lend substantial credence to the study's hypotheses, particularly H2, where Flexibility in Work Hours demonstrates a significant and positive effect on the confidence of remote workers in Work-Life Balance and Well-being ($\beta = 0.175$, $p < 0.001$). The adaptability offered by flexible work hours empowers remote workers to harmonize their work schedules with personal commitments, mitigating conflicts and stress stemming from commutes. This approach also serves to prevent overworking, enhance productivity, and bestow autonomy, thereby elevating job satisfaction and contributing to an improved work-life balance (Kroemer & Kroemer, 2016). Moreover, the flexibility in work hours accommodates diverse preferences, proving valuable to individuals juggling multiple roles, while also supporting self-care practices (Kroemer et al., 2016). In summary, flexible work hours serve as

an empowering tool for remote workers, allowing them to customize their work arrangements, leading to reduced stress, enhanced well-being, and increased confidence in their remote work setup (Alhomdy et al., 2021).

The outcomes presented in Table 4 provide substantial support for H3, which posits that Supervision and Support significantly enhance the confidence of remote workers in Work-Life Balance and Well-being ($\beta = 0.204$, $p < 0.000$). Supervision and support are particularly impactful within the Vietnamese context due to their alignment with cultural values emphasizing collective well-being and interpersonal relationships. Supportive supervision is pivotal in reducing stress, fostering clear communication, providing constructive feedback, and acknowledging and motivating employees (Kroemer et al., 2016). This approach addresses the isolation and stress frequently associated with remote work. Furthermore, supervisors actively contribute to workload management, conflict resolution, flexible work arrangements, and resource accessibility, collectively mitigating burnout and fostering the preservation of work-life balance (Asaari etla., 2019). In summary, the support provided by supervisors is instrumental in cultivating the confidence, work-life balance, and well-being of remote workers in the Vietnamese context, ultimately contributing to the success of remote work arrangements (Dyer & Shepherd, 2021).

Table 4 provides substantive validation for H4, establishing that Health and Well-being Initiatives significantly influence the confidence of remote workers in Work-Life Balance and Well-being ($\beta = 0.172$, $p < 0.001$). These initiatives convey a sense of care for employee wellness and underscore the significance of physical and mental health, consequently reducing stress and enhancing well-being. These initiatives also facilitate the integration of work and personal life through time management tools, thus reducing conflicts and promoting confidence (Asaari etla., 2019). Elements of physical wellness, such as fitness programs and ergonomic guidance, support energy and motivation for work-life balance (Kroemer et al., 2016). Emotional and social support combats isolation, and flexibility and self-care options empower well-being without compromising work commitments (Asaari etla., 2019). Tailoring these initiatives to Vietnam's cultural context enhances relevance, reinforcing confidence in managing work-life equilibrium (Dyer & Shepherd, 2021). In summary, health and well-being

initiatives significantly contribute to the success of remote work in Vietnam by fostering employee confidence, work-life balance, and overall well-being.

Table 4 provides a robust endorsement for H5, indicating that Cultural Attitudes towards Work significantly and positively influence the confidence of remote workers in Work-Life Balance and Well-being ($\beta = 0.170$, $p < 0.001$). The cultural emphasis on collectivism, community values, interpersonal relationships, work ethic, commitment, respect for authority, family-centric values, and resilience within Vietnamese culture fosters a pervasive sense of belonging, recognition, and support (Charalampous et al., 2019). This cultural alignment significantly bolsters confidence in the effective management of work-life balance and well-being (Charalampous et al., 2019). The resulting work environment is not only supportive but also culturally attuned, reinforcing the empowerment of remote workers in their pursuit of a harmonious work-life balance and enhanced well-being within Vietnam's specific context (Grant et al., 2013). In conclusion, the influence of cultural attitudes is a pivotal factor in empowering remote workers to attain a positive work-life balance and heightened well-being.

5. DISCUSSION AND CONCLUSION

5.1 Discussion

The research provide crucial insights into the factors that significantly influence remote workers' confidence, Work-Life Balance, and Well-being within the context of transportation businesses in Vietnam. These factors, including Technology and Infrastructure, Flexibility in Work Hours, Supervision and Support, Health and Well-being Initiatives, and Cultural Attitudes towards Work, each contribute uniquely to the remote work environment. These findings carry implications for employers, policymakers, and remote workers themselves, offering guidance on how to enhance the remote work experience in Vietnam (Bae & Chung, 1997; Rowley et al., 2007).

Implications of the Research Results Employers can improve remote workers' confidence, Work-Life Balance, and Well-being by investing in technology and infrastructure. These resources enhance accessibility and flexibility, support virtual teamwork, and offer health and wellness resources through technology. This not only reduces stress and the need for extended working hours but also fosters a supportive work environment. Employers should

consider offering flexible work hours to empower remote workers to tailor their work arrangements (Felstead & Henseke, 2017; Grant et al., 2013). This reduces stress, enhances productivity, and promotes autonomy, ultimately instilling confidence in remote work setups. Supportive supervision and clear communication channels can reduce stress and enhance Work-Life Balance and Well-being. Employers can prioritize these aspects, particularly in the Vietnamese cultural context, to foster confidence among remote workers (James, 2017; Kroemer & Kroemer, 2016).). Prioritizing physical and mental health through wellness initiatives can significantly influence remote workers' Well-being. Customizing these initiatives to the cultural context ensures relevance, reinforcing confidence in managing Work-Life Balance (Felstead & Henseke, 2017). Employers can leverage the alignment of cultural values with the remote work environment in Vietnam to create a supportive and culturally sensitive work environment, ultimately empowering remote workers to achieve a positive Work-Life Balance and enhanced Well-being.

The research is limited to the context of transportation businesses in Vietnam and relies on self-reported data, potentially introducing response bias. Future studies should aim for more diverse data sources and consider other industries and geographical regions. Future research should address these limitations by expanding the scope to include various industries and regions, potentially incorporating objective performance measures. Investigating the long-term effects and exploring additional variables influencing the remote work experience can further enrich our understanding. Comparative analyses of different cultural contexts would provide valuable insights, and the effectiveness of specific interventions to enhance Work-Life Balance and Well-being should be explored in light of the key findings.

6 CONCLUSION

This research provides valuable insights into the determinants that significantly impact the confidence, Work-Life Balance, and Well-being of remote workers within the unique context of transportation businesses in Vietnam. The multifaceted factors explored, including Technology and Infrastructure, Flexibility in Work Hours, Supervision and Support, Health and Well-being Initiatives, and Cultural Attitudes towards Work, play distinctive roles in shaping the remote work landscape. The implications of these research findings are far-reaching and

hold relevance for employers, policymakers, and remote workers themselves. Employers can enhance remote workers' confidence, Work-Life Balance, and Well-being by investing in robust technology and infrastructure. These resources facilitate accessibility, flexibility, virtual teamwork, and the provision of health and wellness services through technology, ultimately reducing stress and the necessity for extended working hours while fostering a supportive work environment.

Moreover, offering flexible work hours is a tangible strategy to empower remote workers, allowing them to tailor their work arrangements to their needs. This not only reduces stress but also enhances productivity and autonomy, contributing to the cultivation of confidence in remote work setups. The presence of supportive supervision and clear communication channels further serves to mitigate stress and enhance Work-Life Balance and Well-being, particularly resonating with the Vietnamese cultural context. Prioritizing physical and mental health through tailored wellness initiatives is pivotal in influencing remote workers' Well-being. Ensuring that these initiatives are culturally sensitive and aligned with the local context reinforces the confidence of remote workers in effectively managing their Work-Life Balance.

Additionally, employers can harness the alignment of cultural values with the remote work environment in Vietnam to create a work setting that is not only supportive but also culturally attuned, thereby empowering remote workers to attain a positive Work-Life Balance and an enhanced sense of Well-being. Nonetheless, it is essential to acknowledge the contextual limitations of this research, which focuses explicitly on the transportation businesses in Vietnam and relies on self-reported data, potentially introducing response bias. Future research endeavors should aim to diversify data sources and consider a broader spectrum of industries and geographical regions. Additionally, incorporating objective performance measures, delving into the long-term effects, exploring additional variables influencing the remote work experience, conducting comparative analyses of different cultural contexts, and assessing the effectiveness of specific interventions to enhance Work-Life Balance and Well-being will further enrich our understanding of this multifaceted domain.

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Appendix

Questionnaire

Please provide the following information about yourself:

Gender: ☐Male ☐Female

Age: _____

Length of Service in the Transportation Business (in years): _____

Current Position/Title: _____

Level of Education: ☐High School ☐ Bachelor's ☐Master's ☐Ph.D.

Please indicate your level of agreement with each statement using a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree:

Work-Life Balance and Well-being Among Remote Workers:						
Work-Life1	Remote work enables me to maintain a satisfactory work-life balance.	☐	☐	☐	☐	☐
Work-Life2	I feel that remote work positively contributes to my overall well-being.	☐	☐	☐	☐	☐
Work-Life3	I can effectively manage my work and personal life while working remotely.	☐	☐	☐	☐	☐
Work-Life4	Remote work allows me to reduce stress and maintain a healthy work-life balance.	☐	☐	☐	☐	☐
Technology and Infrastructure:						
Technology1	I have access to reliable technology and equipment for remote work.	☐	☐	☐	☐	☐
Technology2	Adequate internet connectivity is available for my remote work needs.	☐	☐	☐	☐	☐
Technology3	The transportation business provides a suitable home office setup for remote work.	☐	☐	☐	☐	☐
Technology4	The technology and infrastructure for remote work effectively meet my needs.	☐	☐	☐	☐	☐
Flexibility in Work Hours:						
Work Hour1	I have the flexibility to set my work hours to accommodate personal responsibilities.	☐	☐	☐	☐	☐

Work Hour2	The transportation business allows me to adapt my work hours to my individual needs.	☐	☐	☐	☐	☐
Work Hour3	Flexibility in work hours enables me to balance work and personal life effectively.	☐	☐	☐	☐	☐
Work Hour4	I am satisfied with the level of flexibility in setting my work hours for remote work.	☐	☐	☐	☐	☐
Supervision and Support:						
Supervision1	I receive adequate guidance and support from my supervisor while working remotely.	☐	☐	☐	☐	☐
Supervision2	I feel part of a team and have effective communication with colleagues when working remotely.	☐	☐	☐	☐	☐
Supervision3	My organization actively promotes social interactions and team collaboration for remote workers.	☐	☐	☐	☐	☐
Supervision4	I receive the necessary support to prevent feelings of isolation while working remotely.	☐	☐	☐	☐	☐
Health and Well-being Initiatives:						
Health1	My organization promotes physical and mental health initiatives for remote workers.	☐	☐	☐	☐	☐
Health2	Access to counseling and wellness programs is available to support my well-being while working remotely.	☐	☐	☐	☐	☐
Health3	My organization provides ergonomic support and resources for remote workers' physical well-being.	☐	☐	☐	☐	☐
Health4	Health and well-being initiatives positively impact my overall well-being when working remotely.	☐	☐	☐	☐	☐
Cultural Attitudes towards Work:						
Cultural Attitudes1	The cultural attitudes within the organization support a healthy work-life balance for remote workers.	☐	☐	☐	☐	☐
Cultural Attitudes2	The organization values and respects the importance of personal life alongside work responsibilities for remote workers.	☐	☐	☐	☐	☐
Cultural Attitudes3	The cultural norms within the organization encourage remote workers to take care of their well-being.	☐	☐	☐	☐	☐
Cultural Attitudes4	I find that the cultural attitudes towards work contribute positively to my work-life balance and well-being while working remotely.	☐	☐	☐	☐	☐

Thank you for participating in this survey.