

## **A study on Work from Home and Work-Life Balance: Perceived Organisational Support and Resilience**

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### **Abstract**

Amidst the Global COVID-19 Pandemic, most personnel had to work remotely because of the successive lockdowns imposed. This restriction posed significant challenges for several individuals and enterprises about working conditions and maintaining a work-life balance. Remotework poses several difficulties and challenges for individuals and companies. Businesses are exploring options for offering remote coaching, while employees are encountering difficulties in balancing personal and work life and adapting to remote work and teamwork. The current study examines the effect of remote work in IT sector on the work-life balance of people because of its significant importance. There is a scarcity of studies that specifically examine IT sector professionals, who constitute the work-from-home primary group. This article seeks to examine the correlation between, “individual resilience (IR), perceived organizational support (POS) and work-life balance (WLB)”. This paper aims to address a research void by examining the influence of remote work on IT personnel using empirical research. This study intends to enhance understanding of the feasibility and longevity of the work-from-home approach in IT organizations.

**Keywords:** “Work-Life balance, Work from home, Remote work, Perceived Organisational support, Individual Resilience”.

### **Introduction**

Every company focuses on cultivating and retaining its finest human resources to achieve its overarching objectives. Management should emphasize the overall well-being of its people for long-term performance. As a result of the COVID-19 pandemic, the IT sector is using a number of measures to adapt to the ever-evolving software development area (Butt et al., 2021). A decent work-life balance is one of the most essential variables determining an employee's performance, according to Emslie and Hunt (2009). The practice of WFH, or working from home, is on the rise (Vyas & Butakhieo, 2021). The COVID-19 pandemic has caused many individuals to work remotely.

Working remotely has become more common due to technological developments and globalization, which has allowed individuals to achieve a better work-life balance (WLB) (Mas- Machuca et al., 2016). The WFH model, in which workers do their duties mostly from the comfort of their own homes, has emerged. WFH is associated with work from home and working from home. The majority of enterprises in the information technology industry worldwide adopted a work-from-home strategy due to the COVID-19 pandemic (De et al., 2020). All employees were ordered to adhere to social distancing measures and operate remotely because of the COVID-19 pandemic, claims Kim (2020). According to Bataineh (2019), due to the new work environment, remote work has become much more common. A growing number of companies are considering creating hybrid models that combine WFH and WFO (Mariniello et al., 2021).

As a result of the COVID-19 epidemic, working remotely is now required. Several good and bad things have arisen from people working from home now (Kramer & Kramer, 2020). The purpose of this article is to take a look at how IT workers who are working remotely during the pandemic are balancing their work and personal lives. Examining the effects of remote work on work-life balance for IT workers is our primary objective.

The fast change in company culture within the IT industry is a direct result of the COVID-19 pandemic (Hern, 2020). Enterprises in the information technology industry have a very different work culture than most other types of businesses. Companies in the information technology industry established a policy allowing workers to do some or all of their jobs from the comfort of their own homes (Gottlieb et al., 2021). Both employees and employers face new obstacles when they work remotely (McKinsey, 2020).

In the face of all this change and uncertainty, human and organizational resources are more important than ever for making sure remote workers get their jobs done. Recent comprehensive research by Shirmohammadi et al. (2022) shows that resources significantly affect the relationship between WFH and WLB. Although several resources from both the job and non-work sectors are discussed in the research, individual resilience (IR) is noticeably absent. Social support, which is related to perceived organizational support (POS), was the subject of only one study conducted by Wang et al. (2021).

### **Literature review**

According to the JD-R model, which Bakker and Demerouti published in 2017, stress results from the interaction between job resources and work demands. Factors like excessive workloads, tight deadlines, and less control over operations are examples of the physical, psychological, and social components of a career that contribute to the demands of the job. Opportunities for professional growth, independence, and social support are all examples of the kinds of social, psychological, and physical resources that employees have access to via their jobs. Rather than concentrating on HR, the studies mostly examined organizational resources (Britt et al., 2021). In addition to organizational resources, Xanthopoulou et al. (2007) note that workers may draw on their own personal resources.

According to the JD-R model, excessive demands placed on workers and a lack of suitable resources at their disposal lead to burnout and increased stress levels. However, according to research by Bellmann and Hübner (2021), having enough work resources and modest job expectations may lead to reduced stress and positive outcomes, including “job satisfaction, engagement, and well-being”.

Notably, the JD-R model may explain why multiple outcomes might arise from the same set of resources and labor demands (Bakker and Demerouti, 2017). Some employees may be able to manage high expectations with ease, given enough resources, while others may experience stress even in situations with moderate demands. This variance might be explained by individual qualities such as resilience, which are coping techniques.

### **Work from home and managing work-life balance**

Working from home (WFH) means employees do their employment duties from their residences. The notion of working from home saw substantial expansion due to pandemic-related constraints.

Businesses who use WFH see improvements in areas such as social sustainability, employee engagement and retention, productivity, and cost-effectiveness in human resources (Contreras et al., 2020). Remote work helps employees by fostering autonomy, providing flexibility in time management, reducing travel expenses and time, improving work planning and productivity, and encouraging work-life balance. It also aids in alleviating stressful circumstances.

The impact of work from home on work-life harmony is an increasing source of worry (Kim et al., 2019). When individuals are happy and authentic in social circumstances, research reveals that they are more likely to work remotely and have a better work-life balance. Some studies suggest that working from home may not necessarily enhance work-life balance, despite what other studies may suggest. Employees often use their personal and recreational time to work extended hours, resulting in heightened stress levels. This might occur due to rigid working hours or inadequate resources for work (Novianti and Roz, 2020). Remote employment may create a work-life imbalance since employees may find it challenging to efficiently manage their time, which might result in reduced performance and productivity.

This problem worsens when the worker does not have the resources needed to carry out the many activities in their professional and personal lives (Irawanto et al., 2021). Employees faced social isolation when they were abruptly required to transition from working in the office to working remotely. They found it challenging to delineate boundaries between their personal and professional lives due to heavy workloads, heightened workplace monitoring, and rapid changes in work and personal spheres. According to Adisa et al. (2022), working from home might have a negative impact on the harmony between work and personal life in this scenario.

## Perceptions of support within a company and an individual's resiliency

Eisenberger et al., (1986) when workers feel appreciated and cared for by their employer, it's known as perceived organizational support (POS). In a chaotic situation with little resources, perceived organizational support (POS) systems may be an essential tool (Zheng, 2020). Organizational support and strategic direction are two things that employees need from their employer (Tu et al., 2021).

The COVID-19 pandemic necessitated a lockdown, resulting in a shift to remote work for many businesses, which presented issues in adapting to this new work model (Daniels et al., 2022). Deploying the (POS) system in remote work situations might be tough, yet telecommuters value it more than on-site personnel. Employees are more likely to experience job satisfaction and have more emotional engagement with the firm if they perceive organizational support. Remote work is expected to be less socially isolated, more interesting, productive, and less stressful. By reducing role uncertainty for workers in both domains, organizational help at both the professional and personal levels increases work-life balance (Irfan et al., 2021). Therefore, POS has the potential to have a beneficial effect on work-life balance (Sheikh, 2023).

A person's capacity to deal with stress and stay well depends on their resilience, which is defined as their capacity to recover quickly from setbacks and adjust to novel circumstances (Van Kessel 2013). Workers who possess the innate quality of resilience may draw from it when faced with challenging circumstances (Ford et al., 2011). Superior productivity, less stress, greater life satisfaction, better emotional control, and a positive attitude in the face of adversity are all traits of employees who score higher on the resilience scale. Workers who are more resilient are more likely to see their tasks through to completion, even in high-pressure situations like emergency remote work during a pandemic. They also tend to achieve a better work-life balance (WLB), which is a state of harmony between one's professional and personal life.

Marques and Berry said in 2021 that achieving work-life balance is possible via a thorough approach that incorporates individual, business, and family efforts. Personal attributes, professional responsibilities, and individual circumstances may lead to an uneven distribution of time between work and personal life, with solutions tailored to each person's unique situation. Greater individual resilience allows remote workers to fully take advantage of opportunities to improve work-life balance via enhanced job flexibility and autonomy. Moreover, this resilience helps to decrease factors that might hinder work-life balance, such as stress, tiredness, and fatigue resulting from organizational changes (Marques and Berry 2021).

Employers had to implement remote work practices because of enforced confinement from March to June 2020 during the COVID-19 epidemic. An unexpected event prompted the decision to implement remote work as an urgent measure (Oliveira et al. 2020). Many businesses did not have methods customized for this kind of task because of the abrupt urgency and mandated confinement measures. Several companies and people encountered this employment arrangement for the first time. It was essential to evaluate the impact of the "work-from-home (WFH) experience on employees' well-being, businesses' and employees' preparedness for such scenarios, and how it influenced perceptions of WFH and employees' work-life balance (WLB)".

## Methodology

**Primary Data Collection:** A survey is being conducted utilizing a questionnaire to gather primary data. A survey is an excellent method to get opinions on a certain issue or to see how a group of individuals characterize their behavior. "The research collects primary data using survey/schedule questionnaires. Researchers conducted a survey by distributing structured questionnaires to gather necessary data. Secondary data was obtained from previous researchers, papers, research journals, websites, etc.

**Sample size:** 300 surveys were sent to the target market. 195 out of 200 questions have been completely answered".

**Location:** India

**Participants:** Managers, leaders and employees from different IT business organizations were selected randomly, without bias or any other practical factors. The research began with an initial sample size of 200 individuals. Only 195

questionnaires that were fully completed were included.

**“Nominal Scale:** This research used a nominal scale”. The Nominal Scale is the lowest measuring scale from a statistical standpoint.

**Data Coding:** The techniques used include descriptive statistics, "T-Test, and regression analysis. The qualitative data in this research was coded using a “Likert scale”. Data coding and transcription have been finished using SPSS and MS Excel.

### Data Analysis

**Table: 1 Demographics**

“Demographic Variables	Categories	Frequency	Percentage”
Gender	“Female”	102	52.0
	“Male”	93	48.0
	Total	195	100.0

14<sup>th</sup> – 15<sup>th</sup> March, 2024

Age	“20 to 30 years”	32	16.7
	“30 to 40 years”	43	22.1
	“40 to 50 years”	38	19.4
	“50 to 60 years”	57	29.0
	“Above 60 years”	25	12.9
	Total	195	100.0

Education	Graduate	23	11.7
	Postgraduate	103	52.9
	Professional	64	32.9
	Others	5	2.5
	Total	195	100.0

Designation	Total	195	100.0
	Manager	31	15.2
	Executive	39	20.0
	CTO	52	26.7
	CFO	23	12.1
	Associate	50	26.0
	Total	195	100.0

**Table 2: T-Test Results**

Construct	Levene's statistic	T statistic	Mean Difference
WLB	0.011	9.680	.54212
WFH	0.013	8.474	.63287
POS	0.012	8.503	.63254
IR	0.001	11.438	.71346

\*statistics are significant at 0.05 levels.

All of the aforementioned cases “(.011,.013,.02,.011) had T-test results for the value of the LeveneStatistics (sig. value) less than.05. This indicates that work-life balance acts as a moderator in the relationships between perceived organizational support for remote work and individual resilience”.

H1: Work from home negatively affects Work life balance

ANOVA<sup>a</sup>

Model		Sum of Squares	df	M Sq.	F	Sig.
1	Regression	59.627	1	61.627	46.864	.000b
	Residual	584.311	194	1.413		
	Total	643.938	195			

“The results of the ANOVA analysis are shown in the table above. Three rows of results are shown. It turns out that the F value is 46.864, and the P-value is 0.000, indicating that this hypothesis has been accepted”.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.437	.119		17.516	.000
	H1	.200	.034	.322	5.997	.000

The following table shows “the significance of the regression constant and coefficient. The hypothesis is accepted since the p-value for the regression coefficient is .000, which is less than the significance level of 0.05. Therefore, the hypothesis is relevant and accepted which means Work from home negatively affects Work life balance”.

H2: Perceived Organisational Support positively affects Work from home

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.675	1	22.677	18.183	.000b
	Residual	539.113	194	1.215		
	Total	561.788	195			

“The results of the ANOVA analysis are shown in the table above. Three rows of results are shown. It turns out that the F value is 18.183, and the P-value is 0.000, indicating that this hypothesis has been accepted”.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.332	.142		20.489	.000
	H	.176	.032	.211	3.301	.000

“The following table shows the significance of the regression constant and coefficient. The hypothesis is accepted since the p-value for the regression coefficient is .000, which is less than the significance level of 0.05. Therefore, the hypothesis is relevant and accepted which means Perceived Organisational Support positively affects Work from home”.

H3: Individual resilience positively affects Work from home..

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.542	1	7.598	5.177	.013
	Residual	619.951	194	1.289		
	Total	627.493	195			

“The results of the ANOVA analysis are shown in the table above. Three rows of results are shown. It turns out that the F value is 5.177, and the P-value is 0.013, indicating that this hypothesis is accepted”.

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.118	.122		15.450	.000
	H	.109	.042	.116	2.785	.013

The following table shows “the significance of the regression constant and coefficient. The hypothesis is accepted since the p-value for the regression coefficient is .013, which is less than the significance level of 0.05 so hypothesis is accepted. Therefore, the hypothesis is accepted which means Individual resilience positively affects Work from home”.

The purpose of this research is to find out how "organizational and human resources, namely perceived organizational support (POS) and interpersonal connections (IR)" affect work-life balance when people are required to work remotely in an emergency. The effect of the "work-from-home (WFH)" scenario on this bond was also explored in this study.

The results indicated that remote work was inversely related to work-life balance. Remote work may alleviate stress by cutting costs, providing flexible scheduling, and assisting in maintaining a work-life balance. Working from home (WFH) is a kind of work from home that blurs the distinction between professional and personal life. Working from home during the outbreak was a spontaneous measure due to the lack of preparation by companies and workers. Confinement was a common practice where workers were allowed to work from home while their family members were also at home working or attending school.

The findings reveal distinct patterns of conduct for positive organizational scholarship (POS) and intellectual resources (IR) concerning organizational and personal resources. POS positively correlates with WFH, whereas IR negatively correlates with WFH. Organizations and people have difficulties adapting to remote work during the lockdown, highlighting the need to provide support and assistance to employees. Perceived support from supervisors and colleagues improved the engagement level, reduced social isolation, and decreased stress among employees working remotely.

There seems to be a negative association between IR and WFH. During emergency remote work situations, it is expected that employees with higher levels of resilience will be more capable of managing remote work effectively and will likely have a more favorable experience working from home. The study evaluates the satisfaction of participants with the amount and quality of work completed when working from home. Scheibe et al. (2022) conducted a study including 1715 university workers during the February 2021 COVID-19 outage, which revealed an unfavorable correlation between resilience and workload. Workers with greater degrees of resilience tend to be less satisfied with their jobs.

The study looked at how work-life balance resources were affected by the work-from-home experience. When the WFH event is present, the findings reveal a positive association between IR and WLB. This finding is in agreement with what Avey et al. (2011) found in their earlier research. Workers who are resilient are able to deal with pressure and stress well and seize chances when they come their way. Working from home (WFH) has the potential to affect work-life balance

(WLB) since it provides for greater freedom and flexibility in time management, saves money and time on travel, and is supported by research from Gajendran and Harrison (2007) and Nakrošienė et al. (2019).

Employees' perceptions of organizational support (POS) had a negative correlation with their WLB during the remote work event. This consequence may be attributed to the sudden and mandatory transition to remote work due to an emergency situation. Businesses and employees were forced to immediately alter their work practices as a result of mandated lockdown measures. The absence of a coherent strategy throughout this transition, along with inadequate training of personnel in remote work, communication, and support provision, may have contributed to the perception of insufficient organizational support. Insufficient preparation for an abrupt transition to remote work may have led remote employees to work extended and unpredictable hours, affecting their work-life equilibrium (Vayre et al. 2022).

## **Conclusion**

It is clear from the study's fruitful result that people and organizational resources are crucial to attaining work-life balance. There is an increased need for tools to help people keep their work-life balance in situations when they are forced or compelled to work remotely.

Organizational leaders who encourage remote work recognize its impact on enhancing the psychological agreement between workers and businesses, while individuals who use remote work see their employers as advocates of employee welfare. Offering remote work options may indicate an employer's readiness to adapt the work setting based on workers' requirements. Employees may see it as aligning themselves better with their job, which is a component of positive work role adjustment. Utilizing several and additional indicators for the construction might provide varied results. This study had a wide reach as nations began to remove their restrictive constraints.

This research offers new perspectives on overseeing the remote work environment, emphasizing employee well-being, and expanding on current theoretical findings. One part is training and teaching individuals to manage the effects of remote work. This research emphasizes the need for businesses to offer training programs focused on cultivating resilience and supporting skills for remote job management. This suggests the need to provide workers with training to effectively deal with challenges they may have when working remotely, especially from home, in order to improve their resilience. It highlights the need for leadership training to promote more supportive attitudes and methods.

Another practical use is establishing rules and organizational procedures to promote a healthy work-from-home environment. Human resource policies that foster a feeling of belonging and purpose among employees and the establishment of teleworking support and assistance are two possible avenues to explore in this regard. More social and organizational ties lead to better well-being in supportive work contexts.

The rising occurrence of remote work, namely working from home (WFH), is anticipated to significantly affect the health and well-being of employees. Improving the work-from-home experience by strengthening personal and organizational resources is essential for promoting workers' health and well-being.

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