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**The Correlation Between Work from Home and Work-Life  
Balance During COVID-19**

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# Submission of Thesis and Dissertation

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**Abstract**

***Aim and purpose:*** The study aims to find the correlation between the Work from home strategies and their influence on work-life balance including organizational and personal factors.

***Methodology:*** The researcher has answered the research questions through a quantitative research method (using SPSS) and an ontological approach. The primary survey was collected through face-to-interaction with forty participants belonging to the IT sector in the month of July.

***Results:*** It has been analysed that WFH policy has negatively affected the work-life balance and organizational and personal issues are equally helping to influence the participants' opinion.

***Conclusion:*** It has been concluded that participants have affirmed that their level of productivity has been reduced during WFH. However, the majority of them are satisfied having quality time with family. Females were observed to support the WFH policy more than men that indicates that this policy can be gender-specific to some extent

***Keywords:*** WFH, work-life balance, organizational factor, employee satisfaction, personal factor, employer role, the negative effect of WFH.

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## **Chapter 01: Introduction**

### *Overview of Chapter*

The purpose of this chapter is to discuss the background, theoretical framework, problem statement, scope, limitation and significance of the research study. This chapter intends to assist the readers to establish an understanding of the topic and motivate them to study further to know the importance of the selected study.

### *Background Study*

In the corporate world of today, maintaining a healthy work-life balance is essential. The reasons of work-life balance are a topic of debate in both academic and political circles. Despite the idea, it might be difficult to keep a work-life balance in the modern corporate world because of several variables. However, the global pandemic's disruption promoted the pragmatic goal of work-life balance through work from home (WFH), which allows employees to conduct business from home instead of going to the office. Employees are allowed to work on a flexible schedule and spend time with their families during WFH. As a result, the idea of WFH promotes work-life balance, which is supported by past research

Contrary to the theoretical understanding of WFH, the practice came with different challenges. For instance, working from home may lead to redundancy and low productivity (Bellmann and Hübler, 2020). Although home-based working assisted the corporate world in continuing the provision of public services, its long-term application was a problem. What causes the differentiating outcome of WFH among different organizations is not known. Correspondingly, this study analyzes the need for understanding the correlation between WFH and work-life balance. Only then, the study can examine whether WFH is effective for work-life balance or not.



### *Research Purpose*

This study aims to determine whether or not WFH enhanced work-life balance. This evaluation is essential since WFH can be widely adopted and does promote work-life balance. On the other hand, if WFH does not lead to an improvement in work-life balance, the variables that contribute to this imbalance should be reduced. The results are based on the WFH's function and how it relates to work-life balance. Therefore, the main goal of this study is to investigate the relationship between WFH and work-life balance and to suggest recommendations that will assist to maximize beneficial results.

### *Research Objectives*

The objective of the research is to find the impact on employees' work-life balance during the work-from-home strategy in a pandemic. There are two major factors including organizational and personal factors affecting the work-life balance that needs to be analyzed. Moreover, abundant studies are presented on the WFH and their impacts on an employee that would be helpful to shape the literature review.

### *Research Questions*

- What is the correlation between WFH and work-life balance during COVID-19 pandemic?
- How did organizational and personal factors impact the work-life balance as a result of WFH during the COVID-19 pandemic?
- Is WFH an effective and beneficial strategy to apply for employees' work-life balance?

### *Expected Outcome*

From the literature, the role of WFH is outlined to be significant but partially adopted. It is because of the certain constraints that come with WFH practices. According to the literature, WFH helps the individual reduce the length of commutation hours and maintain operational efficiency (Krasulja et al., 2015; Palumbo, 2020). However, for other people, WFH constantly deprives of the time from their personal lives to devote to their work (Shirmohammadi, Au and Beigi, 2022).

There is still discussion over WFH's significance in determining work-life balance because the literature shows that it has mixed results. However, it's crucial to understand the viewpoints and specific reactions of the target audience, which consists of individual responses. This study insinuates the specific correlation between WFH and work-life balance, which is expected to be positive. The study also examines the trajectory of WFH which is expected to have a moderate effect on work-life balance.

### *Outline of Thesis*

#### *Chapter 01-Introduction.*

First chapter details the background study of the research topic and define the aims and objectives researcher wants to analyse. This chapter includes the problem statement, potential significance of study and rationale of conducting the research.

#### *Chapter 02- A literature review.*

Chapter 02 holds great important as from it, researcher develops the hypothesis from secondary claims of authentic articles and compared them against the results concluded. Literature review critically analysis each aspect of the research question for instance, ample data discussing the International and Irish perspectives. It also helps to design the appropriate survey questions for the quantitative study.

*Chapter 03- Methodology.*

Chapter three outlines the approach and method researcher has chosen to answer the research questions. Methodology is defined through research paradigms, philosophy and methods while discussing the rationale of using specific method.

*Chapter 04 and 05- Results and Their Discussion*

These chapters discuss the findings from the obtainable dataset either through statistical analysis (quantitative) or thematic and systematic analysis (qualitatively). It briefly defines the potential reasons behind participant response to a specific question while providing academic source to support or contradict it. These chapters link the relevant analysis of chapter 02 to help identify the gaps if any.

*Chapter 06- Conclusion and Recommendation.*

The concluding chapter summarizes the literature of the previous five chapters while recommending alleviating the present gaps or challenges research identified.

*Significance of the Study*

This study provides a solution-based outcome through the quantitative study. Maintaining a work-life balance is a problem that affects the employee's well-being. This study is aiming to figure out the impact of WFH on work-life balance. Hence, if the WFH increases work-life balance, it will be upgraded. On the other side, recommendations have been made to minimize the specific repercussions which WFH had that lowered the work-life balance.

*Contribution to Literature*

The reader will gain insight into the current challenges surrounding work-from-home regulations and how they have impacted an employee's professional and personal lives. The goal of the study paper is to provide a well-informed information about the factors that affect an employee's ability to maintain a healthy work-life balance by working from home. Also, the

literature will be tested against the results conducted primarily through the closed-ended survey (details in chapter 03).

### *Summary of Chapter*

The chapter discussed the rationale, significance and objectives of the study and contains the basic information that founds the research study. The primary goal of the study is to identify a relationship between work-life balance and work-family health (WFH) among employees during COVID-19, as well as the rationale for how organizational and personal factors contribute to this process and to what extent they influence work-life balance.

## **Chapter 02: Literature Review**

### *Overview of Chapter*

This chapter contains the evaluation and critique of the existing knowledge about the particular area of research. It remains helpful to test the hypothesis and confirms whether the conducted study matches the secondary data or not.

### *The concept of Working from Home*

With the increase in awareness and more socialized surroundings, employees demand more than compensation and benefits. They seek the liberty to maintain a healthy work-life balance (Sandoval-Reyes, Idrovo-Carlier and Duque-Oliva, 2021). Work-life balance refers to dividing time equally between professional and personal responsibilities. (Krasulja et al., 2015). The amount of effort and time an employee put into his or her professional tasks during the production age was a significant indicator of professionalism (Wolor et al., 2021). Modern living standards need active participation in both personal and professional obligations (Shirmohammadi, Au and Beigi, 2022). The notion of working from home emerged as a result of choice of the people to spend time with

family and engage in social activities. However, the COVID-19 Pandemic made it necessary (Lonska et al., 2021). It was intended to safeguard the coworkers and prevent the spread of it.

WFH began as a concept where a select group of employees were permitted to operate remotely without preference to be in the office (Palumbo, 2020). Numerous investigations were conducted to present a WFH strategy that would work in the corporate world. For instance, Krasulja et al. (2015) used interviews and research on control groups to examine the effect of WFH on work-life balance. The author discovered a significant correlation between WFH and work-life balance but with certain conditions. On the other hand, Wolor et al. (2021) explored the concept of WFH on the productivity of the employees. The author reached a conflicting conclusion regarding the effect of WFH on the productivity. While WFH promotes internal flexibility and removes barriers, it may however diminish the productivity. Therefore, majority of firms reject adopting WFH principles for efficient operations. Nonetheless, some organizations actively embraced the remote working paradigm to sustain both cost-effectiveness and improve productivity.

#### *Practical application of Working from Home*

In contrary to the historical concepts, The relationship and operating procedures in the corporate world were significantly altered by the global pandemic (Xu et al., 2021). Social connections were instantly cut short as the pandemic was caused due to the contagious virus (Palumbo, 2020). When transitioning to online company management during this time, the majority of organizations experienced decrease in productivity (Shirmohammadi, Au and Beigi, 2022). In response, organizations, primarily the IT sector, extensively implemented WFH techniques as an alternate method of operating. Since then, the world has witnessed a significant

practical illustration of WFH. Hence, the concept of WFH was converted into practical application during the global pandemic.

The implementation of WFH in practice resulted in a number of factual findings. The organizations initially realized that they could significantly reduce their costs by continuing to work remotely (Bellmann and Hübler, 2020). For instance, majority of service corporations continued to operate using remote working platforms in order to save costs and produce high-quality results. Further revelation with WFH was the capacity to retain flexibility and production simultaneously. For illustration, individuals could allocate their tasks according to their inclinations and they were able to spend time with their families as a result (Xu et al., 2021). Consequently, the practical implementation of WFH showed higher than anticipated results during the pandemic period.

#### *Consequences of Work from Home Practice*

The consequences of WFH are not always favourable, and they might result in lead to decreased work morale, home distractions and mental distress (Ni Business Info, 2022). Throughout the time period, some of the negative effects were also observed such as the enterprises faced some serious implications, including delayed work and low productivity. (Irawanto et al., 2021). Additionally, for some individuals, maintaining a work-life balance became a significant challenge because of the continuous requirements of their employment duties (Crosbie and Moore, 2004). Due to the fact that they could be contacted at any moment of the day, those with 8-hour jobs were therefore required to be available 24/7 which was another significant effect of WFH (Sandoval-Reyes, Idrovo-Carlier and Duque-Oliva, 2021). The right to privacy of the employees was violated due to WFH calls (Shirmohammadi, Au and Beigi, 2022). As no one had a set

professional schedule, anyone could call any person at any time (Wolor et al., 2021). In these situations, a lot of employees demanded to be called back to workplaces because they were frustrated and worn out from working from home. Nevertheless, during the WFH phase, time and cost were peculiarly granted. The distance travelled and the associated costs were immediately reduced due to non-transportation (Xu et al., 2021). Additionally, individuals were not required to dress up as they could not interact with each other and had to live a minimalistic life-style. This created cost and time efficacy and individuals were able to focus only on their utmost requirement. Altogether, the positive consequences of WFH included time and cost efficacy, work-life balance, and work flexibility.

#### *Correlation between WFH and Work-life Balance*

The literature suggested that WFH has a substantial impact on work-life balance. For instance, Irawanto et al. (2021) discovered that WFH enabled work flexibility as a result of which it was simpler to attain work-life balance. Not only did the employees get the opportunity to spend time with their families, but the families also had a chance to learn about one another's professional obligations. In this way, WFH actively foster work-life balance. The literature however, also included a number of variables that could affect the relationship between work-life balance and WFH. For example, Bellmann and Hübler (2020) discovered that personal factors, employment characteristics, and job characteristics are the crucial strands that might change the link between WFH and work-life balance. In other words, productivity may deteriorate if an individual is only extrinsically driven to work because they cannot meet the deadlines. Likewise, complicated tasks that are carried out WFH rather than by a team take longer to complete. (Wolor et al., 2021).

Therefore, it is realistic to conclude that blocks of integration are correlated to WFH and work-life balance

Retrospective analysis was employed by Bellmann and Hübler (2020) to explore how WFH affected work-life balance. The author discovered that the nature of the job and the working environment both significantly enhance the relationship between WFH and work-life balance. Accordingly, if the working condition at the home are problematic, individuals may get frustrated and exhausted. The employee will miss deadlines and face repercussions from the corporate side. Therefore, WFH demands comfortable and supporting working conditions. On the other hand, if the employee work within a pleasant working condition, he can complete his professional obligation on time and with quality. This will eventually lead to active work-life balance. Altogether, work-life balance through WFH can only be attained by inducing many supportive variables and managing them.

#### *Does WFH leads to effective Time Management*

Palumbo (2020) assessed the impact of WFH on work-life balance in several circumstances. The author analysed the connections between employment factors, job characteristics, job satisfaction and personal attributes for remote work. In light of this, the results indicate no connection between job satisfaction and remote working. In addition, remote employment has a negative impact on work-life balance. The authors go on to say that those who prefer working from home may find that doing so has a beneficial effect on their ability to balance work and personal obligations. Those who do not favour working remotely, however, demonstrate a detrimental influence of remote work on work-life balance. These characteristics served as a direct indicator of remote employment and its impact on work-life balance.



Dave and Purohit (2016) examined the factors that contribute to the satisfaction of remote working. The authors discovered that a key factor influencing the success of remote working is the nature of the employment. The study found that employment with minimum attention requirements is more likely to promote a positive work-life balance. Work-life balance is negatively impacted by jobs that demand too much time and technical knowledge. Similarly, Annija (2021) outlined employment properties can stimulate the outcome of remote working. During Covid, remote working inaugurated certain challenges for the employees. For instance, employees cannot make any excuse and have to show up for every type of job call. The employees are worn out by this predicament, which takes up all of their time and leave them exhausted. On the other hand, positions with definite work requirements allowed the workers to fulfil their commitments at work while still making time for their families. Therefore, employment characteristics were the other factors that stimulate the outcome of remote working during the pandemic.

The literature to date has generated a variety of results addressing the contribution of WFH to work-life balance. WFH has been supported by some analysts as a positive indicator of work-life balance (Haddon et al., 2009; Dén-Nagy, 2014). The significance of WFH is highlighted by the fact that it enables convenience, economic benefit, and work flexibility (Ni Business Info, 2022). However, some argue that WFH has a negative impact since it causes people to stay at home and avoid social interaction with others, which can result in reduced productivity and mental distress (Palumbo et al., 2020; Annija, 2021). Different evidence to support the assertion is presented in both the supporting literatures. For example, the positivity of WFH include flexible working hours, task divisions, convenience and cost saving. Conversely, the negative characteristics of WFH are marked by prolonged working hours, personal traits, job characteristics,

and employment properties. Under these circumstances, it is not possible to determine whether WFH increases work-life balance or not. Therefore, there is a need for further research in order to indicate a peculiar finding. This study serves the objective of presenting the outcome in one direction.

### *Gap in Literature*

The literature shows intensive information about the theoretical preference for remote working. However, the literature has limited information regarding the practical implication of remote working. As remote working is massively practiced during the pandemic, its practical application is determined as a new concept. When remote working was explained theoretically, it was observed as a positive practice. However, the real-time consequence of WFH is different from that presented in the theory. This difference is not outlined in the present literature. A possible cause for limited information is that remote working is a new concept that has become practical in recent years. In correspondence, this study bridges the gap by examining the correlation between WFH and work-life balance. Moreover, the study also explores the direction of impact that WFH has on work-life balance. Once the direction is determined, the study then places recommendations to optimize the positive outcome of WFH and minimize the negative influence.

### *Theoretical Framework*

The philosophy of an employees' well-being is divided into three categories: hedonism, the desire of satisfaction, and objective views. Hedonism asserts that happiness is the ultimate goal in life of an individual (Fisher, 2019). According to this, an individual seeks pleasure by doing different things and gain his sense of happiness from it. Secondly, the desire of satisfaction suggests a comparison that an individual make between the expected and achieved objectives (Fabian, 2022). If the achieved objectives are higher or similar to the expected ones, the individual

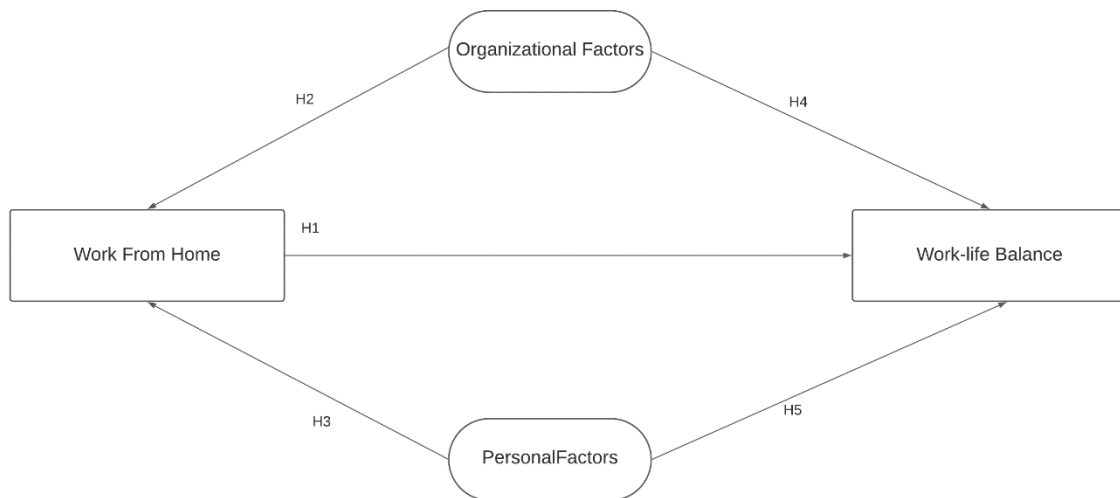
feel a sense of happiness and vice versa. Eventually, the achieved objectives also share the same ideology as the desire for satisfaction (Stammler and Toivanen, 2020). Altogether, the well-being of an employee is strongly associated with their sense of pleasure and happiness.

Work-life balance is a concept of dividing daily hours in a manner that both job obligations and family responsibilities are met simultaneously. Hence, work-life balance offers a great sense of pleasure and happiness as the employees can manage their time and splurge it on things that make them happy. Under this, the objective view and desire for satisfaction can also be attained. Keeping it all under one umbrella, work-life balance is an essential attribute for modern jobs. Additionally, work-life balance is also an important factor of employee well-being as per the well-being theories. This research determines to explore the contribution of WFH in the development of employee well-being via work-life balance. WFH is an attribute that enables employees to work from home and divide their working hours into a flexible schedule. WFH can therefore be effectively linked to work-life balance because it aims to increase employee well-being through flexible working hours.

### *Conceptual Framework*

Numerous benefits of working from home have been documented in the literature such as job satisfaction, higher productivity, minimal employee turnover and reduced stress (Dave. and Purohit, 2016; Annija, 2021). Although working from home is an effective process in terms of theory, its practical application is intricate. According to Dén-Nagy (2014), WFH is a double-edged sword that simultaneously affects the work-life balance of an employee on the positive and negative ends of the spectrum. Therefore, a correlation between WFH and work-life balance is essential. However, the direction of influence may vary as per the effectual factors and conditions.

The conceptual framework of this study comprises of the factors that contribute to the work-life balance of employees. The study employs factors such as job satisfaction, working conditions, job type and personality traits as the key factors that stimulate the impact of WFH on work-life balance. In this regard, the following conceptual framework has been determined by evaluating the hypotheses of the representation of relationship between WFH and work-life balance. The correlation between the WFH and work-life balance does not follow a straight path but, there are underlying factors influencing both positive and negative aspects of work-life balance.



- 1) Impact of Work from Home due to pandemic → on a person's work-life balance
- 2) Factors involved in influencing the work-life balance due to working from home in a pandemic are 1) Organizational Factors (Work environment, reduced costs and travelling time) and 2) Personal Factors (COVID-19 and other health issues, handling a household with an infant and long commutes).

- 3) Organizational Factors moderately form a correlation between Work from home and work-life balance
- 4) Personal factors moderately form a correlation between Work from Home and work-life balance.

### *Hypothesis Development*

The primary hypothesis as observed from the literature indicates a strong correlation between WFH and work-life balance. According to Fan et al. (2021), WFH provides flexible working hours and time allocation to work assignments. Both of these outcomes are essential for supporting work-life balance. If an individual gets flexible working hours and can allocate his time as per the requirement of the job role, he has a higher chance of obtaining a work-life balance. For instance, an employee can divide his work in different parts and can accomplish each part as per the requirement. Subsequently, WFH and work-life balance is strongly correlated. However, the direction of correlation is not constant and it can deviate. In this regard, the following hypothesis has been generated;

H1: WFH is correlated with work-life satisfaction

Another essential finding from the literature includes the factors that direct the outcome of WFH on work-life balance. Work-life is negatively impacted by factors such as working conditions at home. (Palumbo et al., 2020). According to the literature, the individual could struggle to produce quality work if the working environment at home is not comfortable (Dave. and Purohit, 2016; Annija, 2021). Once the productivity quality declines, the employee may receive negative comments on performance and his well-being ultimately suffer. Thus, the role of factors is crucial in determining the impact of WFH on work-life balance. Some common factors

extracted from the literature include working environment, the nature of the job, the traits of the employer, personality type, and work motivation.

Type of job is influential when the employee has to operate complex tasks without a team. WFH can be beneficial for tasks that are straightforward and do not require a team. (Irawanto et al., 2021). However, employees had to work beyond their scheduled hours for complex tasks for which there were no direct associative teams (Annija, 2021). Altogether, the employee can exhaust himself and risk jeopardising his well-being. Thus, the type of job significantly matters when determining the impact of WFH on work-life balance.

Personality of the employee is another category that need to be analysed. The pursuit of WFH is a prominent strategy for improving work-life balance for those with assertive personalities. However, extrinsic personalities do not favour it in the same manner as intrinsic people do (Dave and Purohit, 2016). Individuals who are firm on their routines can monitor their work and divide it into segments as needed (Annija, 2021). Individuals with higher indulgence levels will undoubtedly cause suffering and initiate them to miss their routine. Due to the personality differences, the well-being of the employees will thereafter be jeopardised.

Work motivation also plays a significant role when it comes to analysing the work-life balance in relation to WFH. The performance and productivity of an employee are determined by the type of motivation they have (Fan et al., 2021). Two common types of motivations that are always discussed in the literature are intrinsic and extrinsic motivations. Intrinsically motivated individuals will find WFH as an affirmative contributor to work-life balance and vice versa. Irawanto et al. (2021) focused on the fact that people who are motivated by extrinsic factors constantly seek new sources mode of energy to maintain their goals. WFH eliminates all the associated aspects of work. The employees are unable to communicate with one another. They

cannot compete amongst themselves and most crucially, recognition becomes highly confidential due to lack of interactions among the co-workers (Dave and Purohit, 2016). All of these outcomes deviates from the extrinsic factors for obtaining a work-life balance. Due to lack of motivation, such employees drag their work and observe inadequate productivity. WFH consequently depletes their well-being and throws off their ability to maintain a healthy work-life balance.

Continuing with the findings from the literature, this section identified four crucial elements that cause the correlation between WFH and work-life balance. The factors are namely, working condition, type of job, personality trait, and type of motivation. The elements that are frequently interrelated are divided into two categories in this section: personal factors and organisational factors. The personal factors are composed of personality traits and type of motivation while the organizational factors include the type of job and working conditions. In this regard, the following hypotheses have been developed:

- H2: Organizational factors are correlated with WFH outcomes
  - H2a: The working condition is correlated with WFH outcomes
  - H2b: Type of job is correlated with WFH outcomes
- H3: Personal factors are correlated with WFH outcomes
  - H3a: personality trait is correlated with WFH outcomes
  - H3b: Type of motivation is correlated with WFH outcomes
- H4: Organizational factors moderate the correlation between WFH and work-life balance
  - H4a: Working condition moderates the correlation between WFH and work-life balance

- H4b: Type of job moderates the correlation between WFH and work-life balance
- H5: Personal factors moderate the correlation between work-life balance and WFH
  - H5a: Personality traits moderate the correlation between work-life balance and WFH
  - H5b: Type of motivation moderates the correlation between work-life balance and WFH

### *Summary of Chapter*

The literature review assisted in formulating the hypothesis through secondary data that would be helpful in testing the results of the primary quantitative study. This chapter has critically analysed the aspects and key players influencing the work-life balance among employees who worked from home during pandemic.

## **Chapter 03: Methodology**

### *Overview of Chapter*

This chapter emphasises the conceptual underpinnings of the study while outlining the research design to appropriately depict the findings of the predetermined aims and objectives (Safsten and Gustabsson, 2020). In this chapter, the researcher has provided a comprehensive overview of data collecting and sample methods.

### *Research Paradigm*

The conceptual framework that guides research is referred to as the research paradigm. (Younus and Zaidan, 2022). The paradigm implements the pattern of understanding from which the notions emerged or aid in conducting the research project (Rinjit, 2020). There are three major research paradigms which includes research methodology, ontology and epistemology.



Epistemology is known as the study of knowledge which provides solutions to questions or concerns regarding the verification and depth of knowledge (Zorgo, 2022). On the other hand, ontology provides solutions to the questions through various potential realities (Younus and Zaidan, 2022). The research provides a broad overview of the research questions from different perspectives. Lastly, the research methodology comprises of the data collection process and its analysis in determining whether the research conducted was valid or not (Younus and Zaidan, 2022).

This study has embraced multiple realities as it aims to figure out the correlation between WFH and work-life balance and factors that impact the change in it during the pandemic of 2020. According to Burns and Groove (2014) studies focusing on multiple realities have an open ontology. That is why this study operates with an open ontology. Additionally, the rationale for choosing this paradigm is that it encourages and explains the interaction between the researcher and the surroundings. The common examples of the research paradigms include:

- 1) Constructivism holds that there are various realities and not just one truth for any action (Zorgo, 2022). This method requires the researchers to use case studies and interviews to comprehend the significance of each component of the research issue (Safsten and Gustabsson, 2020).
- 2) Whereas positivism employs statistical data analysis to infer conclusions about the results based on whether the hypothesis is approved or rejected (Younus and Zaidan, 2022). Positivism is an investigation led between the relationships of two variables rather than finding the reason behind it.
- 3) Lastly, pragmatic approach posits that the reality of the study can be comprehended in light of unpredictable circumstances (Zorgo, 2022). The approach relies on the

positivistic and constructivist methodologies to address the research issue and employs both qualitative and quantitative research methods to explore the justification and underlying significance of the research (Safsten and Gustabsson, 2020).

According to Scheurich (2014), the positivist paradigm treats the researcher and the research on different parameters. Based on the outlined characteristics, this study best satisfies the quality of the positivist paradigm. Inducing any other paradigm with the study can compromise the findings of this study. Therefore, the study relied on the positivist paradigm.

### *Research Approach*

This study relies on deductive approach. Primarily, the study employed an existing information and does not aim to experiment a hypothesis. Instead, the study was aimed to test hypothesis that is already presented in the literature. This characteristic best defined the association between deductive approaches of the study. If the study used inductive approach, it would induce new set of information. Addition of new information could bring redundancy in the study. Also, the validity of new information can become another obstacle in generalizing the finding. As this study aimed to figure out a solution-based outcome, using the deductive approach was the most comprehensive decision.

### *Research Design*

The study used a closed-ended survey research design for conducting the investigation. Beins (2017) asserts that a survey research design involves questions from the intended audience. This research design is effective for social science investigations. As this study aimed to explore a social concern, it can rely on survey research design. Specific outcome and real-time response are the major advantage of survey research design. Survey research design also assisted this study

in testing the hypotheses that are generated from the reviewed literature. Moreover, survey research design has also assisted the researcher to obtain real-time responses in short period of time. Therefore, the survey research design is the best fit for this study depending on the selected paradigm and approach. The researcher collected the surveys physically, in the written format and took forty responses within a month.

### *Research Method*

The research methods are applied to ascertain the underlying significance of research questions and identify a viable strategy to evaluate the data that has been gathered (Rinjit, 2020).

There are various types of research methods such as:

#### 1) Qualitative Research Method

The qualitative method is concerned to comprehend human behaviour from the informant's point of view while assuming negotiated reality (Younus and Zaidan, 2022). The data collected through this method includes observational study and interviews.

#### 2) Quantitative Research Method

On the other hand, the quantitative method gathers data by measuring variables and presuming a fixed reality (Younus and Zaidan, 2022). The data collected through this method uses numerical comparisons and statistical inferences to conclude the research questions.

The study has used primary quantitative data. Primary quantitative data is composed of first-hand information regarding a directed concern. Quantitative data indicate information that can be measured (Beins, 2017). This study is aimed to analyse the correlation between WFH and its associated factors with work-life balance during the pandemic, thus, quantitative data is the best

fit for it. If the study implied qualitative data, it cannot justify the paradigm. Moreover, if the study relied on secondary data, it cannot justify its objectives.

### *Sampling and Data Collection Method*

The Simple Random Method was the sampling strategy employed by the researcher for the primary quantitative study. In this method a small, random sample of the targeted population is selected to reflect the dataset and respond to the study objectives (Safsten and Gustabsson, 2020). Through this technique, research was conducted in a closed-ended survey from the target audience comprising of employees of the IT sector working at home/remotely due to pandemic in Connacht, Ireland. Their age range was from 23 to 60 and the number of participants were forty.

As discussed above, Surveys as a Data collection method were taken in physical form. As a researcher currently working in hotel management, she collected the relevant information from the clients working in IT companies and working from home/work from home. First, the researcher took the consent of participants whether they wanted to participate in the survey by filling consent form (provided in appendix B). The sample of forty participants was then integrated into the excel spreadsheet from where it was integrated into the software named SPSS. The collected data will then be analysed in chapter five.

### *Pilot Study*

Pilot testing in quantitatively conducted studies refers to taking a pre-survey before moving toward the real-life target audience (Zorgo, 2022). The pilot study works as a survey guide that makes the researchers certain that their interview questions are appropriate and linked with each other. It also guides the researcher to acknowledge the ethical considerations and legitimate manner of greeting the participants while inviting them for an interview (Rinjit, 2020). For this study, researcher chose three co-workers and asked them to fill out the closed-ended survey made

for real participant. Each pilot study took ten minutes where selected participants worked from home during pandemic.

### *Fieldwork*

The data was collected from the forty participants within two stages in two months. Twenty participants fill the survey between July 25<sup>th</sup> and July 30<sup>th</sup> 2022, other twenty participants provided their responses in between August 4<sup>th</sup> and August 12<sup>th</sup>. The data collection timeline has been provided in tabular form for better understanding.

<b>Timeline</b>	<b>Stages</b>
June	Pilot Study
July 25 <sup>th</sup> and July 30 <sup>th</sup>	Phase 01 survey
August 4 <sup>th</sup> and August 12 <sup>th</sup>	Phase 02 survey

Both the stages of the survey excluding the pilot study, taken in a month through face-to-face communication. To prevent any issues in regard to understanding the survey questions and getting clear idea of why this research has been taking place, the researcher remained with the participants to answer their questions. The researcher also set the time span of survey form filling and that was five to ten minutes for each participant. As it was a closed-ended survey, participants swiftly responded and took no extra time. In addition, the reason for choosing the month of July and August is because several employees take vacations and reach to the hospitality services with families or alone. This was the right time to conduct a survey because of the abundance of target audiences in one place.

### *Ethical considerations*

The researcher before giving the survey form making sure that selected participants are freely and without any restriction responding to the questions. Researcher has provided the consent

form beforehand and explained aim and objectives on conducting this study to prevent the issues of uninformed survey conduction. The researcher went individually to each participant and verified that she is a student and that her research work will be used in the thesis development. Also, the researcher made sure participants receive treatment of dignity, anonymity and appropriate language. The survey forms were filled in the written format and for protecting those documents, the researcher uphold confidentiality while securely storing the records personally. The responses collected will be destroyed after six months of delivering the complete thesis work. The researcher focused on four ethical research pillars including confidentiality, respect for dignity, reducing risk, and informed consent was strictly adhered to and upheld.

### *Limitations*

There were limitations found in the study. First, the research study contains a small sample size and is focused in Dublin, Ireland. Although the research surveyed forty participants, there are 55,866 IT employees in Ireland that are not included (Rinjit, 2020). This might cause a disparity in results and cannot bring the complete picture/factors influencing the positive or negative outcomes in work-life balance.

Moreover, the closed-ended survey cannot provide a detailed answer to important questions for in-depth evaluation and add it to the discussion sector. It also restricts the participants to give an elaborated answers and being opinionated.

### *Summary of Chapter*

The chapter included information on the data collection tool, method of data analysis and interpretation alongside the characteristic of the participants. The research topic's limitations were also considered the gaps restricting researcher and participant to do in-depth research.

## **Chapter 04: Results/ Data Analysis**

### *Overview of Chapter*

This chapter has included the results received from forty participants through closed-ended survey. First the responses were filled in the excel spreadsheet from there, it was integrated into the Statistical Package for Social Sciences or SPSS. SPSS is a software serving the purpose to analyse the answers of the responses through numeral outcomes. This software has features such as graphing, frequency counts and summary statistics over the variables (Tech Target, 2022). To investigate the existing data/responses of this research, researcher has selected statistical tools including descriptive statistics (frequencies), correlation through Pearson two-tailed and Linear regression for Hypothesis Testing.

### *Descriptive Statistics (Frequencies)*

Once the responses of the questionnaire have been double-checked after coding in SPSS, the following step is to measure the Descriptive Statistics. According to Katrina (2013), there are three types of descriptive statistics including frequencies, measures of variability and central tendency such as averages. The frequency statistics helps to count the number of times each variable occurs within the sample such as gender and age. Measures of variability specify the degree to which the difference in scores around the average are observed (Katrina, 2013). Lastly, measures of central tendency provide one number representing the entire set of scores involving mean (Katrina, 2013).

Descriptive research likewise this quantitative research method only requires the descriptive statistics and correlation to understand the relationship between two variables. That is why, researcher opted to know the results through these tools. Below are the numeric outcomes extracted from forty participants.

**Statistics**

	age	gender	working onsite before pandemic	did you work from home during pandemic	was WFH better	more productive during WFH	want to come back to workplace	issues while doing WFH in pandemic	improved family time	flexibility in work	considering work from home
Valid	40	40	40	40	40	40	40	40	40	40	40
Missing	0	0	0	0	0	0	0	0	0	0	0

The above table simply discussed that forty participants provided the answers to eleven questions. Detailed questionnaire is mentioned in detailed in Appendix A. The Pre-course interview questions asked from the participants include:

- 1) Your age
- 2) Your gender
- 3) If participants working onsite before pandemic
- 4) If participants working from home pandemic
- 5) If WFH is a better alternate
- 6) If participants remained more productive during WFH (Impact on work-life balance)
- 7) If participants willing to go back to their office
- 8) Any issue come while working from home (Impact on work-life balance)
- 9) Do participants receive improved family time?
- 10) Do they favour flexible working?
- 11) Are they considering work-from home strategy?



*Frequency Table.*

**working onsite before pandemic**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	40	100.0	100.0	100.0

The frequency table showed that most of the participants responded to the questionnaire were male (24) than females (16). It is also evaluated that most of them were in between the ages 31 and 40 (53%).

**Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	24	61.5	61.5	61.5
Valid female	16	38.5	38.5	100.0
Total	40	100.0	100.0	

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 23-30	10	25.6	25.6	25.6
Valid 31-40	21	53.8	53.8	79.5
Valid 41-60	9	20.5	20.5	100.0
Total	40	100.0	100.0	

**did you work from home during pandemic**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	34	87.2	87.2	87.2
Valid no	6	12.8	12.8	100.0
Total	40	100.0	100.0	

When asked if they worked from home before pandemic, most of them (making 87%) answered yes whereas 12% of them did not work from home during COVID-19 pandemic.

**was WFH better**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	12	30.8	30.8	30.8
Valid no	28	69.2	69.2	100.0
Total	40	100.0	100.0	

Furthermore, when asked if WFH better than onsite job, 69% answered in denial whereas 30% affirmed the statement. It might be possible that participants have personal and organisational issues influencing their work-life balance.

**more productive during WFH**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	8	20.5	20.5	20.5
Valid strongly agree	4	10.3	10.3	30.8
Valid neutral	1	2.6	2.6	33.3
Valid disagree	21	51.3	51.3	84.6
Valid strongly disagree	6	15.4	15.4	100.0
Total	40	100.0	100.0	

Upon asking about the WFH and if participants remained productive during the pandemic period, half of them (51%) answered the opposite of that and disagreed that they are being positively influenced (balanced personal life) by WFH.

**want to come back to workplace**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	27	69.2	69.2	69.2
Valid no	13	30.8	30.8	100.0

Total	40	100.0	100.0	
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**issues while doing WFH in pandemic**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	24	61.5	61.5	61.5
Valid no	16	38.5	38.5	100.0
Total	40	100.0	100.0	

69% of Participants were also wishful to come back to physical workplace that shows that they are finding WFH difficult to manage with their personal life. Additionally, 61% out forty participants had issues while doing WFH in pandemic. It can be assumed only that organisational and personal factors might be the major reason for the made statement.

**improved family time**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	31	79.5	79.5	79.5
Valid no	9	20.5	20.5	100.0
Total	40	100.0	100.0	

**flexibility in work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	36	92.3	92.3	92.3
Valid no	4	7.7	7.7	100.0
Total	40	100.0	100.0	

**considering work from home**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	9	23.1	23.1	23.1
Valid no	31	76.9	76.9	100.0
Total	40	100.0	100.0	

Moreover, responses collected on question whether employees during WFH improved their family time, to which 79.5% said yes to it where only 20% went against the statement. It can be seen that WFH has improved the personal life balance and gave employees time to spend with family and cherish every moment with them. About bringing hybrid methodology to work, 92% of participants agreed on the statement. They are willing to split their working days in half for example, three days onsite working and other days being at home. Despite these responses, 76% did not agree that work from home policy should be fully implemented and the reason could be several discussed in following Chapter 05.

*Pie Chart representing the descriptive statistics (Appendix B).*

### *Correlation Analysis*

Correlation is known as the bivariate analysis calculating the linkage between the two variables and their direction of relationship (Ganti, 2020). In regard to variables and their strength of relationship, when the value of correlation coefficient comes between +1 and -1, they are known to have seamless degree of association (Ganti, 2020). The correlation when reaches the value 0, the relationship between variables is tend to be weaker (Emerson, 2015). Whereas, the – sign indicates the negative correlation and + sign links to the positive correlation (Ganti, 2020). There are four types of correlation found to measure the relationship between two variables including Spearman, Kendall rank, Point-Biserial and Pearson Correlation (Emerson, 2015).

*Pearson's correlation coefficient.*

This is a test statistic measuring the statistical linkages and relationship between two continuous variables (Emerson, 2015). The test is based on the covariance method which gives information about the variables' association magnitude and direction of the relationship (negative or positive).

Before discussion the correlation analysis of this quantitative research method, it is important to acknowledge the degree of correlation and use it as a guide to understand the p-values and their meaning.

- 1) Correlation is perfect when the p-value is near  $\pm 1$ .
- 2) Correlation is found at high degree when the coefficient value is found between  $\pm 0.50$  and  $\pm 1$  developing strong correlation.
- 3) Correlation is said of moderate degree when the p-value lies between  $\pm 0.30$  and  $\pm 0.49$  forming medium correlation.
- 4) If the value lies below  $\pm 0.29$ , small correlation is found between variables.
- 5) There is no correlation when the value becomes zero.

Correlations		age	gender	was WFH better
age	Pearson Correlation	1	-.251	.070
	Sig. (2-tailed)		.123	.671
	N	40	40	40
gender	Pearson Correlation	-.251	1	.114
	Sig. (2-tailed)	.123		.491
	N	40	40	40
was WFH better	Pearson Correlation	.070	.114	1
	Sig. (2-tailed)	.671	.491	
	N	40	40	40

It can be observed that when variable 01 (Is WFH better than the onsite job?) linked with people of different age is calculated, majority of them formed negative correlation (value -0.2) with the statement and disagreed that WFH can be a better alternate for the work-life balance.

Correlations			
	age	gender	want to come back to workplace

age	Pearson Correlation	1	-.251	-.070
	Sig. (2-tailed)		.123	.671
	N	40	40	40
gender	Pearson Correlation	-.251	1	-.114
	Sig. (2-tailed)	.123		.491
	N	40	40	40
want to come back to workplace	Pearson Correlation	-.070	-.114	1
	Sig. (2-tailed)	.671	.491	
	N	40	40	40

Variable 02 (if participant want to come back to workplace) when correlated with participants age and gender, it showed the positive correlation (0.4). It can be observed that most of the participants do not talk in favour of WFH and prefer onsite work.

**Correlations**

		age	gender	more productive during WFH
age	Pearson Correlation	1	-.251	.316
	Sig. (2-tailed)		.123	.050
	N	40	40	40
gender	Pearson Correlation	-.251	1	-.037
	Sig. (2-tailed)	.123		.821
	N	40	40	40
more productive during WFH	Pearson Correlation	.316	-.037	1
	Sig. (2-tailed)	.050	.821	
	N	40	40	40

Participants of different ages and their opinion on being more productive during WFH in pandemic showed the negative correlation (-0.3). It means, employees do not count WFH to be the better source of balancing work and personal life.

**Correlations**

		age	gender	issues while doing WFH in pandemic
age	Pearson Correlation	1	-.251	.025
	Sig. (2-tailed)		.123	.880
	N	40	40	40

gender	Pearson Correlation	-.251	1	-.096
	Sig. (2-tailed)	.123		.562
	N	40	40	40
issues while doing WFH in pandemic	Pearson Correlation	.025	-.096	1
	Sig. (2-tailed)	.880	.562	
	N	40	40	40

**Correlations**

		did you work from home during pandemic	issues while doing WFH in pandemic
did you work from home during pandemic	Pearson Correlation	1	-.146
	Sig. (2-tailed)		.377
	N	39	39
issues while doing WFH in pandemic	Pearson Correlation	-.146	1
	Sig. (2-tailed)	.377	
	N	39	39

When the correlation analysis occurred between Work from Home and issues related to it causing disruption in the work-life balance, there found the strong negative correlation (-0.1). It affirms that there are factors including organisational and personal factors affecting the work-life balance during WFH tenure.

*Linear Regression*

It is a statistical method utilised in the discipline to find the character and strength of the relationship between one dependent variable and other independent variables (Laerd Statistics, 2018). The method helps the researchers to observe changes in the dependent variables linked with changes in one or more explanatory variables (Laerd Statistics, 2018).

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	issues while doing WFH in pandemic, improved family time , more productive during WFH, want to come back to workplace <sup>b</sup>		Enter

a. Dependent Variable: did you work from home during pandemic

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 <sup>a</sup>	.623	.579	.220

a. Predictors: (Constant), issues while doing WFH in pandemic, improved family time, more productive during WFH, want to come back to workplace

The R value represents the simple correlation of 0.78 indicating strong degree of correlation whereas R<sup>2</sup> tells that how much variation is found in the dependent variable where R<sup>2</sup> value in this case is 0.6. In this scenario, there is 62.3% variation is found in the target variable by the regression model.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.715	4	.679	14.042	.000 <sup>b</sup>
	Residual	1.644	34	.048		
	Total	4.359	38			

a. Dependent Variable: did you work from home during pandemic



b. Predictors: (Constant), issues while doing WFH in pandemic, improved family time, more productive during WFH, want to come back to workplace

This table shows the statistical significance of the regression model while predicting the outcome variable at .000. This means the stronger the evidence can be able to reject the null hypothesis.

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.357	.362		.987	.331
	more productive during WFH	.040	.060	.165	.655	.517
	want to come back to workplace	-.126	.215	-.174	-.587	.561
	improved family time	.570	.106	.688	5.369	.000
	issues while doing WFH in pandemic	.086	.135	.124	.632	.532

a. Dependent Variable: did you work from home during a pandemic

The constant was measured and found significant at between .000 and 0.5 that shows that there is moderate correlation and no linear correlation respectively.

*Summary of Chapter*

This chapter analyzed the questionnaire and it is found that there is negative correlation between the WFH and work-life balance during pandemic. Most of the participants responded negatively when asked if WFH brought productivity, quality family time and feasibility in their work and personal life. The reason for this denial will be discussed by the help of scholarly support in the following chapter.

## **Chapter 05: Discussion of the Results**

### *Overview of Chapter*

This chapter serves the purpose to remained focus on evaluating and explaining the results gathered primarily or systematically while supporting or criticizing it on the basis of secondary data. The secondary data then helps to answer the research question and extracted hypothesis from the Chapter 02 that if they are true or not on the basis of statistical analysis. As it is measured that there is weak correlation found between work-from home strategy and work-life balance during pandemic particularly, it is also important to know that how much organizational and personal factors are involved to influence such result.

### *Critical Analysis of Findings*

In support of results where participants found WFH influencing the disbalance in work-life balance, Lonska et al. (2021) in their analysis revealed that work-life stress was observed mostly in females than males and can be gender-specific. As there are working mothers handling children and spouses while showing compliance with professional responsibilities. They are more prone to have emotional breakdown while managing bigger things. It is not that they are weaker than men, society has made them obliged to perform tasks that are made gender-specific such as taking care of child without help. Other than that, several people due to COVID-19 emergency situation were forced to choose Work from home and go beyond their will to save employment (Battiston, 2017). Although WFH shown as the positive factor promoting the work-life balance, there found negative tendencies such as uncertainty in spending leisure time with family, working hours not limited to eight hours and employers being in constant communication with employees makes their routine stressful (Battiston, 2017).

According to Bhumika (2020), spending working hours at home has observed different from normal scenario. Where all the family members enclosed in one place during pandemic without the chance of going outside and doing all the house chores without hired personnel's help made the work-life balance difficult (Battiston, 2017). Focusing on the professional demands while managing the house chores convinced the participants on the fact that WFH disrupts the work-life balance. Most of the salaried class employees across the world were feared to get terminated from their jobs due to economic slowdown in COVID-19 pandemic and eventually forced to put extra efforts towards their professional responsibilities because of the reason mentioned-above. Without WFH, there was no other suitable option to carry the professional responsibilities and therefore, *WFH is negatively correlated with work-life satisfaction.*

The denial of participants on not being productive during WFH and facing issues while managing work such as internet connection and other commitments can be the due to organizational factors such as adapting to new working environment, weak internet connection and employers wanting their employees to work extra hours for them. According to Morikawa (2020), taking example of Japanese teleworkers, they experienced the hindered self-reported productivities during WFH during pandemic including time management. However, Kazekami (2020) revealed that employees were although happy and satisfied that they have got unlimited time to spend with their family, the working condition did not influence their professional productivities.

From the empirical evidence from Susilo (2020) study found that WFH had impactful effects on employee's work-life balance where they were not being scrutinized and do their task by remaining in their comfort zone such as waking up late and spending time with themselves and family. However, their observed harmed relationship with employers and employees due to extra

workload, calling employees in odd times and employees not giving work on designated deadlines (Kazekami, 2020). Most of the participants affirmed they are facing issues during WFH including lower productivity and privacy to do their professional tasks. The challenges associated with remote working could be several and disrupting the work-life balance to large extent as discussed by Pinola (2020). The author told that when the personal life of an employee and professional responsibilities under the same roof, it becomes harder for the person to accomplish both at the same time.

Another organizational factor hindering the work-life balance during WFH is lack of social interactions (Mangia, 2020). If the employee is living alone, the factor being lonely can affect his/her mental well-being that influences the physical health eventually. Also, another organizational factor is the communication issue between stakeholders and manager (Douglas, Gordon and Webber, 2020). Bulk of emails regarding tasks received regardless off time develops the stress and higher level of anxiety among employees (Fried and Hansson, 2013). Whereas introvert employees due to lack of communication, find it difficult to give their day report to employer and in this way, not everyone gets inclusion in the culture of remote working (Mangia, 2020). People with shy personality are often gets out of sight of the employers that can affect their appraisal and annual increment. Therefore, *Organizational factors are positively correlated with WFH outcomes including disrupted work-life balance.*

Participants were also said to come back to onsite working environment as soon as possible that means there are certain reasons behind the statement and could be personal ones moderately correlated between work-life balance and WFH. Personal factors include employee living under distress of getting COVID-19, handling the house chores single handedly and no time for self-care due to work pressure, delaying deadlines due to personal reasons and internet issues can negatively

affect the work-life balance. However, thoughts of Kumar (2021) narrated that work-from home is a win-win scenario for both employees and employers such as cost of commute can be saved, getting earlier for work and working late night in the office can be prevented. But not everyone perceives the WFH strategy as positive reinforcement because of existing organizational and personal factor.

For instance, study of Nidhi et al. (2021) affirmed that women are in the favour of work-from home than men because they can manage the domestic responsibilities also. Also, they feel sense of freedom in allocating both family and professional responsibilities through WFH (Kaur and Sharma, 2020). In the survey, it can be seen that mostly females answered in support of WFH and contributed to compute the relationship of WFH and its outcomes as linear positive correlation.

Moreover, marital status also matters while discussing the WFH outcomes regarding the work-life balance. It has been evaluated that employees that affirmed WFH gives them opportunities to spend more time with families are positively perceiving the concept of it. Married employees can manage the family commitments during the work hours with spouse's help and cooperation (Kaur and Sharma, 2020). On contrary, it can be difficult for the single parent to manage WFH and family and rather end up having the hindered family relations which indirectly affects the work-life balance. The literature is equipped with information regarding the factors that stimulate WFH outcomes. Dén-Nagy (2014) examined the impact of job satisfaction and job characteristics on the consequences of WFH. The author found a strong correlation between job characteristics while job satisfaction showed no influence. Another investigation was brought by Irawanto et al. (2021) declaring the impact of intrinsic and extrinsic motivation on the WFH and work productivity. The authors found that employee with intrinsic motivation rated WFH in a

positive direction and have shown higher productivity. Employee with extrinsic motivation were not happy with WFH.

The author further illustrated the cause regarding extrinsic motivators. Employees with extrinsic motivations require motivating sources to keep them alive at work. These sources may include competition, recognition, or simple interaction. During WFH, all of these sources are kept out, and thus the employees find it hard to complete their tasks. As a result, their productivity suffers and work-life balance is also disturbed.

Fan et al. (2021) regarding the impact of personality type and working condition shared another effectual finding. According to the findings, assertive personalities supported WFH while extroverts disliked the concept. The reasons are obvious as per the personalities. Extroverts like to interact and socialize while assertive once are practical. Hence, personality type strictly matters when designing and assessing WFH outcomes. Working condition is another important parameter that designs the outcome of WFH. Pleasant working condition is a positive hit while disturbed working condition can worsen the outcome of WFH. Therefore, all the investigations in the field recommend considering influential factors while examining and implementing WFH policies. Therefore, *Personal factors are positively correlated with WFH outcomes and forming moderate correlation between work-life balance and WFH.*

#### *Summary of Chapter*

To summarise, the chapter discussed the results and presented possible critical analysis the statements/hypotheses extracted from literature review. The chapter also compared the findings of the literature review from the primary data obtained through closed-ended questionnaire from forty participants. The results have found that there is negative correlation between WFH and balanced work-life during pandemic where participants are not in favor of working from home and it could

be due to organizational and personal factors. As researcher used the close-ended survey method, the reasons were not asked to them behind their denial of statements. In the following chapter, effective strategy to apply WFH and making it beneficial for the employees has been recommended.

## **Chapter 06: Conclusion and Recommendation**

The chapter determined to recommend the effective strategy of applying WFH when experience situation likewise COVID-19 pandemic. The recommendations are as follows.

- 1) It is important for the Human Resource department to develop the essential policy for both employer and employees to engage in healthy communication and set a fixed time of managing professional responsibilities for remote employees. For instance, the guidelines should be set that employers would not burden the employee against their will and for employee, they are obliged to deliver task in a designated deadline to avoid any conflict. It is because in remote working, the communication level is not that effective between two people and they might get in a conflict.
- 2) Workers who are not being introduced to newer technology such as zoom meetings should be trained beforehand to eradicate any work-related stress. Also, it is a responsibility of the company to get the employee 4G device and a set of electronic devices to do their work in an effective manner without any technical issue (Gruman, 2021).
- 3) Another implication for both employers and employees is to establish clear communication. Employers should not work as a boss but manage things as a leader while giving motivation to their employees. Preventing the employee burnout and high turnover rates require good leadership qualities in a manager. It can be only done when

the manager as leader is an empathetic person and keeps record of each employee, their strengths and weaknesses that so they do not trigger their employees with extra workload (Leading Effectively, 2020).

To conclude, the Work from home strategy has negatively affected the work-life balance for the majority of participants of the primary survey. The participants have affirmed that their level of productivity has been reduced during WFH. However, majority of them are satisfied having quality time with family. Females were observed to support the WFH policy than men that indicates that this policy can be gender-specific to some extent. Also, organizational and personal factors are greatly involved in shaping the opinions of employees regarding WFH.



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## **Appendix A-Questionnaire**

### *Initial Information*

Gender: 1) Male 2) Female

Age:

1) 23-30

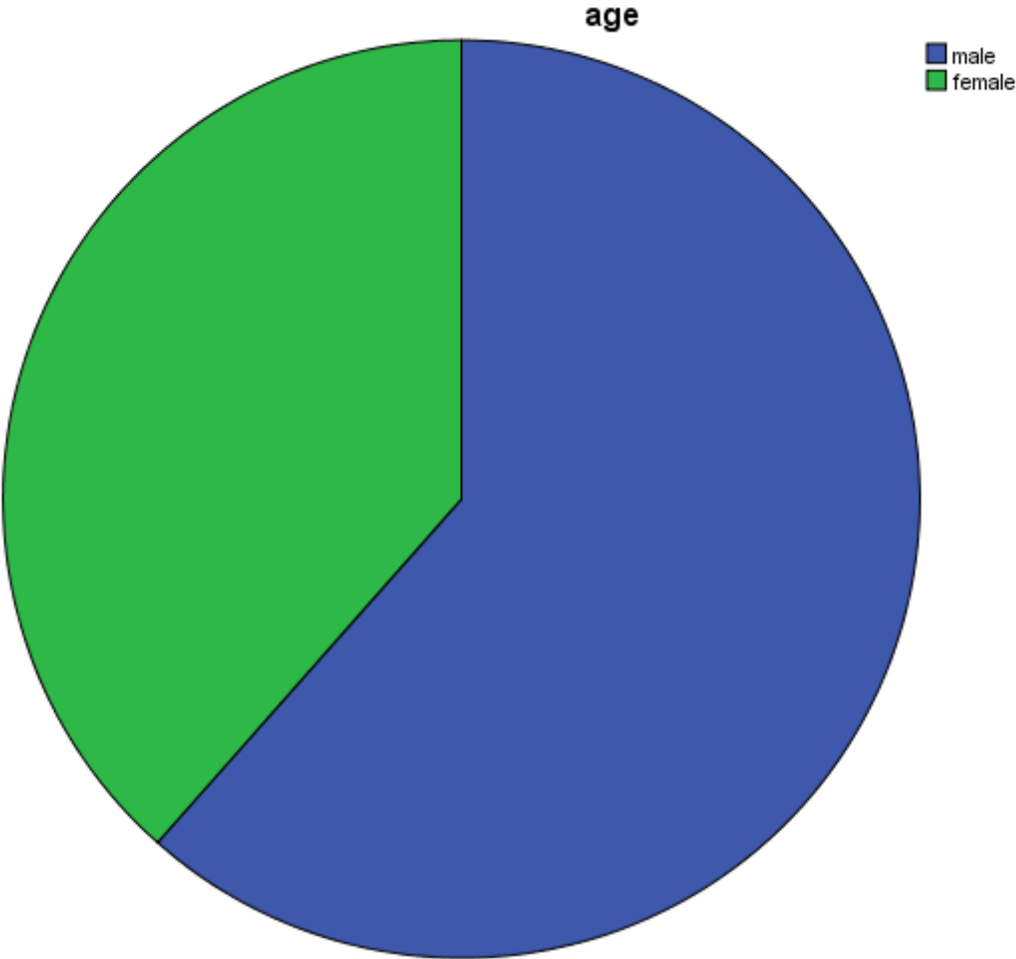
2) 31-40

3) 41-60

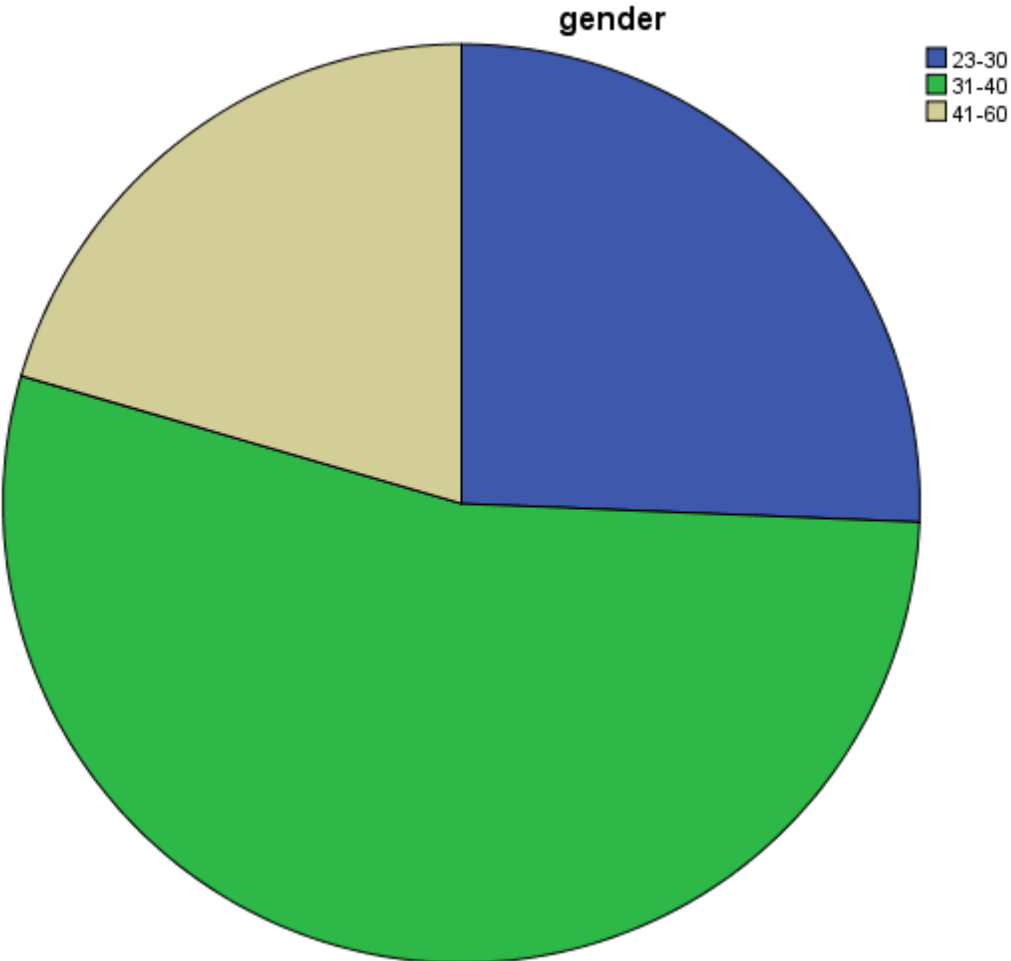
### *Statements (Answered in YES or NO)*

- A. Did you do office-based work before pandemic?
- B. During COVID-19, did you work from home?
- C. Was it better to work from home?
- D. Do you want to come back to your workplace?
- E. Was the time at home during pandemic more productive?
- F. Did the family time improve?
- G. Do you face any issue while working from home? Including internet connection and finding privacy to do your work.
- H. Would you consider working from home?
- I. Would you like if organization switch to flexible working such as allowing the employee to do either do WFH or office-based work?

Appendix B- Pie Chart of Descriptive analysis

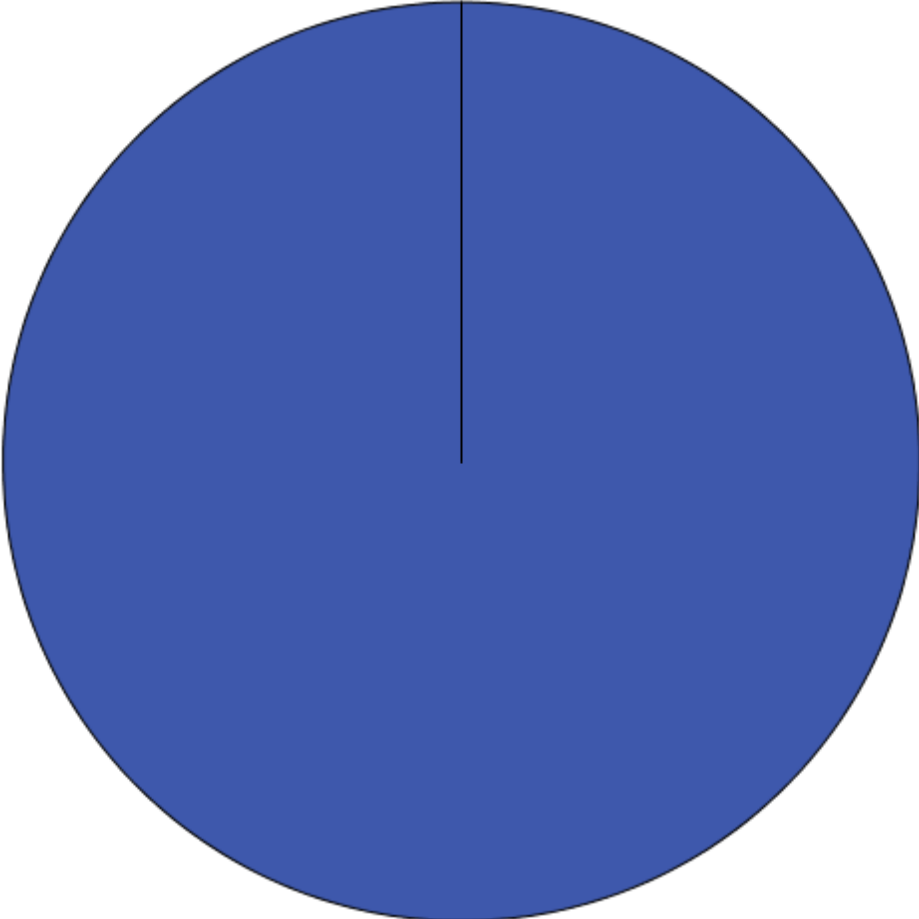




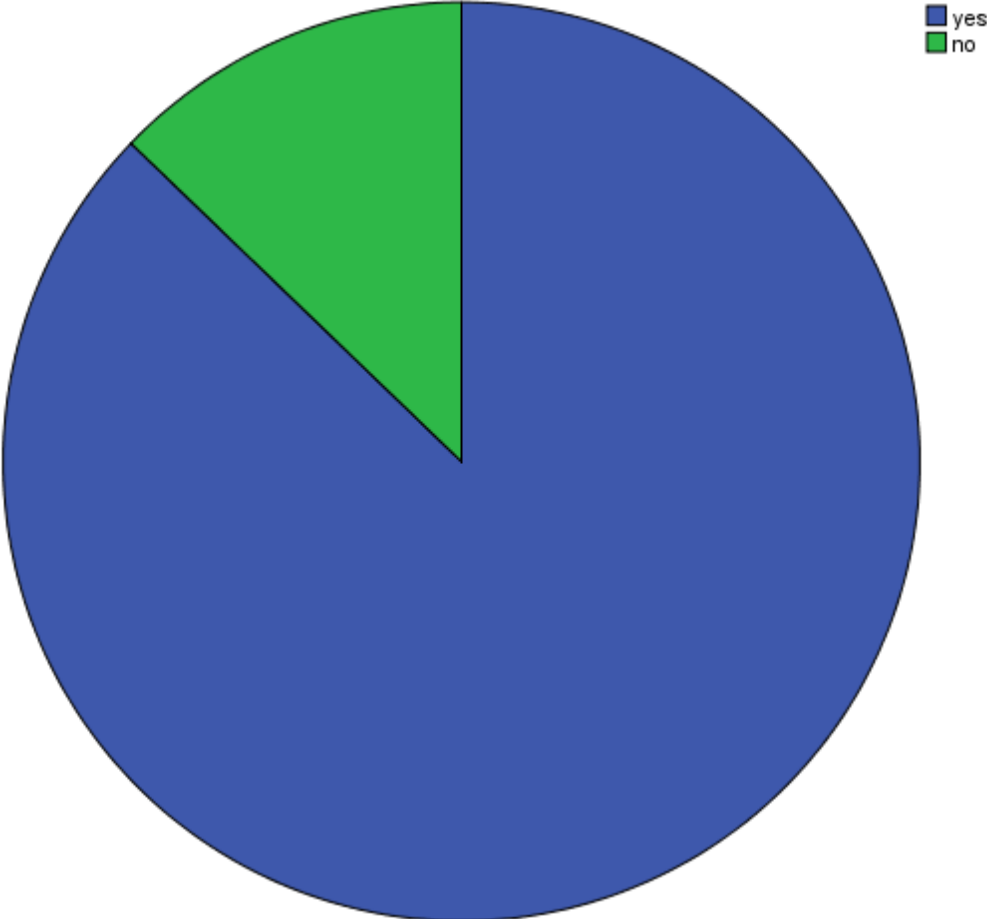


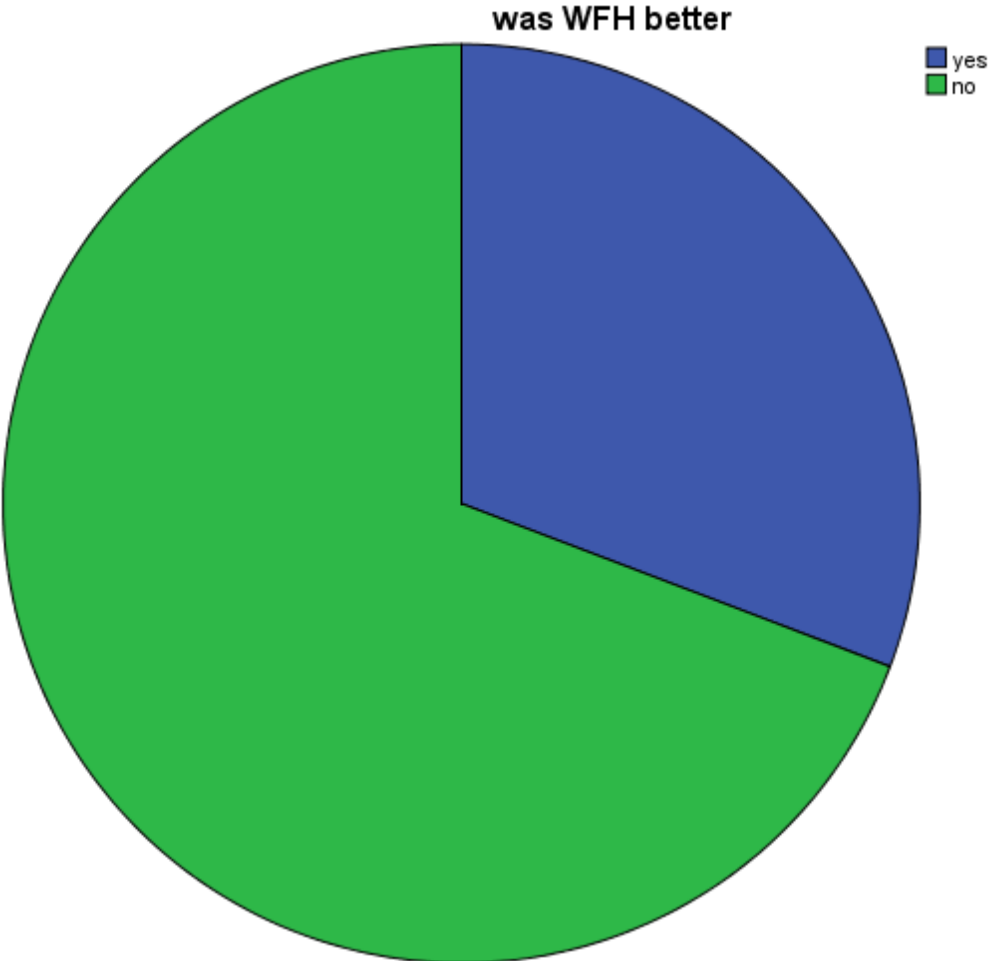
**working onsite before pandemic**

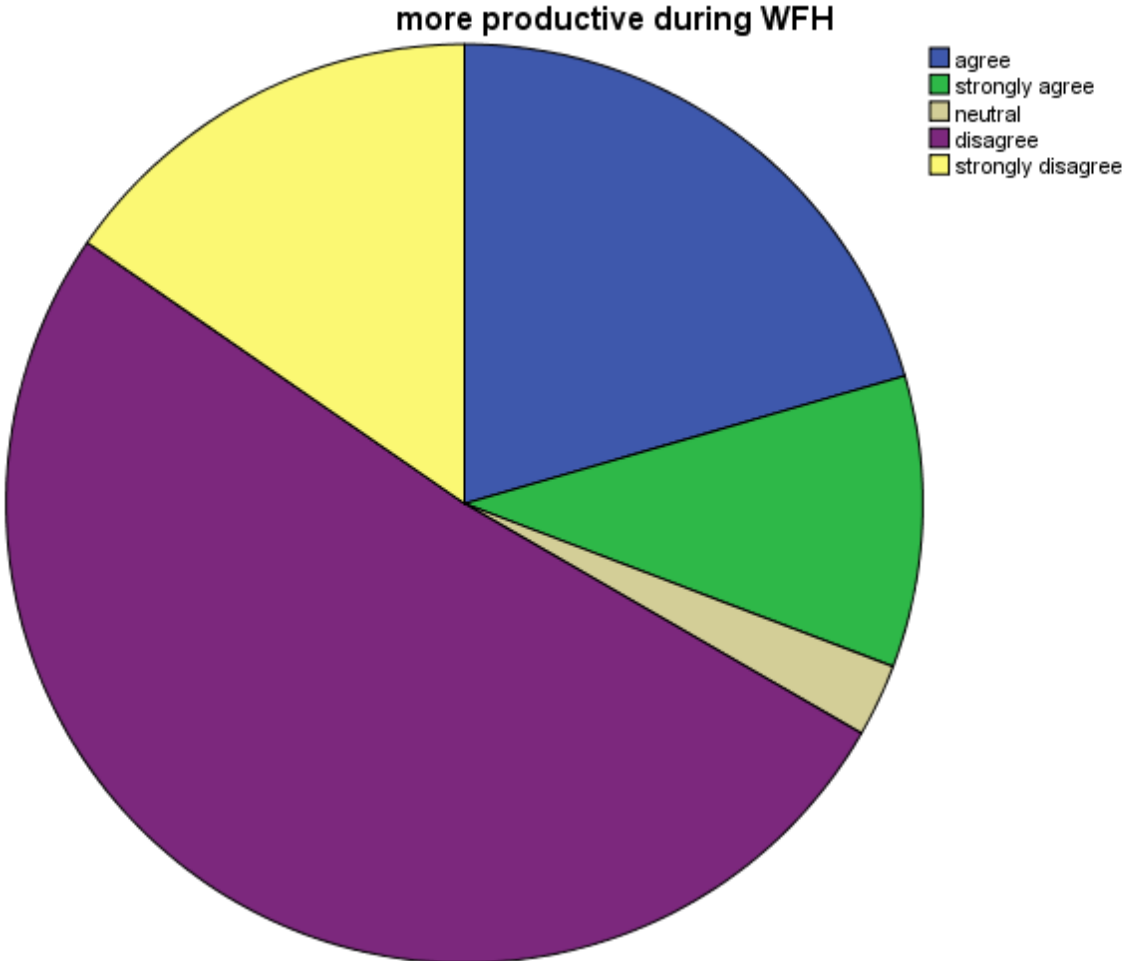
■ yes



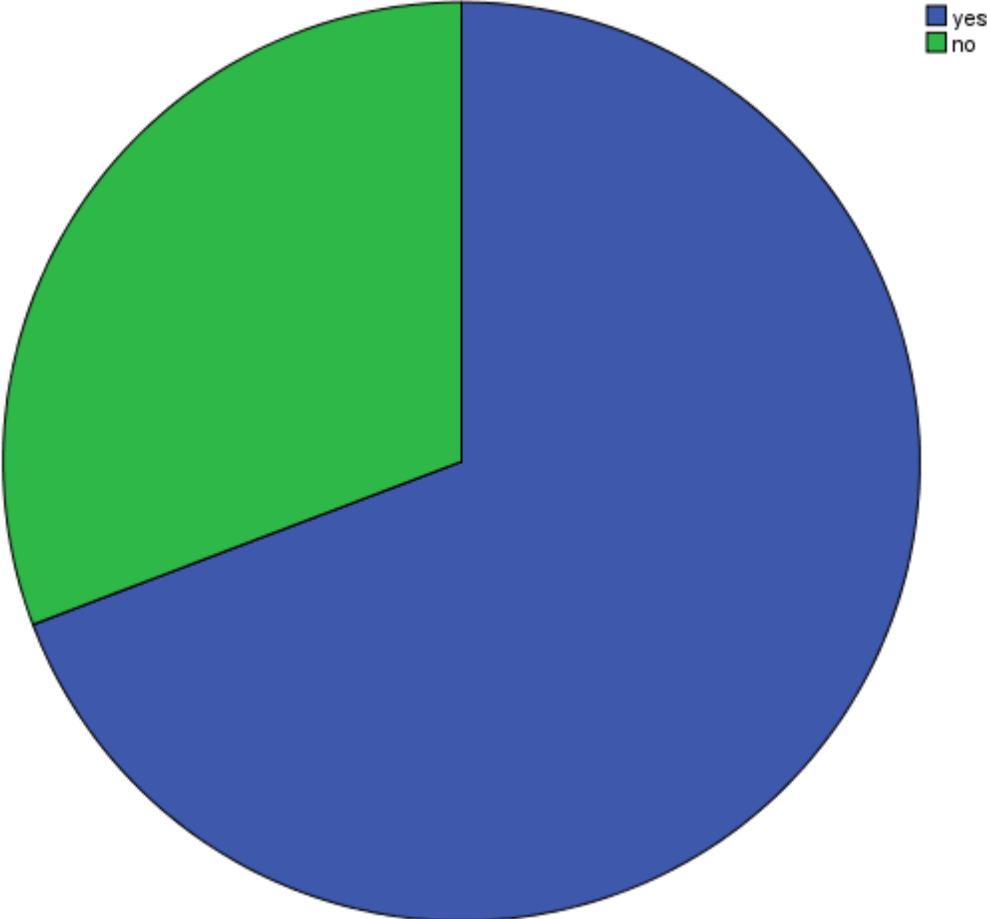
did you work from home during pandemic







want to come back to workplace



issues while doing WFH in pandemic

