

A Study on Factor Influencing Work – Family conflict and Family-Work conflict and Well- Being of IT Employees

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Abstract

The study starts by defining the broad definition of WLB of employees and pointing out the drawbacks of a rigidly segregated perspective. The study looks at how work-family conflict develops and how it may harm family ties, job happiness, and employee performance through various perspectives. On the other hand, the study also looks at the possibility of positive spillover between job and family, whereby experiences from one area benefit the other. The research methodology employs a quantitative approach, utilizing regression analysis to examine data gathered from a sample of employees working

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Jacob Wood et, al., (2020) A review of 37 articles examined the relationship between employee WLB and work engagement, identifying variables that affect this relationship, such as employment autonomy and supportive work environments. The study highlights the need for more research to determine the direction of causality between WLB and work engagement. The review recommends further investigation into other variables, such as HRD practices, and the long-term consequences of initiatives aimed at enhancing engagement and WLB.

Rocco Palumbo (2020) A study examining the impact of remote work on public sector workers' WLB during the COVID-19 pandemic found that working from home increased tensions between work and life, but also improved work engagement. Job engagement was found to moderate the negative impact of home-based telecommuting on WLB, with high job involvement potentially leading to physical and emotional exhaustion. The study recommends further research into job involvement's effects on role ambiguity and work-life conflict, as well as strategies for businesses to support WLB in remote teams.

Lutz Bellmann et, al., (2020) A study found that working from home generally leads to better WLB and JS. However, the study also found that if employment characteristics are accounted for, work-life imbalance is more pronounced. The study recommends further research into creating policies tailored to remote work, examining the benefits of work-from-home jobs, and accounting for variables such as gender, family responsibilities, and caregiving roles.

Toyin Ajibade Adisa et, al., (2017) A study of 42 employees in London found that mobile information technology devices (MITDs) play a critical role in achieving flexibility, which is essential for WLB (WLB). However, the blurring of boundaries between work and personal life due to MITDs can also lead to work-life conflict, impacting employees' working hours, family dynamics, and overall health. The study recommends further research into cultural variations, long-term effects, and HR procedures to support WLB and reduce work-life conflict.

Baek-Kyoo Joo et, al., (2017) The study examined the relationship between psychological capital (PsyCap), POS (POS), and EWB in a South Korean company. The results showed that higher levels of PsyCap and POS were linked to higher levels of career happiness, overall LS, and employee engagement. The study found that work involvement acted as a mediator between PsyCap and career happiness, and that career satisfaction had a direct impact on overall LS.

Tracey Warren (2021) The study critiques the current focus on WLB in industrial relations, arguing that it neglects the impact of gig employment on women and lower-class workers. It highlights the potential drawbacks of gig work, such as financial insecurity and increased workloads, and emphasizes the need to consider class and gender diversity in achieving a real WLB. The study recommends future research that takes into account societal inequities and explores how technology can improve WLB and promote gender equality.

Susana Pasamar et, al., (2013) The study examined how Spanish private companies perceive the need to promote WLB in challenging economic situations, despite financial limitations. The study found that organizations' views on WLB are influenced by normative, mimetic, and coercive factors, and that environmental factors such as the company's operating environment and economic situation also play a role. The study emphasizes the importance of considering these factors, particularly in non-Anglo-Saxon countries, in order to promote WLB, especially in times of economic uncertainty.

Heejung Chung et, al., (2018) The study examines the impact of flexible work arrangements on WLB and gender equality, considering national, organizational, and familial settings. Flexible work arrangements can improve family dynamics and WLB, but may hinder women's career advancement as they are more likely to use them to handle household duties. The study recommends analyzing the

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long-term career impact of flexible work on women's wage disparity and developing policies to promote more equitable use of flexible work arrangements for women and men.

Margaret Deery (2008) The study examines the relationship between WLB (WLB) and employee retention in the hotel and tourist sectors, highlighting the importance of WLB in reducing turnover rates. A theoretical and practical framework is provided for creating employee-turnover-reduction strategies that prioritize WLB, including the impact of WLB on job attitudes, personal characteristics, and methods to reduce high turnover rates. The study emphasizes the need for customized WLB strategies, metrics to measure the effects of WLB practices, and long-term WLB efforts to benefit productivity, retention, and well-being.

Oludayo OA et, al., (2018) The study examined the relationship between bank WLB initiatives and employee habits, focusing on the impact of specific programs such as flexible work schedules, dependent care assistance, and employee time outs. The findings showed that flexible work schedules improved employee satisfaction and retention, while dependent care programs increased employee satisfaction. The study recommends that future research expand its reach to include a wider range of banks and sectors, and highlights the importance of WLB efforts in improving employee dedication, performance, and well-being.

Melika Shirmohammadi et, al., (2022) The study explored the challenges faced by workers who did not choose to work remotely during the pandemic, identifying four main reasons: longer working hours, lack of designated workspace, technological issues, and increased household responsibilities. HR specialists can play a crucial role in helping employees adjust to remote work by addressing workspace constraints, workload management, and encouraging social interaction. Future studies could examine the long-term impacts of remote work on JS, WLB, and EWB, as well as efficient managerial techniques for remote teams.

Heetae Cho et, al., (2023) The study found that work-life conflict among Singaporean teachers affects their performance and JS in a more detrimental way than previously believed, and recommends strategies such as performance-based awards and efficient teacher evaluations to promote their well-being. The study also suggests that schools should address satisfaction and work-life conflict to lower teacher turnover, which can impact student learning and incur high costs.

Vincenzo Alfano et, al., (2023) The study examines how gender affects care provision and WLB in a remote work setting, using a sample of 803 workers in Italy. While remote work may help some balance their professional and personal lives, it also exacerbates gender gaps in the workforce, and policies like Italy's Curaltalia Decree and the profession-Life Balance Directive 2022 may not fully address these issues.

Mikael Nordenmark et, al., (2012) The study analyzed data from 15,789 respondents from 30 European countries and found that self-employed individuals, especially women, often work as sole proprietors in small businesses and have more control over their work, but also face higher expectations and demands. Despite this, self-employed individuals report a weaker WLB than employed individuals, but the disparity disappears when considering job control and demands, and the study suggests that high job control may contribute to similar well-being levels between self-employed and employed workers.

Silvia Filippi et, al., (2022) The study found that women with children were perceived as more deserving of WLB (WLB) arrangements than women without children, with a more pronounced gender bias in Italy compared to the Netherlands. The results highlight the need for a more comprehensive

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understanding of WLB that considers the demands of all employees, not just parents, and suggests that employers should reassess "ideal worker" norms that prioritize work over personal time.

Anuradha Iddagoda et, al., (2021) This study explores the concept of green WLB and its impact on employee productivity, finding a positive relationship between WLB and JP, with employee engagement acting as a mediator. The research suggests that employees with good WLB are more likely to be productive, and recommends further studies on global green WLB strategies across different industries and cultures.

Said Al Riyami et, al., (2023) This study examines the effects of work-from-home (WFH) on employees' WLB (WLB), with work-family conflict (WFC) and work motivation (WM) as mediators. Results show that while WFH positively impacts work motivation, it can increase work-family conflict, potentially negatively affecting WLB, suggesting a complex relationship between these factors.

Gugup Kismono et, al., (2023) This study investigates the impact of work-from-home (WFH) policies on employees' quality of life, focusing on the relationship between acceptance and LS. Findings reveal that acceptance indirectly enhances LS by promoting WLB, but does not directly increase LS or reduce WS in WFH settings.

Milica Mladenovic et, al., (2023) The study suggests managers can improve job and LS through promoting WLB practices, which can benefit both individuals and organizations. However, the research relies on self-reported data and requires further longitudinal studies, controlled trials, and objective outcome measurements for more comprehensive insights.

Elizabeth Emperatriz et, al., (2023) The study reveals that family-supportive supervisory behaviors positively impact JS in remote work, mediated by WLB and work-family positive spillover. However, limitations include data collection during COVID-19, lack of consideration for job roles and industry differences, and the need for further research on underlying mechanisms and long-term effects.

Kyung-Ok Lee et, al., (2023) The study examines factors influencing WLB among mental health professionals, finding that gender, subjective health, experience, emotional labor demands, and job engagement are significant predictors. It suggests that women experience more imbalance and recommends further research on support programs and workload management to improve WLB in this field.

Tis'a Muhamarrani et, al., (2023) The study reveals that emotional regulation and mindfulness positively impact WLB for air traffic controllers at Soekarno-Hatta International Airport. However, the findings may be limited by social desirability bias and the sample's demographic composition, which primarily consisted of married male ATCs aged 31-40 with specific education and experience levels.

Ana María Antolí-Jove et, al., (2024) The study examines the impact of COVID-19 on nurses' health-related quality of life, considering sociodemographic, vocational, and work-family factors. Findings show generally high quality of life among nurses, with work-family interactions significantly influencing outcomes, but the study suggests further longitudinal research and diverse methodologies to address limitations.

Sofie Bjärntoft et, al., (2020) The study explores the relationship between individual behaviors, occupational characteristics, and WLB among office workers with flexible schedules. It finds that factors like job demands and over-commitment negatively impact WLB, while perceived flexibility and boundary management positively affect it, though the study has limitations and suggests areas for future research.

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Anna Anastasopoulou et, al., (2023) The study investigates how coping strategies and after-work experiences influence LS among Greek women, with WLB as a mediator. Findings highlight positive factors like autonomy and social support, while suggesting that governmental policies and organizational programs can help address challenges and promote better WLB for women.

Made MULYADI et, al., (2024) The study of 150 lecturers in Bali reveals positive correlations between WLB, mental health, and performance, while WLB negatively correlates with work-related stress. The research suggests that WS moderates the impact of WLB on performance, but further studies are needed to validate these findings across different populations.

Jarrod Haar et, al., (2020) The study across 80 companies reveals that work autonomy positively impacts WLB (WLB), while high workload negatively affects it, with WLB often mediating between work factors and job outcomes. However, the cross-sectional nature limits causal inferences, suggesting the need for longitudinal studies and diverse data sources for more comprehensive insights.

Research Gap

Peerayuth Charoensukmongkol et, al., (2021) Limitations include a small sample from only 3 Philippine universities, limiting generalizability, cross-sectional data making it difficult to prove cause and effect, and self-reported surveys that may be influenced by respondent bias.

Kumari Rashmi et, al., (2021) Limitations involve a small, non-random sample (snowball sampling) and high female representation (70%) limiting generalizability, self-reported data introducing bias and measurement errors, and the study focusing primarily on time allocation in work-LS, needing further exploration of energy and behavior aspects.

Silvia Ortiz-Bonnin et, al., (2022) Limitations include the study's reliance solely on surveys limiting the depth of understanding, the need for a mixed-method approach (surveys and interviews) for richer insights, and the findings potentially not applying universally, particularly to non-Western developing countries, suggesting future research to explore cultural differences.

Peter Barck-Holst et, al., (2022) Limitations involve missing variables not considered in the study that might influence work-from-home (WFH), work-family conflict (WFC), work motivation (WM), and WLB (WLB), suggesting future research to explore additional variables and conduct longitudinal studies to examine changes over time.

Jacob Wood et, al., (2020) Limitations include the study's focus on individual factors analyzed separately, not considering combined effects, the favorable working conditions of the studied population potentially limiting results to similar settings, and the need to explore WLB in populations with less favorable working conditions for a broader understanding.

Rocco Palumbo (2020) Limitations include the study's focus on individual factors analyzed separately, not considering combined effects, and the need to explore WLB in populations with less favorable working conditions for a broader understanding.

Lutz Bellmann et, al., (2020) Limitations involve the study's data collection method relying on self-reported data that may introduce bias, the measurement of WLB with only one satisfaction item, and the cross-sectional study design preventing causal inferences and examination of long-term effects.

Toyin Ajibade Adisa et, al., (2017) Limitations include the study's small sample from a single city with a diverse population, the reliance solely on surveys limiting the depth of understanding, and the suggestion for a mixed-method approach (surveys and interviews) to offer richer insights.

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Baek-Kyoo Joo et, al., (2017) Limitations involve the study's focus on transformational leadership in Philippine universities, limiting generalizability, the use of cross-sectional data making it difficult to prove cause and effect, and the reliance on self-reported surveys that may be influenced by respondent bias.

Tracey Warren (2021) Limitations include the study's focus on the impact of MITDs on WLB, the need for a mixed-method approach (surveys and interviews) to offer richer insights, and the suggestion for exploring how managers can address blurred work-life boundaries due to MITDs for the benefit of employees and organizations.

Susana Pasamar et, al., (2013) Limitations include the study's focus on a specific type of mental health centre with convenience sampling, potentially limiting generalizability, and the online survey format possibly leading to misunderstandings or errors.

Heejung Chung et, al., (2018) Limitations involve the study's reliance on self-reported data that may introduce bias, the need for a more gender-balanced sample for robust conclusions, and the suggestion for utilizing interviews/focus groups alongside questionnaires for a more comprehensive understanding.

Margaret Deery (2008) Limitations include the study's focus on government-mandated maximum work hours without considering industry variations or individual preferences for flexible work styles, and the suggestion for exploring WLB challenges and successful practices across different countries for a broader perspective.

Oludayo OA et, al., (2018) Limitations involve the study's focus on preventing gender-based analysis, the lack of exploration of social work's female dominance and potential gender differences in WS, and the need for more recent data and mixed methods (qualitative and quantitative) for robust conclusions.

Melika Shirmohammadi et, al., (2022) Limitations include the study's focus on the impact of rotating shifts on quality of life without considering factors like education, family support, or work culture, and the suggestion for investigating WLB with a broader sample of mental health specialists and including physiological measures for objective assessment.

Heetae Cho et, al., (2023) Limitations include the study's reliance on self-reported data, which may introduce bias, and the need for a more fine-grained intersectional approach to capture work-family variations across genders and social groups for a more comprehensive understanding.

Vincenzo Alfano et, al., (2023) Limitations involve the study's focus on individual experiences and the intensity of the pandemic, potentially limiting generalizability, and the suggestion for exploring the effects of remote work on career development, JS, and job security for a broader understanding.

Mikael Nordenmark et, al., (2012) Limitations include the study's data collection method relying on self-reported data that may introduce bias, the cross-sectional study design preventing causal inferences and examination of long-term effects, and the need for longitudinal studies to track individual data over time.

Silvia Filippi et, al., (2022) Limitations involve the study's focus on individual factors analyzed separately, not considering combined effects, and the need to analyze the combined effects of occupational factors and individual behaviors on WLB for a more comprehensive understanding.

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Anuradha Iddagoda et, al., (2021) Limitations include the study's reliance on a specific type of mental health centre with convenience sampling, potentially limiting generalizability, and the need to explore WLB in populations with less favorable working conditions for a broader understanding

Said Al Riyami et, al., (2023) Limitations include the study's reliance on self-reported data, which may introduce bias, and the need for a more diverse sample to capture a broader range of perspectives and experiences for a more comprehensive understanding.

Gugup Kismono et, al., (2023) Limitations involve the study's focus on a specific industry or region, potentially limiting generalizability, and the suggestion for exploring WLB challenges and strategies across different industries or regions for a more comprehensive perspective.

Milica Mladenović et, al., (2023) Limitations include the study's reliance on a specific methodology, potentially limiting the depth of understanding, and the need for a mixed-method approach to provide richer insights and a more holistic view of WLB experiences.

Elizabeth Emperatriz et, al., (2023) Limitations involve the study's focus on a specific demographic or setting, potentially limiting the applicability of findings, and the suggestion for exploring WLB practices and challenges in diverse settings to understand variations across different contexts.

Kyung-Ok Lee et, al., (2023) Limitations include the study's reliance on a specific data collection method, potentially limiting the scope of insights, and the need for a more comprehensive approach that combines quantitative and qualitative methods to capture a more nuanced understanding of WLB dynamics.

Tis'a Muharrani et, al., (2023) Limitations include the study's reliance on self-reported data, which may introduce bias, and the need for a more diverse sample to capture a broader range of perspectives and experiences for a more comprehensive understanding.

Ana María Antolí-Jove et, al., (2024) Limitations involve the study's focus on a specific demographic or setting, potentially limiting the applicability of findings, and the suggestion for exploring WLB practices and challenges in diverse settings to understand variations across different contexts.

Sofie Bjrntoft et, al., (2020) Limitations include the study's reliance on a specific data collection method, potentially limiting the scope of insights, and the need for a more comprehensive approach that combines quantitative and qualitative methods to capture a more nuanced understanding of WLB dynamics.

Anna Anastasopoulou et, al., (2023) Limitations involve the study's focus on a specific industry or region, potentially limiting generalizability, and the suggestion for exploring WLB challenges and strategies across different industries or regions for a more comprehensive perspective.

Made MULYADI et, al., (2024) Limitations include the study's reliance on self-reported data, which may introduce bias, and the need for a more diverse sample to capture a broader range of perspectives and experiences for a more comprehensive understanding.

Jarrod Haar et, al., (2020) Limitations involve the study's focus on a specific demographic or setting, potentially limiting the applicability of findings, and the suggestion for exploring WLB practices and challenges in diverse settings to understand variations across different contexts.

Factors:

Factor influencing on Work – Family Conflict

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Variables	Author
WS	Made MULYADI et, al., (2024) Milica Mladenovicć et, al., (2023)
Work hours	Jarrod Haar et, al., (2020) Heejung Chung et, al., (2018) Toyin Ajibade Adisa et, al., (2017) Lutz Bellmann et, al., (2020)
Flexibility at work	Toyin Ajibade Adisa et, al., (2017) Sofie Bjärntoft et, al., (2020) Margaret Deery (2008) Anuradha Iddagoda et, al., (2021)
Self-esteem	Peter Barck-Holst et, al., (2022) Jacob Wood et, al., (2020)
Well-being	Silvia Ortiz-Bonnin et, al., (2022) Mikael Norden mark et, al., (2012).
Job Autonomy	Kumari Rashmi et, al., (2021) Lutz Bellmann et, al., (2020) Jarrod Haar et, al., (2020)
Workload	Kumari Rashmi et, al., (2021) Made MULYADI et, al., (2024)

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<i>Support at work (Co-workers, Supervisor, family)</i>	<i>Kumari Rashmi et, al., (2021)</i> <i>Lutz Bellmann et, al., (2020)</i> <i>Elizabeth Emperatriz et, al., (2023)</i> <i>Anna Anastasopoulou et, al., (2023)</i>
<i>Role ambiguity</i>	<i>Peerayuth Charoensukmongkol et, al., (2021)</i> <i>Kumari Rashmi et, al., (2021)</i>

ii) Factor influencing on Family- Work Conflict

<i>Variables</i>	<i>Author</i>
<i>Emotional</i>	<i>Tis'a Muharrani et, al., (2023)</i> <i>Kumari Rashmi et, al., (2021)</i>
<i>Commitment</i>	<i>Lutz Bellmann et, al., (2020)</i> <i>Sofie Bjärnloft et, al., (2020)</i> <i>Jarrod Haar et, al., (2020)</i>
<i>Family involvement (Children, Partners, friendship)</i>	<i>Peter Barck-Holst et, al., (2022)</i> <i>Jacob Wood et, al., (2020)</i> <i>Said Al Riyami et, al., (2023)</i>
<i>Strain-based family interference with work</i>	<i>Gugup Kismono et, al., (2023)</i>

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Job burnout	Peter Barck-Holst et, al., (2022) Jacob Wood et, al., (2020)
Remote work/Work from home	Shirmohammadi et, al., (2022) Vincenzo Alfano et, al., (2023) Gugup Kismono et, al., (2023)
Work Engagement	Jacob Wood et, al., (2020) Kyung-Ok Lee et, al., (2023)
Job Satisfaction	Margaret Deery (2008) Jarrod Haar et, al., (2020)

i) Factor influencing on Work – Family

This research aims to understand how workload, WLB, and mental health influence the impact of WS on lecturer performance. We define WS as a dynamic situation where lecturers face challenges alongside opportunities (Mulyadi et al., 2024). Given the prevalence of stress in modern life, including for managers (Mladenovic et al., 2023), this study focuses on the lecturer environment.

Workload- Workload is influenced by both **external factors** (e.g., time pressure, noise) and internal factors (e.g., responsibility, self-esteem) Made MULYADI et, al., (2024).

Work hours- The dominance of work demands over work hours aligns with role balance theory. This theory suggests that an employee's perception of their ability to manage time, rather than the total time spent, is crucial (Haar et al., 2020). Low-income women, particularly those in the working class, face additional challenges due to unpredictable and unreliable work hours. These women often lack the financial resources to manage childcare, leading to a heavier burden of balancing paid and unpaid work (Chung et al., 2018). Extended working hours can disrupt work-life balance and negatively impact job performance due to physical and mental fatigue (Adisa et al., 2017). To mitigate these issues, remote work should be primarily confined to contracted working hours. Additionally, it's essential to consider factors like the duration of remote work and whether employees initiated it or if it was imposed (Bellmann et al., 2020).

This research shows that flexibility, a key aspect of WLB, is a significant benefit of modern information and communication technologies (ICTs). This flexibility allows employees to work anywhere and anytime, potentially improving WLB. However, it can also lead to work-life conflict if not managed effectively. The Job Demands-Resources (JD-R) model and Boundary Theory provide a framework to understand the relationship between positive and negative factors influencing WLB and the role of perceived flexibility. A high level of perceived flexibility, especially when combined with other positive work environment factors, can support good WLB for employees with flexible work arrangements (Bjärntoft et al., 2020). Hourly paid staff often benefit from incentive pay programs, innovative benefits like cash bonuses, flexible work schedules, and mentoring programs. Flexible working arrangements, such as rostered days off, family-friendly start and finish times, job sharing, and remote work, can also motivate and attract employees (Deery, 2008). An employee's work environment, particularly inflexible

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work schedules, can impact their ability to gain or lose work-life balance resources (Iddagoda et al., 2021).

Self-esteem-Self-esteem was closely tied to JS. Individuals with lower self-esteem often felt down when work was challenging and better about themselves when things went well. These individuals were typically younger and less experienced in their profession. In contrast, those with more stable self-esteem were less affected by work performance fluctuations and tended to be older. Self-esteem is crucial for personal engagement, which positively influences innovative behavior and work-life balance (Wood et al., 2020).

Well-being- This study investigates how the lockdown impacted worker well-being and performance. The pandemic presented numerous challenges that individuals struggled to manage alone. The findings offer practical implications for both small businesses with limited HR resources and large corporations aiming to protect employee mental health and support their work performance during crises **Silvia Ortiz-Bonnin et, al., (2022)**. Research suggests that self-employed individuals often experience higher levels of well-being and lower rates of mental health disorders compared to employees. This section explores the connections between work, family, and well-being, as well as the impact of changes in work and family life on individual well-being **Mikael Norden mark et, al., (2012)**.

Job Autonomy- We suggest that granting nurses autonomy could empower them to better manage their work and personal lives during challenging times. This self-determination can serve as a control mechanism, allowing them to adapt to the "new normal" and balance their work commitments with other life priorities. Job autonomy can enhance nurses' understanding of their tasks, goals, and priorities. It can also provide them with greater flexibility in managing their time and workload (**Kumari Rashmi et al., 2021**). Telecommuting can increase perceived autonomy and reduce work-family conflict, leading to improved job attitudes, performance, and reduced stress (**Bellmann et al., 2020**).

Workload- Workload refers to the physical and mental effort required to perform job responsibilities, often associated with job demands like work pressure and role ambiguity. It plays a significant role in understanding how job demands impact WLB and JS (**Kumari Rashmi et al., 2021**). Workload can be seen as a burden associated with teaching, research, community service, and other academic duties (**Mulyadi et al., 2024**).

Support at work (Co-workers, Supervisor, family) - Supervisor support, which involves showing appreciation and concern for EWB, is often considered more important than formal family-friendly policies for achieving work-life balance. Co-worker support, characterized by positive relationships with colleagues, is linked to lower WFC and higher work-family enrichment. Supportive colleagues can help resolve conflicts, redistribute workloads, and provide emotional, instrumental, and social support, especially during challenging times. Support for family from employers includes emotional support, flexible work arrangements, recognition of family obligations, and encouraging employees to prioritize family commitments. **Elizabeth Emperatriz et, al., (2023)**. This support can help employees better manage the boundaries between work and family life, allowing for positive emotions and experiences to flow between the two domains. Seeking support is positively associated with social relationships and environmental factors of quality of life, while avoidance negatively impacts psychological health and social relationships. **Anna Anastasopoulou et, al., (2023)**.

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Role ambiguity- The potential of transformational leadership in reducing role ambiguity and improving work-life balance during the COVID-19 pandemic **Peerayuth Charoensukmongkol et, al., (2021)**. Role ambiguity occurs when there is a lack of clear information regarding job responsibilities, expectations, and objectives, which can lead to confusion and stress among employees **Kumari Rashmi et, al., (2021)**.

ii) Factor influencing on Family – Work

Emotional- This study explored how emotional regulation influences the connection between mindfulness and work-life balance among air traffic controllers (Muharrani et al., 2023). We believe that supportive colleagues can help mitigate depression, anxiety, and emotional distress, contributing to better work-life balance (Kumari Rashmi et al., 2021).

Commitment- Coworker commitment and collegiality typically enhance JS, but remote work can limit these positive effects (Bellmann et al., 2020). Perfectionism, characterized by excessive striving and a desire for approval, can negatively impact WLB (Bjärntoft et al., 2020). This study examines the factors influencing WLB and highlights the shared responsibility of employees and employers to maintain JP and EWB (Haar et al., 2020).

Family involvement (Children, Partners, friendship)- Social workers worked directly with children, teenagers, and families, while social assistants, lacking decision-making authority, focused on tasks like gathering information and investigating family matters (Barck-Holst et al., 2022). The literature presents both positive and negative perspectives on WLB, including concepts like WFC, enrichment, benefits, and interpersonal capitalization. However, most studies have focused on negative aspects such as work-family conflict, imbalance, and work engagement. This emphasis may be due to the significant impact of these negative issues on employees (Wood et al., 2020).

Strain-based family interference with work - Acceptance reduces stress during remote work, leading to increased life satisfaction (**Gugup Kismono et al., 2023**). Gugup Kismono et al., (2023).

Job burnout- Many social workers reported experiencing burnout or burnout symptoms, with one having previously taken sick leave due to exhaustion. Most interviewees believed that reduced working hours had lowered their risk of burnout, regardless of their prior experiences (Barck-Holst et al., 2022). Work engagement, often contrasted with workaholism, is a concept related to burnout (Wood et al., 2020).

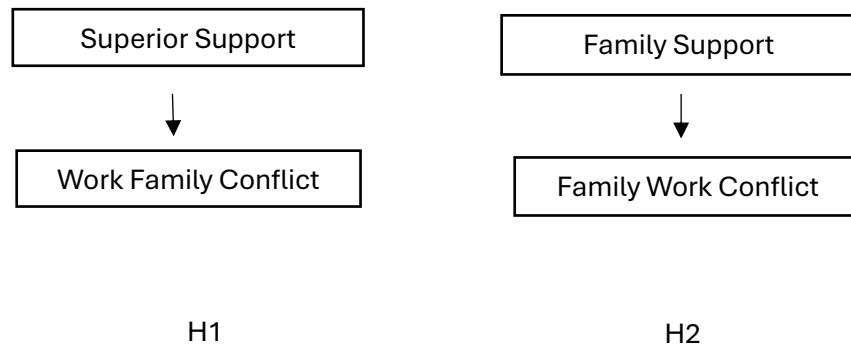
Remote work/Work from home- Remote work can have both positive and negative consequences for both employees and employers. While remote work is increasingly popular, HR professionals must help organizations make informed decisions about the type and structure of remote work arrangements (Shirmohammadi et al., 2022). The impact of remote work on gender gaps is complex and depends on various factors, including potential changes for both women and men (Alfano et al., 2023). Acceptance of remote work can improve life satisfaction only when it contributes to work-life balance, highlighting the importance of WLB during remote work arrangements (Kismono et al., 2023).

Work Engagement- Organizations are increasingly focused on employee engagement, recognizing its potential to drive organizational success. Simultaneously, employers are striving to create work environments that promote work-life balance (WLB) (Wood et al., 2020). Work engagement reflects a positive and passionate mindset characterized by dedication and absorption in one's job. Engaged employees enjoy their work and tend to have a positive work experience (Lee et al., 2023).

Job Satisfaction- Organizations should adopt a comprehensive approach to understanding the factors contributing to low employee retention and explore strategies to improve job satisfaction (JS) and ISBN code 978-93-83302-72-7

organizational commitment (Deery, 2008). Job autonomy and workload influence work-life balance (WLB), which in turn affects JS, turnover intentions, organizational commitment, and organizational citizenship behaviors (Haar et al., 2020).

Theoretical Framework



Superior Support

Superior support is a key ingredient to any successful relationship, whether it's in a personal or professional setting. When you have superior support, you know that you can count on someone to be there for you, to listen to you, and to help you out when you need it. There are many different ways to show superior support. Some people do it by simply being present and listening to others. Others offer practical help, such as running errands or lending a helping hand. Still others provide emotional support, offering words of encouragement or a shoulder to lean on.

No matter how you show superior support, the important thing is that you do it consistently and genuinely. When people know that they can rely on you for support, they will be more likely to trust you and feel comfortable confiding in you. In addition to the benefits it has for others, superior support can also be beneficial for you. When you help others, it can make you feel good about yourself and can help you to build stronger relationships.

Improved Employee Morale and Productivity

Reduced Stress: Supportive managers and colleagues create a less stressful work environment, boosting employee morale and reducing burnout.

Increased Motivation: Feeling supported and valued motivates employees to perform at their best, leading to higher productivity.

Improved Teamwork: Effective support fosters collaboration and teamwork, creating a more cohesive and efficient work environment.

Stronger Business Relationships

Trust Building: Superior support builds trust and rapport with clients and customers, leading to stronger business relationships.

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Increased Referrals: Happy customers are more likely to refer your business to others, expanding your customer base.

Improved Reputation: A reputation for excellent support enhances your brand image and attracts new customers.

Family Support

Family support is essential for our overall well-being. It provides us with a sense of belonging, love, and support. Family members can be our confidants, sounding boards, and cheerleaders. They can help us through tough times and celebrate our successes. Family support can also help us to develop our skills and talents. For example, parents can encourage their children to pursue their interests and hobbies. Siblings can help each other with homework or learn new things together. Grandparents can share their wisdom and experience with younger generations. Family support is a valuable resource that can help us to thrive in all aspects of our lives.

Family support is a cornerstone of a fulfilling and well-rounded life. Here's why it's so important:

Emotional Well-being

Unconditional Love: Family provides a safe space where you can be yourself, knowing you're loved and accepted unconditionally.

Stress Relief: Sharing your worries and concerns with family members can help alleviate stress and anxiety.

Mental Health Support: Family can offer encouragement, empathy, and practical advice during challenging times, contributing to better mental health.

Personal Growth

Values and Beliefs: Family shapes your values, beliefs, and moral compass, guiding your decisions and actions.

Life Lessons: Through shared experiences and stories, family members impart valuable life lessons that help you navigate challenges.

Encouragement: Family members often cheer you on and motivate you to pursue your goals, boosting your self-confidence.

Practical Support

Financial Assistance: In times of need, family members may offer financial support, helping you overcome difficulties.

Childcare and Eldercare: Family members can provide childcare or eldercare, easing the burden and allowing you to focus on other responsibilities.

Practical Help: Family can lend a hand with tasks like moving, home repairs, or simply running errands.

Sense of Belonging

Shared History: Family creates a sense of belonging and shared history, fostering a strong sense of identity.

Strong Bonds: Close family ties provide a strong support network, making you feel less alone in the world.

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Celebrations and Traditions: Family gatherings and traditions create cherished memories and strengthen bonds.

In essence, family support is a powerful force that enriches our lives in countless ways. It provides a foundation of love, support, and guidance that can help us overcome challenges, achieve our goals, and build a fulfilling life.

HYPOTHESIS TESTING:

Hypothesis - 1

Null Hypothesis (H₀): There is a significant relationship between the superior support on work family conflict.

Alternative Hypothesis (H_A): There is no significant relationship between the superior support on work family conflict.

Hypothesis - 2

Null Hypothesis (H₀): There is a significant relationship between the family support on family work conflict.

Alternative Hypothesis (H_A): There is no significant relationship between the family support on family work conflict.

Hypothesis - 1

For SS and WFC, the results of the linear regression analysis show $R^2=.482$ which indicates 48.2% of the variation in WFC can be explained by the model. An excellent match is seen in the table (R-value = .694, $p<0.05$), which suggests that the higher the SS experienced by individuals, the more it explains variations in the dependent variable WFC. SS significantly predicted WFC, $F (1,249) =231.453$, $p<0.001$, which indicates that WFC may be significantly shaped by SS where increased levels of SS can reduce or diminish the adverse effects of WFC ($b= -.815$, $p < 0.001$).

<i>Hypothesis</i>	<i>Regression Weights</i>	<i>Beta Coefficient</i>	<i>R²</i>	<i>F</i>	<i>P-value</i>	<i>Hypothesis Supported</i>
<i>H1</i>	<i>SS→WFC</i>	<i>-.815</i>	<i>.482</i>	<i>231.453</i>	<i>.000</i>	<i>YES</i>

Hypothesis – 2

Hypothesis H₂ proposed that there is a significant correlation between variables of WLB (SS, FS, WFC, and FWC). For FS and FWC, The results of the linear regression analysis show $R^2=.600$ which indicates how 60% of the variation in FWC may be explained by the model. The Table displays an excellent fit. (R-value = .774, $p < 0.05$), which illustrates that the higher the FS experienced by individuals, the more it explains variations in the dependent variable FWC. FS significantly predicted FWC, $F (1,249) = 372.997$, $P < 0.001$, which suggests a negative inverse relationship exists between FS and FWC, where increased levels of FS can diminish the effects of FWC ($b=-.855$, $p < 0.001$).

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Hypothesis	Regression Weights	Beta Coefficient	R²	F	P-value	Hypothesis Supported
H2	FS → FWC	-.855	.600	372.997	.000	YES

Discussion

WFC has a significant negative co-relation with SS:

WFC and SS have a substantial negative relation, according to the linear regression analysis, as evidenced by a beta coefficient of -0.815. The results indicate that enhanced SS is linked to a significant reduction in WFC among employees.

Research on WFC in the IT sector reveals complex relationships with SS and employee outcomes. The findings support the claim that upper management supervisors have a crucial role in assisting staff members in avoiding WFCs.(e.g., Allen, 2001)¹⁸³. Subsequent studies, such as (Almeida et al., 2016)¹⁸⁴ research, have further solidified this understanding by demonstrating the direct relationship between higher WFC and adverse effects, including poorer cortisol regulation. However, SS emerges as a crucial buffer against these negative consequences. While (Narayanan & Savarimuthu, 2015)¹⁸⁵ findings indicate that WFC negatively impacts WLB for women in Bengaluru's IT industry, FWC appears to have a less pronounced effect. This asymmetry aligns with Hobfoll's (1989)¹⁸⁶ conceptualization of stress, suggesting that family-supportive supervision indirectly protects employee affective well-being by preventing strain-based WFC. In essence, SS acts as a protector against the negative impacts of WFC. When employees perceive their supervisors as understanding and supportive, they are better equipped to manage work-family demands, leading to reduced stress, improved well-being, and enhanced JS. Moreover, the overall organizational culture, shaped by leadership, can significantly influence the level of SS. A culture that prioritizes WLB and EWB fosters supportive supervisors, thereby creating a more conducive environment for employees to navigate the complexities of WFC.

FWC has a significant negative co relation with FS:

The linear regression model revealed a strong inverse relationship between FS and FWC, as depicted by a beta coefficient (β) of -0.855. This result implies that greater degrees of familial support are linked to lower levels of FWC. Furthermore, the model explained 60% of the variance in FWC ($R^2 = .600$), indicating a substantial proportion of the conflict can be attributed to variations in FS.

Research consistently shows a negative correlation between FS and WFC. Grzywacz (2000)¹⁸⁷ indicate that increased FS is linked to decreased work-family spillover. This emotional regulation can prevent negative emotions from spilling over into the family domain. This emotional regulation can prevent adverse emotions from permeating the familial sphere (Grzywacz 2000). A meta-analysis by Kelley et al. (2021)¹⁸⁸ confirmed this, revealing results indicate that increased perceived FS is linked to decreased WFC ($r = -.099$) and FWC conflict ($r = -.178$). Shared values and goals can minimize conflicts, given that family members are more inclined to encourage and make accommodations for work-related demands. Similarly, Tabassum (2012)¹⁸⁹ found that spouse and FS were negatively related to FWC. FS can take the form of assistance with domestic tasks, childcare, or other responsibilities, freeing up time and energy for work-related tasks (Tabassum, 2012).

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Findings

Peerayuth Charoensukmongkol et, al., (2021) Discovered that transformational leadership in Philippine universities reduced role ambiguity and improved WLB, with potential cultural influences on employee involvement.

Kumari Rashmi et, al., (2021) Found that job autonomy, supervisor support, and coworker support helped frontline nurses in India achieve WLB during COVID-19, leading to greater JS.

Silvia Ortiz-Bonnin et, al., (2022) Highlighted that satisfaction with WLB mediated the relationship between SOCV19R and EWB and performance.

Peter Barck-Holst et, al., (2022) Showed that reduced work hours improved WLB, reduced stress, and lowered burnout risk, supporting previous research on the benefits of shorter workweeks.

Jacob Wood et, al., (2020) Analyzed factors influencing the relationship between WLB and work engagement, emphasizing the need for further investigation into the causal direction between the two.

Rocco Palumbo (2020) Explored factors influencing WLB and its impact on EWB, focusing on the role of organizational support and job resources in enhancing WLB and overall JS.

Lutz Bellmann et, al., (2020) Investigated the relationship between WLB, JS, and organizational commitment, emphasizing the importance of WLB in fostering positive attitudes towards work and the organization.

Toyin Ajibade Adisa et, al., (2017) Highlighted the importance of Mobile Information Technologies Devices (MITDs) in achieving flexibility in work arrangements but also noted the potential negative impact on WLB due to blurred boundaries between work and personal life.

Baek-Kyoo Joo et, al., (2017) Explored the effects of transformational leadership on reducing role ambiguity and improving WLB, emphasizing the need for effective leadership in creating a supportive work environment conducive to WLB.

Tracey Warren (2021) Investigated the impact of positive work-family enrichment and effective conflict resolution at work on improving quality of life, highlighting the importance of supportive work environments in enhancing overall well-being and WLB.

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Susana Pasamar et, al., (2013) Explored the relationship between WFC, JS, and organizational commitment, emphasizing the need for organizations to address work-family conflict to enhance employee satisfaction and commitment.

Heejung Chung et, al., (2018) Investigated the impact of flexible working arrangements on WLB and JS, highlighting the positive effects of flexible work options in promoting WLB and overall JS.

Margaret Deery (2008) Explored the role of WLB policies and practices in the hospitality industry, emphasizing the importance of supportive organizational policies in facilitating WLB for employees in the hospitality sector.

Oludayo OA et, al., (2018) Examined the relationship between WLB, JS, and turnover intentions, highlighting the significant impact of WLB on JS and the likelihood of employees staying with an organization.

Melika Shirmohammadi et, al., (2022) Investigated the effects of remote work on WLB and JS, emphasizing the need for organizations to support remote workers in maintaining WLB and JS to ensure EWB and productivity.

Heetae Cho et, al., (2023) Explored the relationship between work-from-home (WFH) practices, work-family conflict (WFC), work motivation (WM), and WLB (WLB), emphasizing the need for organizations to design interventions to minimize WFC and maximize the benefits of WFH for EWB and WLB.

Vincenzo Alfano et, al., (2023) Addressed the gender gap in care work and the impact of remote work on WLB, highlighting the importance of gender-equal care policies and cultural shifts in workplaces to address gender inequalities exacerbated by remote work.

Mikael Nordenmark et, al., (2012) Explored the relationship between positive work-family enrichment and quality of life, emphasizing the need for longitudinal studies across different pandemic waves to understand changes in quality of life and the reasons behind certain associations.

Silvia Filippi et, al., (2022) Investigated the impact of rotating shifts on quality of life, highlighting the need for a combination of methods like interviews and observations to reduce social desirability bias and longitudinal studies to track changes in quality of life over time.

Anuradha Iddagoda et, al., (2021) Explored the effects of the COVID-19 pandemic on WLB and gender inequalities in the labor market, emphasizing the importance of care work policies and cultural shifts in addressing gender disparities in work and care responsibilities.

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Said Al Riyami et, al., (2023) Explored the impact of remote work on career development, JS, and job security, emphasizing the need for longitudinal studies to track individual data over time and understand the lasting effects of remote work on EWB and productivity.

Gugup Kismono et, al., (2023) Investigated the relationship between work-from-home (WFH), work-family conflict (WFC), work motivation (WM), WLB (WLB), and human capital sustainability, highlighting the importance of HR practices and policies in promoting WLB and human capital sustainability in organizations.

Milica Mladenovic et, al., (2023) Explored factors influencing WLB (WLB) and its impact on employee behavior, suggesting that future research could explore additional variables like organizational commitment, emotional intelligence, and demographics as mediating or moderating factors.

Elizabeth Emperatriz et, al., (2023) Identified that family-supportive supervisory behaviors positively influenced JS for remote workers, leading to positive work-family spillover and better WLB, emphasizing the importance of supportive leadership in enhancing EWB and WLB.

Kyung-Ok Lee et, al., (2023) Investigated the relationship between work-from-home (WFH), work-family conflict (WFC), work motivation (WM), and WLB (WLB), suggesting that future research could explore the effects of remote work on career development, JS, and job security to understand the broader implications of remote work on EWB and organizational performance.

Tis'a Muharrani et, al., (2023) Explored the impact of remote work on EWB and WLB, suggesting that future studies could delve deeper into individual differences affecting remote work experiences, including personality traits, work styles, and living situations.

Ana María Antolí-Jove et, al., (2024) Investigated the effects of PsyCap and POS on EWB and performance, highlighting the need for longitudinal studies to track long-term impacts and exploring the relationship between WLB and employee behavior.

Sofie Bjärntoft et, al., (2020) Explored the relationship between WLB, JS, and organizational commitment, emphasizing the importance of understanding the mediating role of WLB in enhancing employee outcomes and the need for continued research to explore these relationships further.

Anna Anastasopoulou et, al., (2023) Investigated the impact of WLB initiatives on EWB, commitment, and performance, suggesting further research to understand the underlying mechanisms and explore effective strategies for managers to assess and implement WLB initiatives.

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Made MULYADI et, al., (2024) Explored the relationship between WLB, JS, and turnover intentions, highlighting the significant impact of WLB on JS and employee retention, emphasizing the importance of addressing WLB to enhance employee satisfaction and organizational commitment.

Jarrod Haar et, al., (2020) Analyzed factors influencing the relationship between WLB and work engagement, emphasizing the need for further research to explore the causal direction between the two and understand how WLB influences employee engagement and well-being.

Scope for future study

Peerayuth Charoensukmongkol et, al., (2021) The scope for future study includes using qualitative methods (interviews) to understand how employees perceive transformational leadership's impact on WLB during COVID-19 and conducting case studies of departments with transformational leaders to see how they help.

Kumari Rashmi et, al., (2021) Future studies could delve deeper into individual differences that might affect remote work experiences, including personality traits, work styles, and living situations, and explore how cultural contexts and national policies influence remote work practices and employee experiences across different countries.

Silvia Ortiz-Bonnin et, al., (2022) Future studies could explore the long-term effects of the pandemic shift to remote work on EWB, WLB, and overall JS, investigate effective managerial practices for leading and supporting remote teams in a post-pandemic world, and examine the best practices for designing and implementing hybrid work models for optimal employee productivity and well-being.

Peter Barck-Holst et, al., (2022) The scope for future study involves investigating the relationship between WLB and employee behavior, exploring factors like organizational commitment, emotional intelligence, and demographics as mediating or moderating variables, and utilizing a more fine-grained intersectional approach to capture work-family variations across genders and social groups.

Jacob Wood et, al., (2020) Future research could explore ways to address diverse employee WLB needs by offering a range of flexible work arrangements and support programs, delve deeper into the connection between WLB initiatives and EWB, commitment, and performance, and explore effective strategies for managers to assess employee needs and implement WLB initiatives that enhance EWB and organizational performance.

Rocco Palumbo (2020) The scope for future study involves exploring the effects of remote work on career development, JS, and job security, conducting longitudinal studies to track individual data over time to understand the lasting impact of the pandemic, and utilizing a more fine-grained intersectional approach to capture work-family variations across genders and social groups.

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Lutz Bellmann et, al., (2020) Future studies could delve deeper into individual differences that might affect remote work experiences, including personality traits, work styles, and living situations, and further research could explore how cultural contexts and national policies influence remote work practices and employee experiences across different countries.

Toyin Ajibade Adisa et, al., (2017) The scope for future study involves examining additional job resources beyond the current scope to provide deeper insights into nurses' WLB experiences, conducting longitudinal studies to track the long-term impact of job resources on nurses' ability to manage WLB, and complementing quantitative data with in-depth interviews and observations for richer understandings of nurses' perspectives.

Baek-Kyoo Joo et, al., (2017) Future studies could explore how job demands, individual well-being, family support, and community support interact with job resources to influence nurses' WLB, testing the model across other sectors like hospitality, banking, and pharmaceuticals for broader insights into EWB during crises, and exploring how HR practices and policies can promote WLB while allowing remote work through modern information technology devices.

Tracey Warren (2021) The scope for future study involves exploring strategies employees can adopt to manage WLB effectively in a "borderless" work environment, conducting longitudinal studies to track the long-term effects of modern information technology devices on WLB, productivity, and EWB, and examining how HR practices and policies can promote WLB while allowing remote work through modern information technology devices.

Susana Pasamar et, al., (2013) The scope for future study includes investigating how supervisor, peer, and team support affect resilience-building strategies, examining how resilience strategies influence JS, performance, and career trajectories, and conducting studies comparing resilience and quality of life across different female demographics and gender identities.

Heejung Chung et, al., (2018) Future research could explore the effects of remote work on career development, JS, and job security, conduct longitudinal studies to track individual data over time to understand the lasting impact of the pandemic, and utilize a more fine-grained intersectional approach to capture work-family variations across genders and social groups.

Margaret Deery (2008) The scope for future study involves exploring how HR practices and policies can promote WLB while allowing remote work through modern information technology devices, conducting studies comparing WLB experiences across different industries to understand sector-specific challenges and solutions, and investigating the impact of flexible work arrangements on EWB and organizational performance.

Oludayo OA et, al., (2018) Future studies could delve deeper into individual differences that might affect remote work experiences, including personality traits, work styles, and living situations, and ISBN code 978-93-83302-72-7

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further research could explore how cultural contexts and national policies influence remote work practices and employee experiences across different countries.

Melika Shirmohammadi et, al., (2022) The scope for future study involves exploring how HR practices and policies can promote WLB while allowing remote work through modern information technology devices, conducting longitudinal studies to track the long-term effects of modern information technology devices on WLB, productivity, and EWB, and examining effective strategies for managers to assess employee needs and implement WLB initiatives that enhance EWB and organizational performance.

Heetae Cho et, al., (2023) The scope for future study includes exploring the effects of remote work on career development, JS, and job security, conducting longitudinal studies to track individual data over time to understand the lasting impact of the pandemic, and utilizing a more fine-grained intersectional approach to capture work-family variations across genders and social groups.

Vincenzo Alfano et, al., (2023) Future studies could delve into other potential mediating variables alongside WLB, such as work engagement or organizational commitment, test the model across other sectors like hospitality, banking, and pharmaceuticals to offer broader insights into EWB during crises, and explore the effects of remote work on career development, JS, and job security.

Mikael Nordenmark et, al., (2012) The scope for future study involves examining additional job resources beyond the current scope to provide deeper insights into WLB experiences, conducting longitudinal studies to track the long-term impact of job resources on the ability to manage WLB, and complementing quantitative data with qualitative methods for more robust conclusions.

Silvia Filippi et, al., (2022) Future studies should include a wider range of hospitals (public, private, various sizes, accreditation levels) for a more generalizable national picture, examine additional job resources beyond the current scope to provide deeper insights into nurses' WLB experiences, and conduct longitudinal studies to track the long-term impact of job resources on nurses' ability to manage WLB.

Anuradha Iddagoda et, al., (2021) The scope for future study involves exploring the evolving role of technology and tools in supporting remote work, evaluating new tools for communication, collaboration, and productivity in a remote setting, and conducting longitudinal studies to track individual data over time to understand the lasting impact of the pandemic on WLB and EWB.

Said Al Riyami et, al., (2023) The scope for future study includes investigating the relationship between work-from-home (WFH), work-family conflict (WFC), work motivation (WM), WLB (WLB), and human capital sustainability in organizations, exploring additional variables that might influence these relationships, and designing interventions to minimize WFC and maximize the benefits of WFH for EWB and WLB.

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Gugup Kismono et, al., (2023) Future research could explore the long-term effects of the pandemic shift to remote work on EWB, WLB, and overall JS, investigate effective managerial practices for leading and supporting remote teams in a post-pandemic world, and examine the best practices for designing and implementing hybrid work models for optimal employee productivity and well-being.

Milica Mladenovic et, al., (2023) The scope for future study involves conducting longitudinal studies to examine how WFH, WFC, WM, and WLB change over time, replicating the study in different countries to explore cultural variations, and investigating the role of additional variables that might influence the relationships between the studied factors.

Elizabeth Emperatriz et, al., (2023) Future studies could explore the effects of remote work on EWB, JS, and organizational commitment, conduct longitudinal studies to track individual data over time to understand the lasting impact of remote work practices, and investigate the role of technology in supporting remote work and enhancing WLB.

Kyung-Ok Lee et, al., (2023) The scope for future study involves exploring the evolving role of technology and tools in supporting remote work, evaluating new tools for communication, collaboration, and productivity in a remote setting, and conducting longitudinal studies to track individual data over time to understand the lasting impact of remote work on EWB and WLB.

Tis'a Muharrani et, al., (2023) The scope for future study includes exploring strategies employees can adopt to manage WLB effectively in a "borderless" work environment, conducting longitudinal studies to track the long-term effects of modern information technology devices on WLB, productivity, and EWB, and examining how HR practices and policies can promote WLB while allowing remote work through modern information technology devices.

Ana María Antolí-Jove et, al., (2024) Future studies could delve into other potential mediating variables alongside WLB, such as organizational commitment, emotional intelligence, and demographics, conduct longitudinal studies to track the long-term impact of WLB initiatives on EWB and organizational performance, and explore effective strategies for managers to assess employee needs and implement WLB initiatives that enhance EWB and organizational performance.

Sofie Bjrntoft et, al., (2020) The scope for future study involves investigating the relationship between WLB and employee behavior, exploring factors like organizational commitment, emotional intelligence, and demographics as mediating or moderating variables, and utilizing a more fine-grained intersectional approach to capture work-family variations across genders and social groups.

Anna Anastasopoulou et, al., (2023) Future research could explore ways to address diverse employee WLB needs by offering a range of flexible work arrangements and support programs, delve deeper into

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the connection between WLB initiatives and EWB, commitment, and performance, and explore effective strategies for managers to assess employee needs and implement WLB initiatives that enhance EWB and organizational performance.

Made MULYADI et, al., (2024) The scope for future study involves conducting case studies to understand how transformational leadership impacts WLB, exploring the effects of employee involvement on role ambiguity in different cultural contexts, and utilizing mixed methods (qualitative and quantitative) for more robust conclusions.

Jarrod Haar et, al., (2020) Future studies could explore the long-term effects of the pandemic shift to remote work on EWB, WLB, and overall JS, investigate effective managerial practices for leading and supporting remote teams in a post-pandemic world, and examine the best practices for designing and implementing hybrid work models for optimal employee productivity and well-being.

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ANNEXURE:

Survey Items:

Demographic Data:

DD_1. Gender

DD_2. Age

DD_3. Qualification

DD_4. Marital Status

DD_5. Designation

DD_6. Monthly Income

DD_7. How long have you been working in the organization?

WFC (Netemeyer, et al 1996):

WFC_1. The demands of my work interfere with my home and family life.

WFC_2. The amount of time my job takes up makes it difficult to fulfil my family responsibilities.

WFC_3. Due to work-related duties, I have to make changes to my plans for family activities.

FS:

FS_1. My family understands how important my job is to me.

FS_2. If my job gets very demanding, someone in my family will take on extra household duties.

FS_3. If I have to work late, I can count on someone in my family to take care of everything at home.

SS (Clark, 2001; Thompson et al., 1999):

SS_1. My supervisor understands my family demands.

SS_2. My supervisor acknowledges that I have obligations as a family member.

SS_3. My supervisor demonstrates how a person can jointly be successful on and off the job.

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FWC (Netemeyer, et al 1996):

FWC_1. The demands of my family or spouse/partner interfere with work related activities.

FWC_2. I have to put off doing things at work because of demands on my time at home.\

FWC_3. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.

SPSS OUTPUT:

HYPOTHESIS 1:

FOR FAMILY SUPPORT (FS) AND FAMILY WORK CONFLICT (FWC):

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.600	.598	.69937

a. Predictors: (Constant), FS

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182.440	182.440	372.997	0.00 ^b
	Residual	121.790	.489		
	Total	304.230	250		

a. Dependent Variable: FWC

b. Predictors: (Constant), FS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	5.808	.170	34.167	.000
	FS	-.855	.044	-.774	-19.313 .000

a. Dependent Variable: FWC

FOR SUPERIOR SUPPORT (SS) AND WORK FAMILY CONFLICT (WFC):

Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.694a	.482	.480	.89442

a. Predictors: (Constant), SS

ANOVA^a

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	1	185.161	231.453	.000 ^b
	<i>Residual</i>	249	.800		
	<i>Total</i>	250			

a. Dependent Variable: WFC

b. Predictors: (Constant), SS

Coefficients^a

<i>Model</i>	<i>Unstandardized Coefficients</i>			<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			
1	(Constant) 5.833	.199			29.322	.000
	SS -.815	.054	-.694		-15.214	.000

a. Dependent Variable: WFC