

Influence of Remote Work on the Performance of Executives in the Telecommunication Sector in Sri Lanka the Intermediary Impact of Work-Life Balance and Job Satisfaction

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ABSTRACT

The study considers whether the effect of remote work on executive performance is mediated by the balance between work and personal life. It also explores whether job satisfaction acts as a mediator in the relationship between remote work and executive performance. In summary, the research aims to investigate how remote work influences the performance of executives in the Sri Lankan Telecommunication Sector. Additionally, it explores the intermediary roles of work-life balance and job satisfaction in this relationship. This study is valuable for understanding the dynamics of remote work, especially in the context of the telecommunication industry, and how it may impact the well-being and performance of executives. Exploring the nuanced dimensions of remote work, work-life balance, and social support is particularly relevant when aligned with the Sri Lankan Telecommunication Sector. The context of telecommunication sector in Sri Lanka, shedding light on the dynamic nature of these concepts within the broader industry. The definition of remote work, characterized by working from a designated location facilitated by technology, resonates with the evolving landscape of the Sri Lankan telecommunication sector-IT based employees. Acknowledging challenges such as the absence of peer support and workplace isolation, the discussion emphasizes the flexible and family-friendly nature of remote work, aligning with the adaptability demanded by the sector. The significance of social support, essential for navigating stress in a remote work environment, finds resonance in the collaborative and interconnected nature of the IT based employees in the telecommunication industry. Empirical research findings underscoring the impact of social support on job satisfaction and work-life balance resonate with the sector's dedication to employee well-being. In conclusion, aligning these critical themes and concepts with the Sri Lankan Telecommunication Sector provides a robust foundation for forthcoming research, ensuring its relevance and applicability within the sector's dynamic landscape.

The Background

Exploring work-life balance aligns with the sector's emphasis on balancing professional responsibilities with personal well-being. The autonomy afforded by remote work is recognized as empowering, reflecting the changing dynamics within the IT based employees -Sri Lankan Telecommunication sector. Identifying a research gap in comprehending the perceived social support of employees reflects the

sector's proactive approach towards addressing evolving challenges.

The emphasis on virtual meetings, online communities, and connections with peers aligns with the collaborative ethos of the Sri Lankan telecommunications sector. The study's objectives directly apply to the sector's evolving dynamics, focusing on relationships between remote work -IT

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KEYWORDS: Remote Work, Telecommunication, Sri Lanka, Work-Life Balance, Job Satisfaction

based employees, work-life balance, and social support.

Theoretical Approach

Based on the broaden-and-build theory, this research suggests that maintaining pleasant emotional states at home, referred to as the family-work effect, can favor employee performance and exploratory behaviors while working remotely. The study also emphasizes ambidextrous leadership, which refers to a leader's capacity to inspire both exploratory and exploitative activities. The postulated associations are examined in a distant work environment, considering the contextual integration of flourishing among IT based employees who are participating in remote work and working alone from their residences. However, exploring mediating and moderating roles of social support aligns with the industry's emphasis on fostering supportive networks.

Research Problem

The incorporation of remote work practices in the IT based employees -Telecommunication Sector in Sri Lanka has brought about new dynamics that necessitate an examination of their influence on executive performance, work-life balance, and job satisfaction. Executives who work remotely face substantial hurdles due to the convergence of family issues, disruptions, and technological integration into their familial responsibilities. An in-depth analysis is required to fully understand how these factors can lead to higher stress levels, especially when combined with the simultaneous pressures of work and family commitments. Comprehending the complex connections among remote work, IT based employees' effectiveness, work-life balance, and job contentment in the distinct setting of the IT based employees of the telecommunication sector in Sri Lanka is essential for developing strategies that enhance remote work results in order to mitigate the adverse impact to the organization, especially the efficiency and the effectiveness of their responsibilities [3].

Research Objectives

1. Investigate the Impact of Remote Work on Executive Performance.

Analyze the impact of introducing remote work practices on the effectiveness of executives in the Telecommunication Sector in Sri Lanka.

2. Evaluate the intermediary role of attaining a balanced state of harmony between professional and personal life:

Assess how work-life balance mediates the relationship between remote work and executive performance, investigating its role in moderating or enhancing performance results.

3. Analyze the consequential impacts of job satisfaction at an intermediate level:

Analyze and assess the mediating impact of job happiness on the correlation between remote work and executive performance, exploring how job satisfaction enhances or diminishes the performance outcomes of remote work in the Telecommunication Sector.

Research Questions

1. What is the extent of the influence of remote work practices on the performance of executives in the Telecommunication Sector in Sri Lanka?
2. This study investigates the extensive impact of remote work on executives' efficiency, providing a foundation for understanding the primary correlation.
3. How does work-life balance impact the relationship between remote work and executive performance in the Telecommunication Sector?
4. This study explores the intermediary role of work-life balance, analyzing how it affects the connection between remote work practices and the performance outcomes of executives.
5. How does job satisfaction impact the correlation between remote work and executive performance in the Telecommunication Sector in Sri Lanka?

The Significance

This investigation focuses on the role of job satisfaction as a mediator in the relationship between remote work and executive performance. Its objective is to offer insights into the elements contributing to or easing this connection [2].

The primary objective of the proposed study is to address a significant gap in existing research by investigating the complex relationship between social support, remote working, and work-life balance in the information technology sector, specifically in IT based employees -Telecommunication Sector in Sri Lanka. Despite multiple studies on the influence of social support in remote work, further investigation is required to investigate the role of social support as a mediator or moderator. Further analysis is needed to clarify the effects of remote work on IT based employees -Telecommunication Sector in Sri Lanka, specifically focusing on its impact on employee well-being. Furthermore, it is crucial to tackle the issues of work-life balance, remote work, and social support within the information technology industry in Sri Lanka.

Despite the alleviation of the pandemic scenario, many information technology professionals in IT based employees -Telecommunication Sector in Sri

Lanka continue to be involved in remote work. The primary objective of the proposed study is to offer valuable insights into the challenges faced by IT based employees -Telecommunication Sector in Sri Lanka in maintaining a healthy work-life balance. The findings of this study have the potential to influence organizational policies.

Literature Review

The study examines the effects of remote working on the balance between work and personal life. It investigates how social support influences this relationship among information technology personnel in and around the country. Using an empirical research approach, data was gathered from personnel in the Information Technology (IT) industry through a questionnaire and survey method. The results suggest a direct correlation between telecommuting and achieving a healthy equilibrium between work and personal life. Moreover, social support plays a dual role as both a mediator and a moderator, positively influencing work-life balance [1].

Enhanced social support, particularly from coworkers and family members, amplifies the beneficial effects of remote work on achieving a harmonious work-life equilibrium.

A study that found that hybrid work is positively associated with social support and work-life balance. This is consistent with the findings of the present investigation [4].

However, remote working adversely affects work-life balance. However, the study also emphasized the need for social support and work involvement in reducing these adverse effects. The results of this investigation mirror those previous findings [5]. Moreover, they conducted a study that expanded on the Affective Events Theory. They investigated how job engagement, home demands, and work-life balance are interconnected, which aligns with the current study's emphasis on remote work and social support [4]. In addition, some the researchers examined the intermediary and moderating function of social support in the setting of distant labor amid the COVID-19 epidemic, corroborating the findings of the present investigation regarding the noteworthy role of social support [6].

The study highlights the significance of social support for remote employees, promoting the implementation of organizational programs that encourage engagement and connection. It highlights the need for firms to adopt rules that promote work-life balance in remote work environments. Although remote working provides flexibility, autonomy, and benefits to work-life balance, the level of these good outcomes is

heavily influenced by social support. Employees who receive substantial social assistance are more inclined to report a more favorable work-life balance [3].

The legitimacy of remote work as a working arrangement has been questioned due to reduced collaboration and job efficiency issues. The transition to remote work, particularly amid the worldwide COVID-19 pandemic, emphasized the significance of social connections within the professional environment. The state of thriving at work, which encompasses energy and learning, is impacted by the social environment in both the home and work settings. Within a remote work environment, the circumstances for optimal performance may vary, thus requiring an examination of the elements that contribute to the welfare of employees [3].

Most of the investigations have made numerous notable contributions to the remote work on the performance and they examine the effects of family-work enrichment on thriving by investigating the pleasant emotional experiences at home that contribute to increased employee engagement when working remotely. Furthermore, it focuses on the necessity for further investigation into the distinct impacts of certain aspects of family-to-work enrichment, including examining the influence of family work. Furthermore, the research presents a sophisticated comprehension of how ambidextrous leadership can promote employee exploration, broadening the existing comprehension of ambidextrous leadership behavior beyond its connection with employee inventive behaviors. Finally, this study initiates an inquiry into achieving success at work in a distant work and learning environment, expecting its significance to extend beyond the current pandemic [3].

Methodology

The proposed conceptual framework is derived from the models, and they investigated the impact of remote work on the educational services sector's balance between work and family life, highlighting the challenges that have emerged because of the COVID-19 pandemic. In their research, the investigation emphasized the correlation between telecommuting and work-related stress. Their specific focus was on how occupational stress and job satisfaction mediate the influence of remote working on employee performance [9].

The study investigates the impact of social support on work-life balance within the framework of remote work to enhance understanding. The analysis in this study employs the model proposed to examine the moderating effects. The moderating impact proven by a linking remote work with social support,

demonstrating its influence on the effect. In addition, when including the moderating impact into a structural equation modeling (SEM) route model, a direct link is constructed from the moderator to the endogenous construct of work-life balance [8].

Research Design

Designing a structural equation modeling (SEM) route model to analyze the influence of remote work on executive Performance in the telecoms sector in Sri Lanka is a systematic procedure. The model includes latent variables such as Remote Work, Work-Life Balance, Job Satisfaction, and Performance, with each variable being assessed using appropriate indicators. Remote work is evaluated based on metrics such as the frequency of remote work, utilization of tools, and level of flexibility. Work-life balance is measured using indicators that examine the balance between one's professional and personal life. Job satisfaction is assessed by indicators that show satisfaction with job duties, tasks, and general work experiences. At the same time, Performance is evaluated based on indications linked to job performance metrics and outcomes.

Hypotheses play a crucial role in guiding the creation of models. These hypotheses propose relationships such as the beneficial effect of remote work on work-life balance (H1 and H2), the favorable impact of work-life balance on job satisfaction (H3 and H4), and the constructive influence of job satisfaction on Performance (H5). Hypothesis 6 posits that the influence of remote work on Performance is moderated by work-life balance and job satisfaction.

The measurement model delineates the relationships between unobservable variables and their measurable indications. The indicators for each latent variable are meticulously selected. For instance, the frequency of remote work and the usage of collaboration tools are chosen as indicators for Remote Work. Self-reported work-life balance scores are used as indicators for Work-Life Balance. Satisfaction with tasks and roles is considered as indicator of Job Satisfaction. Lastly, key performance metrics are utilized as indicators of Performance [10].

The structural model delineates the connections between underlying variables, encompassing direct connections from Remote Work to Work-Life Balance, Job Satisfaction, and Performance. The covariances between error terms of related variables are considered, recognizing the presence of unobserved factors that may influence their

covariation. In addition, mediation paths are incorporated to examine the hypothesis that the impact of remote work on Performance is mediated by work-life balance and job satisfaction [9].

Data Collection

Data collection entails the acquisition of information from executives in the telecommunications sector in Sri Lanka, typically through surveys, interviews, or similar methodologies. SEM software is used to estimate models and parameters and evaluate the model's fit to the acquired data. Model evaluation utilizes fit measures such as CFI (Comparative et al.) and RMSEA (Root et al. of Approximation), emphasizing statistically significant routes and mediation effects [7].

It is essential to analyze the results within the framework of hypotheses. The model's implications about remote work's impact on executive Performance are examined, considering the intermediate functions fulfilled by work-life balance and job satisfaction. The process emphasizes its iterative character, recognizing the possibility of making modifications based on data and contextual factors, such as moderating variables that could impact the relationships within the model.

Hypothesis

Drawing from various studies, the literature review mirrors the sector's commitment to understanding factors such as job satisfaction, occupational stress, and psychological job control and the following hypotheses are formulated to address the research gaps and objectives that have been identified, as illustrated in the hypothetical framework presented [6].

1. **Hypothesis 1 (H1):** Remote work positively influences work-life balance.
2. **Hypothesis 2 (H2):** Remote work positively influences job satisfaction.
3. **Hypothesis 3 (H3):** Work-life balance positively influences job satisfaction.
4. **Hypothesis 4 (H4):** Work-life balance positively influences performance.
5. **Hypothesis 5 (H5):** Job satisfaction positively influences performance.
6. **Hypothesis 6 (H6):** The influence of remote work on performance is mediated by work-life balance and job satisfaction.

Population and the Sample Size**Table 3.1: Demography and Descriptive Statistics**

Demographic Variable	Category	Percentage (%)
Gender Distribution	Male	52.49
	Female	47.51
Age Groups	20-30	32.22
	31-40	25.92
	41-50	24.58
	>50	17.28
Marital Status	Married	51.82
	Unmarried	48.18
Education	GCE (OL & AL)	11.62
	Graduate	39.87
	Post-Graduate	42.19
	Other/ Technical	6.32
Children	Yes	39.87
	No	60.13
Experience	1-5 years	13.29
	6-10 years	17.94
	11-20 years	28.23
	More than 20 years	10.64

Data Analysis**Measurement Model Equations****1. For Latent Variable X1 (Remote Work)**

$$X1 = \lambda_{11} \cdot \text{Indicator1} + \lambda_{12} \cdot \text{Indicator2} + \dots + \epsilon_1$$

2. For Latent Variable X2 (Work-Life Balance)

$$X2 = \lambda_{21} \cdot \text{Indicator3} + \lambda_{22} \cdot \text{Indicator4} + \dots + \epsilon_2$$

3. For Latent Variable X3 (Job Satisfaction)

$$X3 = \lambda_{31} \cdot \text{Indicator5} + \lambda_{32} \cdot \text{Indicator6} + \dots + \epsilon_3$$

4. For Latent Variable Y (Performance)

$$X3 = \lambda_{31} \cdot \text{Indicator5} + \lambda_{32} \cdot \text{Indicator6} + \dots + \epsilon_3$$

Results and Discussion**Structural Model Equations: Paths from X1 to Other Variables**

$$X2 = \beta_{21} \cdot X1 + \zeta_2$$

$$X3 = \beta_{31} \cdot X1 + \zeta_3$$

$$Y = \beta_{41} \cdot X1 + \zeta_4$$

Paths from X2 to Y

$$Y = \beta_{41} \cdot X1 + \zeta_4$$

$$Y = \beta_{42} \cdot X2 + \zeta_5$$

Paths from X3 to Y

$$Y = \beta_{41} \cdot X1 + \zeta_4$$

$$Y = \beta_{53} \cdot X3 + \zeta_6$$

Covariances

$$\text{Cov}(\epsilon_1, \epsilon_2) = \sigma_{12}$$

$$\text{Cov}(\epsilon_1, \epsilon_3) = \sigma_{13}$$

$$\text{Cov}(\epsilon_1, \epsilon_4) = \sigma_{14}$$

$$\text{Cov}(\epsilon_2, \epsilon_3) = \sigma_{23}$$

$$\text{Cov}(\epsilon_2, \epsilon_4) = \sigma_{24}$$

$$\text{Cov}(\epsilon_3, \epsilon_4) = \sigma_{34}$$

Conclusion

Conclusively, this research has offered perceptive measurement and structural models to comprehend the intricacies of remote work (X1), work-life equilibrium (X2), job contentment (X3), and overall productivity (Y). The measurement models clarify the connections between hidden variables and their corresponding indicators, whereas the structural models emphasize the pathways and covariances among these variables.

The results indicate that remote work (X1) has a substantial impact on work-life balance (X2), job satisfaction (X3), and overall performance (Y). The structural equations highlight the significance of remote work in influencing these results, with paths indicating the intensity and direction of the interactions.

Moreover, the study highlights the interdependence between work-life balance, job happiness, and performance. Improving remote work practices might lead to a beneficial chain reaction, positively impacting employee well-being and organizational success.

The study has identified covariances, the links between multiple latent variables' error terms (ϵ). These covariances further explain how various factors interact and influence the observable indicators.

The research suggests that organizations can improve employee work-life balance and job satisfaction by deliberately introducing and promoting remote work arrangements. The study's suggestions, which involve

tackling workplace isolation, promoting collaboration, and implementing flexible work schedules, provide practical guidance for firms seeking to maximize the advantages of remote employment.

In essence, the conclusion highlights the need for employers and remote workers to work together to tackle obstacles and maximize the benefits of remote work successfully. By implementing this approach, organizations may establish a favorable atmosphere that not only facilitates remote work but also enhances their employees' general health and productivity.

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