

# Impact of Telecommuting Attitude on Work Life Balance and Psychological Wellbeing in Indian IT And ITES Sectors

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## Abstract

*This study explores the relationship between telecommuting attitudes, psychological well-being, and work-life balance in the IT and ITES sectors in India. As the nature of professional work is modifying rapidly due to the extensive application of available technology, telecommuting is the new way of working. Telecommuting has become a workable solution to improve employee well-being and work-life balance. With a sample of 400 employees from the Indian IT/ITES industry, the study examines that how the personality traits have an influence on attitudes toward telecommuting and its impact on psychological well-being, mediated by work-life balance. The findings point out a positive correlation between telecommuting and work-life balance, and a show significant relationship between telecommuting and psychological well-being. The study recommends that the organizations should take into consideration the personality traits when designing their telecommuting policies and for the further research the researchers should conduct a study based on the demographic factors in order to enhance the understanding of the impact on the employee well-being.*

**Keywords:** Telecommuting, Attitude, Psychological wellbeing, Work life balance.

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## INTRODUCTION

The nature of professional work is modifying rapidly due to the extensive application of available technology which is resulting in the fast-paced advancement in almost all fields of work. In addition to this the organisations have also been bringing about a positive change in the working style over the last many years keeping in mind the overall physical and more importantly the psychological well-being of the employees. With the innovative changes in workplace, intra and inter communication amongst people and the ways in which they deliver work, have both developed a sharp dependency on IT (Crawford, 2022). Therefore, it is very important to note that Teleworking, also known as 'Telecommuting', 'Agile working', 'Remote working' or more casually as 'Work from Home' has surfaced as the strongest contender in enhancing the overall psychological well-being amongst work force across the globe. It is steadily gaining popularity mostly because it offers an opportunity to employees to work from anywhere subscribing to individual convenience without hampering the overall work standardisation as per organisation expectations. Telecommuting has also seen a sharp acceptance because of the mammoth advancement in the field of Information and Communication Technologies (ICT) that includes the use of cellular and mobile devices, internet, the extensive use of social media and the Networking tools. Terminologies like 'telecommuting' or "teleworking" were given in the early years of 1970s by Jack Nilles, who was also popularly recognised within the technology enthusiasts and users as the inventor of telecommuting. The broad meaning of the terms is to use technology in place of commuting to work or travel. The two words are also being replaced by other similar-meaning terms like 'remote working', 'distributed working', 'work shift', 'smart work', "mobile aided work", 'work from home', and 'work away from office' (Otieno et al., 2021).

Telecommuting also known as Teleworking is when the employees work away from the physical workspace and connects with other employees with the help of information and communication technologies and spends part of working hours outside the main office (Allen et al., 2015). Telecommuting in India was not an unknown phenomenon but it started gaining popularity during COVID-19. The government made it mandatory for the employees of Indian IT sector to work from home (WFH), during the lockdown period. Consequently, nearly 90% of the employees started working from home (Mitra, 2020). This drove a lot of organizations for a transition to fully or in parts to a work from home culture even after situation stabilized to normal (Tiwari, 2022). It may have various affects on employees, out of which few are good such as autonomy and a improves work life balance (Eurofound,

2020; Gajendran & Harrison, 2007; Sardeshmukh et al., 2012). However, there are also negative things associated with telecommuting that include growing demand for information and communication technology (ICT) and social isolation (Becker et al., 2022; Day et al., 2012; Wong et al., 2022). The question of mounting interest is that how the well being of geographical dispersed employees can be ensured (Song & Gao, 2020; Straus et al., 2022; Wang et al., 2021).

The overall impact of Telecommuting is on overall work and personal life balance that individuals enjoy and the degree of impact it has on the daily life. This concept of work and life balance is spreading largely in management that has taken the attention of number of research scholars working steadfastly in this area. Because of this, many philosophers have explained the terminology in a variety of ways wherein the definitions about this concept is looked to be endless. The Work Life Balance can also be defined as the measure of degree by which the people are satisfied similarly and are better engaged in both the job as well as the family role (Greenhouse, et al 2003). The work and life balance creates and also continuously helps to make better working environment which supports the employees to balance their both work and personal duties that help in the reinforcing of the overall employee loyalty and productivity (Dhas, 2015).

Work life balance also helps the individuals to fulfil the home responsibilities as well as the work obligations that allow them to live more satisfactory and happy lives (Nelson & Lyubomirsky, 2015). Factors that are required for effective Work-life Balance reveal that in the present world of professional work, there is lots of intellectual and knowledge-based work that professionals need to do with extreme concentration. When they work without breaks even outside the office time lines it has resulted in work and life imbalance. This is directly leaving an impact on their overall physical and psychological wellbeing. Therefore, the acute attention towards the identification factors that are affecting the overall work-life balance is highly important (Kanthisree, 2013). There are certain factors that are affecting the work-life balance including the high workload, elongated work hours, the lack of management support received and overall job involvement. Along with this the age, marital status, number of children, lack of family time, number of roles performed by the same employee have been seen to have a high level of impact on work life balance (Opatha & Perera, 2017). Further the aggressive global competition, facing the difficulties to manage the diversified workforce, has created multiple challenges in the overall implementation of work-life balance in the present business world (Kanthisree, 2013). Subjective wellbeing is becoming a vital measure to check that how the societies are operating, according to the academics and policy makers alike (World Happiness Report, 2024), few also recommend to frame some policies with the aim to foster happiness in mind (Layard, 2011). Irrespective of the metric used, women consistently suffer from poor mental health than men across nations and times. They also report high number of poor mental health days and more sleeping problems. In addition, they also show less satisfaction with numerous elements of life such as economy, democracy and public services, and they are able to express less pleasure in the present in terms of calmness, peace and cheerfulness (Blanchfower & Bryson, 2024). COVID-19 Pandemic also came up with many changes due to the official restrictions that were imposed for maintaining social distancing. The individuals were exposed to lot of anxiety and mental health issues. There was a severe change in the mental health and the subjective cognitive functioning of people. The cognitive issues were found mainly in routine tasks that needed attention and execution. People were facing severe anxiety, depression, lack of sleep, and change in appetite and health anxiety. Females under the age of 45 years who were taking up work from home or were not into jobs that they actually deserved were under the danger of worse mental health. People who were staying in the communities that were extremely infected were found with high level of tension and anxiety (Fiorenzato et al., 2021).

Although, Psychological Wellbeing and Work life balance are widely recognized concepts that are extensively examined in the literature, the studies related to the relationship between telecommuting work life balance and Psychological well being among males and females are not sufficiently discussed specially in Punjab. The long term impacts of remote work are on wellbeing of employees, productivity and the culture of the organization, so future research needs to be conducted on these (Haan, 2024).

As per the perspective of employer, the attitude that employees have towards telecommuting can be mixed. Some may find it very advantageous due to the productivity that increases and the reduction in overhead costs; whereas others may be worried as teams may not be able to work together. As telecommuting is growing, it is very important to find out that who is more easily accepting this arrangement. In the past, the research has focused on factors that were situational and which influence the decisions in telecommuting, also on the effects of telecommuting on the performance, the workers

who did not telecommute and the other outcomes rather than on the personality influences (Frank & Lowe, 2003; Golden, 2007; Hill et al., 1998; Mokhtarian & Salomon, 1996; Munck, 2001; Rau & Hyland, 2002). And this study focuses to address this gap by examining the relation between the Big Five traits of personality and telecommuting.

While a significant portion of telecommuting research has predominantly concentrated on situational determinants of telecommuting and the resultant implications on various outcomes, some preceding studies have commenced the exploration of personality traits and individual difference variables that may exert an influence on attitudes towards telecommuting. A model was formulated and empirically validated that asserts the interaction between specific environmental variables (such as supervisor support, technical assistance, familial support, and commuting duration) and particular individual characteristics (including self-management and affiliation motivation) yields divergent telecommuting outcomes. In their investigation of federal employee telecommuters, they discovered that individuals exhibiting heightened self-management orientations reported more substantial enhancements in job performance and overall work/life quality. Furthermore, they identified that telecommuters possessing a diminished need for affiliation motivation experienced greater advancements in work/life quality alongside elevated levels of satisfaction regarding their telecommuting experience (Haines et al., 2002).

It was investigated the potential correlations between the Big Five personality traits and students' perceptions of flexitime and telecommuting initiatives. Their analysis revealed that the traits of openness, extraversion, and agreeableness were all positively correlated with perceptions of flexitime programs. Nevertheless, the positive association regarding openness was the only one that also applied to telecommuting. No significant correlations were identified between either extraversion or agreeableness and perceptions of telecommuting programs. Gainey and Clenney posited that flexitime programs might be viewed as facilitating employees' capabilities to organize non-work time in order to enable frequent interpersonal interactions, while telecommuting programs may not be perceived as providing the same level of flexibility (Gainey & Clenney 2006).

In relation to the attitudes towards telecommuting, numerous empirical investigations have concentrated on forecasting the individuals who are inclined to select telecommuting as a work option (DeSanctis, 1984; Mokhtarian & Salomon, 1996). An additional avenue of inquiry has been dedicated to evaluating the perceptions of employees regarding telecommuting in the contexts of Singapore (Lee & Pow, 1999; Teo & Lim, 1998) and Turkey (Iscan & Naktiyok, 2005). Both lines of research have elucidated various pragmatic factors impacting telecommuting decisions—such as demographic, situational, family, and lifestyle variables—and have demonstrated the significance of incorporating employee sentiments alongside performance-related considerations. Nonetheless, these investigations have not addressed the impact of personality traits on the aforementioned telecommuting attitudes.

### **Problem Statement**

To study the attitude towards telecommuting and its impact on Psychological well-being and work-life balance among IT/ITES employees.

### **Research Gap**

- From the above literature review, it can be highlighted that attitude towards telecommuting was measured by factors relating to performance and outcomes.
- Personality traits have been considered very less in previous studies for understanding the attitude of employees towards telecommuting.

### **Objective**

The objective of this study is to analyze the mediating role of work life balance between telecommuting attitude and psychological wellbeing among employees in the IT and ITES sectors in India.

The above objective has been formulated on the basis of the conceptual mode that is shown below in figure -1.

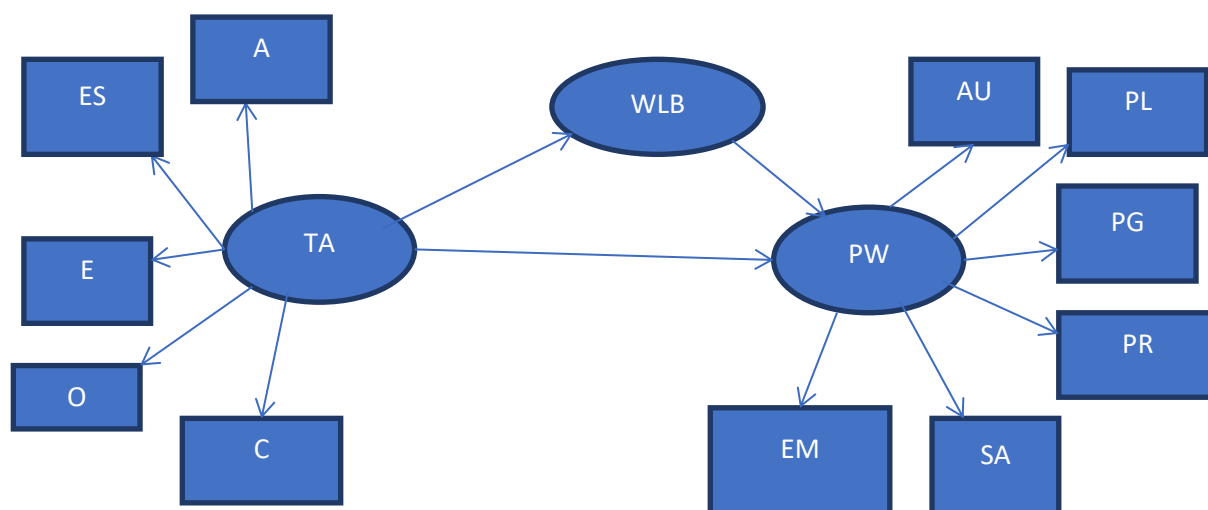


Figure-1 Conceptual Framework of Telecommuting, Work Life Balance and Psychological Wellbeing  
**Legends:**

**TA:** Telecommuting Attitude

**WLB:** Work Life Balance

**PW:** Psychological Wellbeing

A: Agreeableness

AU: Autonomy

ES: Emotional Stability

PL: Purpose in life

E: Extraversion

PG: Personal Growth

O: Openness

PR: Positive Relations

C: Conscientiousness

SA: Self-acceptance

EM: Environmental Mastery

On the basis of the above objective, the following hypothesis is framed:

**H<sub>1</sub>:** Telecommuting attitude has a positive and significant relationship with work life balance.

**H<sub>2</sub>:** Telecommuting attitude has a positive and significant relationship with psychological wellbeing.

**H<sub>3</sub>:** Work life balance has a positive and significant relationship with psychological wellbeing

**H<sub>4</sub>:** There is a mediating role of work life balance between Telecommuting attitude and psychological wellbeing for employees in Indian IT and ITES sectors.

### Literature Review

#### Telecommuting

Telecommuting which is also known as telework is defined as a type of working arrangement which is flexible and whereby the workers can work on locations that are remote from their main central offices or manufacturing facilities and the communication is done with the co-workers is done using ICT (Di Martino and Wirth, 1990).

#### Psychological well-being (PWB)

Psychological well-being means the level of psychological happiness and health, surrounded with life satisfaction, and the feelings of accomplishment. The psychological wellbeing is important as it leads to sustainable happiness but only if a person is able to understand oneself (Ryff & Keyes 1995). Psychological well-being is the mix of feeling emotionally balanced and functioning effectively. Sustainable well-being does not require individuals to have a feeling of goodness all the time but in turn the experience of negative emotions is a normal part of life, and being able to manage these negative or painful emotions is essential for long-term well-being. Psychological well-being is, however, compromised when negative emotions are extreme or very long lasting and interfere with a person's ability to function in his or her daily life.

The concept of feeling good includes not only the positive emotions of happiness and contentment, but also such emotions as interest, engagement, confidence, and affection. The concept of functioning effectively involves the development of one's potential, having some control over one's life, having a sense of purpose and experiencing positive relationships (Huppert, 2009).

### **Work Life Balance**

Work-life balance includes the minimization of work-related stress, and the creation of a stable and sustainable way to work while maintaining good health and general well-being. It also includes the minimization of transferred stress that may arise in family due to attained stress from professional space and transferred to non-connected individuals resulting in poor family communication, bad mental and psychological health and attitude (Gagnano, 2020).

There are certain factors that affect work life balance such as high workload, less managerial support, long working hours, less family support, numerous roles performed by the similar employee (Opatha & Perera, 2017).

### **Attitude**

Attitude is a mental and neural state of readiness that is organized by experience that has a directive or active influence on an individual's response to the objects and situations to which it has relation with (Clark, 2007). The long-standing evaluations of people, places and ideas are referred to as attitudes and which can have influence on a range of behaviours (Falk & Liberman, 2010).

Attitude has three main components. First is the affect component that includes the emotional response, gut reaction or the sympathetic nervous activity. Second is the behaviour which includes the actions that are overt, the behavioural intentions and the verbal statements regarding behaviour. And the last is cognition that includes the beliefs, knowledge structures and perceptual responses (Breckler, 1984).

### **Personality**

Personality means the individual differences that people have in the way of thinking, behaving and feeling (American Psychological Association). It refers to the numerous personal characteristics that set people apart from one another in terms of their fundamental inclinations toward feeling, thinking, and acting (Ones, 2005). So, understanding an individual's internal psycho physiological forces and interactional behaviours is the first step in studying personality (Boyle et al, 2008).

In our research, we examine the personality influence on telecommuting attitude with the Big five factors. Previous studies have shown that employee personality factors can be very important to reduce the negative effects of telecommuting as well as on employees' job-related outcomes, such as productivity, work engagement, and job satisfaction (Blickle et al., 2015; Göllner et al., 2017; Smith et al., 2015).

**Agreeableness:** People who are high in agreeableness are those who are cooperative, kind, helpful, honest, decent and trustworthy.

**Extraversion:** People with high extraversion are those who like to socialize, talk a lot, are assertive and they like being in environments that are open for socialization.

**Conscientiousness:** The individuals having this trait are careful, responsible, organized, self disciplined and hardworking.

**Emotional Stability:** Emotional stability is defined in its opposite terms-Neuroticism.

This is related to fear, stress, insecurity, being anxious, worried and depressed. So, the emotional stability is less with people having these traits.

**Openness:** These people love to learn new things; they want to try new things and environments. They are original, creative, imaginative, curious and complex.

### **Theoretical Framework**

The theory proposed by Ryff focuses on the psychological component of wellbeing. She highlights that how psychological component is very much needed for the self-realization and the development of a person. According to her happiness is very short term and wellbeing is to achieve that happiness and avoid pain but if sustainable wellbeing is to be achieved then a person needs to analyse one's self internally. Ryff has given 6 dimensions which are as following:

1) **Autonomy:** Autonomy is the way people perform their actions and do their work. High Autonomy is where people are independent and they take their decisions themselves. They don't bother what people think about them. But people low on autonomy think about others and are dependent on others for their decisions.

2) **Environmental Mastery:** Understanding ones environment where they operate and settling down into it is Environmental mastery. People who are well aware about their environment and utilize the opportunities properly that come in front of them are high on understanding their environment but people who are not able to work in an environment with the available resources are low in environmental mastery.

3) Personal Growth: Personal growth is developing one's own skills through proper awareness. People high on personal growth are those who believe in improvements in themselves with time and they enquire new skills to update themselves. But people who have no interest in the environment that they operate in and they are lazy to learn things and improve themselves are low on personal growth.

4) Positive Relations: Having strong bonding and understanding is important to develop positive relations. People who are empathetic and have a sense of respect for others are high on positive relations. People who are disrespected, disconnected and have no connections with people are low on personal relations.

5) Purpose in life: It's very important to know one's goal in life. People who are clear about their goal in life and how will they be able to accomplish it have a clear purpose in life. People who do not value their life and take it as a burden as they are not clear about their vision in life have no clarity on purpose in life.

6) Self acceptance: Accepting one's life and being happy and satisfied with what they are is self acceptance. People who do not bring their past and are ready to accept all good and bad decisions and are able to face all those things that come their way are high on self acceptance. But people who are confused and wish to become someone else are low on self acceptance (Ryff & Keyes 1995).

Self determination is a very important concept which means the ability that every person has to handle their life with their choices. This has a big role when it comes to well being. It helps people to realize that they can control their life. Even it develops motivation in them; they feel motivated to take an action when they realize that whatever they do will leave an impact on the outcome.

Self-determination theory, which says that a person owns autonomy and moves towards growth and development. People also face the challenges that come and they require support from the social environment. Further they state that autonomy is dependent on the relationships that the person has with others. This leads to Psychological development and growth.

The two assumptions of this theory are:

1) The need for growth drives behaviour: It means that people gain command when they find challenges and then take new experiences which help them to learn new things and achieve growth in life.

2) Autonomous Motivation: As we know people are more motivated when they get external rewards which include prizes, money and these are known as extrinsic motivating factors. But self determination theory emphasizes on the sources of motivation that are internal such as gaining new knowledge or freedom which are also known as intrinsic motivating factors.

Components of Self Determination Theory:

1) Autonomy: In order to have autonomy, people need to control their behaviour. This way they get a direction to achieve their goals and take direct and proper actions. They become self determined and automatically autonomy is achieved.

2) Competence: It's important that people learn new skills and gain mastery in the tasks they perform. When the people have the appropriate skills, they shall take proper actions and achieve the goal that they have set.

3) Relatedness: Relatedness is important for people as people require a sense of belongingness (Ryan & Deci, 2000).

### **Border and Boundary Theory**

The fundamental of the theory in context, stresses upon the direct mediums, that employees use to create, sustain and change the boundaries so that the employees are able to easily understand and explain the world that they experience firsthand (Ashforth et al., 2000). This theory has its roots in the sociological work of Nippert in the year 1996 in which the researcher describes that how people find ways to assign meaning to their work ,home and attempt to organize all the ways possible to help make the transition of the two spaces easily. This theory majorly works on creating a strong position and advocates that there are physical, psychological and behavioural boundaries that clearly exist between the work related and non work related components of an individual's life. This broadly outlines that the two domains directly and indirectly impact the lives of people even when they are distinct and different from each other in many ways. (Allen et al., 2014). This idea in simple terms is based on the assumption that work and non-work areas are understood to be two separate domains of an individual's life and that the affect of one is visible on the other and are naturally correlated. While setting the assertion on the

understanding of the boundary theory, Clark in 2000 presented her idea in her work vs. life border theory which explains that professionals who are also have personal lives manage and at all times negotiate their working and non-work domains uniquely so as to strike a balance that may be achieved at all times. On the other hand, the segmentation and contrary integration are other important aspects of the theory. These when analysed deeply help determine the overall permeability which is the ease of penetration and the flexibility of these boundaries. In the context of this theory the domain of flexibility signifies the capability of individuals to be able to curve the boundaries that are identified between the two domains. On other hand the concept of permeability which as per the exact meaning of the word deals with the extent to which these boundaries permit the behavioural or physical components move from one domain to the another. The clear flexibility is visible between the boundaries is where they address the policies like flexible work time, job-sharing, part and semi working and partial and full telecommuting( Cowan & Hoffman,2007).

**Person-organization (P-O) fit theory:**

It is a theory that characterizes how well a person's values, beliefs, ethics, and purpose connect with those of their organization. It is sometimes referred to as job-fit or P-O fit assessments. Its foundation is the notion that individuals who fit in better with their firm would probably be happier, more devoted, powerful, and possibly even have a longer tenure. Someone who prioritizes efficiency and speed, for instance, is probably going to settle well with a company that has similar principles (Clark et al.,2012).

**MATERIALS AND METHODS**

**Participants and the study design**

The respondents that were needed for this study were the employees from IT/ITeS companies who were telecommuting in any form. The method to collect data was convenience sampling and questionnaire was shared in the researchers' own network. On the other side, snowball sampling was used where participants shared the questionnaire in their network (Emerson, 2015). The population of IT/ITES employees as per the Ministry of Electronics and Information Technology, 2023-24 was 5400000 and the sample size was 385.The questionnaire was shared with 430 people, out of which 400 respondents filled the questionnaire correctly. This quantitative study investigates the relation between telecommuting attitude and psychological well-being and the indirect effects of work life balance. The respondents from the IT/ITES industry in India were approached based on convenience sampling and snowball sampling methods (Emerson, 2015). Before the respondents started filling the questionnaire, they were informed in the introduction that the confidentiality of the results was maintained and also that the questionnaire results will be utilized only for the study's purposes.

**Data collection methods**

The telecommuting attitude, work life balance and psychological wellbeing are investigated using proper scales. A Google questionnaire was prepared that consisted of 6 parts: 1) Demographic profile: Gender, Age, Marital Status, Income, Education background, Position, Frequency of telecommuting, Engagement in telecommuting activities.2) Telecommuting Attitude 3) Psychological Wellbeing 4) Work life balance. The data collected was stored in MS excel sheet and statistical analysis was done using PLS-SEM (Hair et al., 2018).

**Data Analysis and Interpretation**

Total number of respondents for this study was 400.The descriptive analysis of gender show that 60% of the participants were male, while 40% were female. The data shows that the largest age range is 18-25, representing 48% of the total sample. (42%) were married, while (58%) were unmarried. The largest number of participants (46%) reported an annual income of "Less than 5 Lakh". The largest number of participants (51%) reported having a "Graduation" education background. The largest percentage of participants (29%) reported engaging in telecommuting less than 1 time/month. The demographics of respondents are summarized in Table 1.

**Table 1: Demography of Respondents**

Particulars	Items	Frequency(N=400)	Percentage
Gender	Female	160	40%
	Male	240	60%

Age	18-25	192	48%
	26-35	120	30%
	36-45	44	11%
	46-55	24	6%
	55-65	20	5%
Marital Status	Married	168	42%
	Unmarried	232	58%
Income	Less than 5 LPA	184	46.30%
	5-10LPA	128	32%
	10-15 LPA	44	10.90%
	Above 15 LPA	44	10.90%
Education	Intermediate	36	9%
	Graduation	204	51%
	Post Graduation	140	35%
	PhD	20	5%
Position	Administration	56	14%
	Entry	71	18%
	Entry/mid mgmt	60	15%
	Mid mgmt	112	28%
	Upper mgmt	17	4%
	Executive	24	6%
	Other	60	15%
Frequency of Telecommuting	Never	48	12%
	Less than 1 time/month	116	28.60%
	Several times/month	80	19.70%
	Several times/weeks	88	22.40%
	Always	68	17%
Do you engage in remote work activities during the work week?	Yes	325	81%
	No	75	19%

The construct reliability of three constructs is detailed below in table 2 of Telecommuting attitude, Psychological Wellbeing and Work Life Balance. Cronbach's alpha, composite reliability (rho a), and composite reliability (rho c) are the three reliability indices that are shown in the table. One of the common measure used for assessing the internal consistency or reliability of a scale is Cronbach's alpha. If the alpha value is higher, it indicates that the internal consistency is at a higher level. Alpha value of 0.7 is considered appropriate. The internal consistency of a construct is measured by composite reliability (rho a) and composite reliability (rho c). These indices show that how well a scale's items measure the same construct. 0.7 or above value is regarded as appropriate. Below is the table 2 that shows the construct validity that is established through Average Variance Extracted (AVE). This value explains that how much variance is extracted by the latent construct based on the indicators. As AVE is above .50, this shows that convergent validity is established.

**Table 2: Cronbach's Alpha, Composite reliability (rho\_a), Composite reliability (rho\_c)**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
A	0.816	0.816	0.799	0.512
AT	0.700	0.700	0.799	0.577
C	0.763	0.770	0.789	0.564
EM	0.763	0.718	0.842	0.640
ES	0.711	0.809	0.870	0.606
EX	0.718	0.815	0.856	0.502
O	0.783	0.700	0.815	0.735
PG	0.727	0.730	0.866	0.617
PL	0.688	0.700	0.775	0.504
PWB	0.669	0.740	0.951	0.704
SA	0.688	0.806	0.846	0.608
TA	0.728	0.740	0.896	0.552
WLB	0.850	0.879	0.942	0.593
PR	0.75	0.78	0.80	0.501

Based on Table 3 the results of outer loadings, the P value of all indicators is <0.05. From this it can be concluded that all the indicators below are valid.

**Table 3: Outer Loadings**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
AVGO < TA	0.810	0.809	0.020	39.784	0.000
AVGPR < pwb	0.674	0.674	0.030	22.657	0.000
AVGSA < pwb	0.762	0.761	0.027	27.725	0.000
AVGWLB < WLB	1.000	1.000	0.000	n/a	n/a
avgAT < pwb	0.713	0.710	0.035	20.252	0.000
avgC < TA	0.625	0.623	0.049	12.764	0.000
avgE < TA	0.745	0.743	0.029	25.701	0.000
avgEM < pwb	0.773	0.772	0.026	30.275	0.000
avgEX < TA	0.846	0.845	0.020	42.265	0.000
avgPG < pwb	0.775	0.772	0.031	25.339	0.000
avgPL < pwb	0.661	0.657	0.049	13.610	0.000
avga < TA	0.518	0.516	0.051	10.224	0.000

Below is the table 4 that shows the construct validity that is established through Average Variance Extracted (AVE). This value explains that how much variance is extracted by the latent construct based on the indicators. As AVE is above .50, this shows that convergent validity is established.

**Table 4: Average Variance Extracted(AVE)**

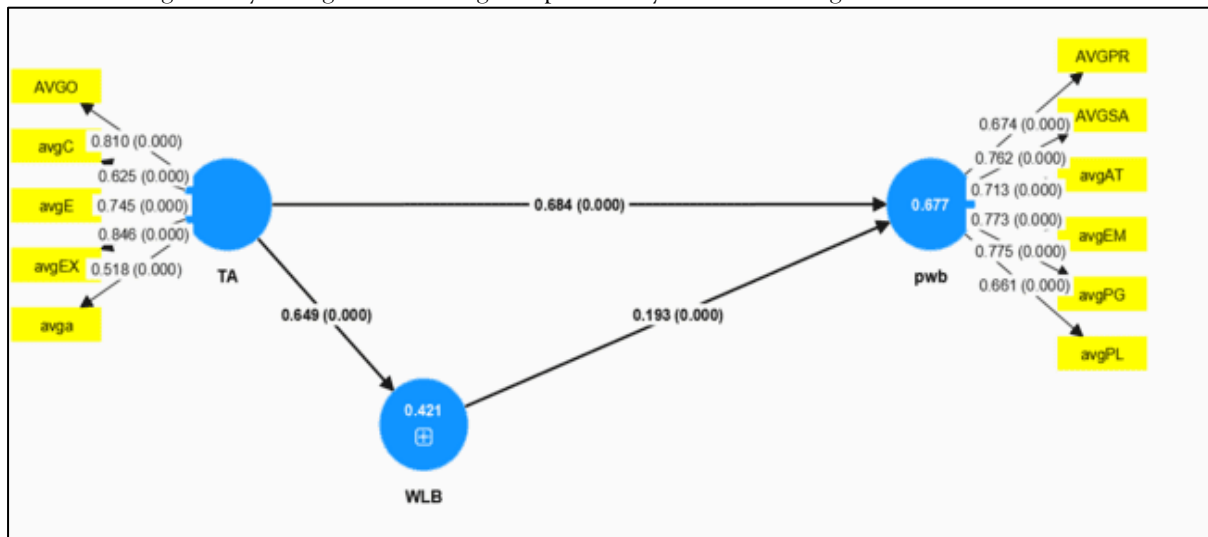
	Original sample(O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
TA	0.517	0.516	0.026	20.087	0.000
WLB	1.000	1.000	0.000	n/a	n/a
pwb	0.530	0.528	0.033	15.881	0.000

The Path coefficient is shown below in Table 5, it shows that how strongly one variable influences the other variable. The value would mean that there is a significant impact of Independent variable on the dependent variable. In this study the P Value is < 0.05. This shows a significant relationship.

**Table 5: Path Coefficient**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
TA -> WLB	0.649	0.647	0.040	16.122	0.000
TA -> pwb	0.684	0.687	0.042	16.192	0.000
WLB -> pwb	0.193	0.189	0.055	3.524	0.000

The factor loadings, path coefficient and R square can be shown in below figure 2. As it can be seen that the factor loadings are above 0.5, so this tells that the items representation is adequate in the construct. R square value shows the change in dependent variable that is explained by other variable. Here, 67.7% or 0.677 change in Psychological wellbeing is explained by telecommuting attitude and work life balance.



**Figure-2: Factor loadings, path coefficient and R Square**

**Hypothesis Testing**

- i. **TA -> WLB:** A high positive correlation between telecommuting attitude and work life balance is indicated by a path coefficient of  $\beta=0.649$ ,  $t=16.122$  and  $p<0.05$ . Given the comparatively large value, it appears that attitudes toward telecommuting have a major impact on work life balance.
- ii. **TA -> pwb:** A path coefficient of  $\beta=0.684$  indicates that psychological well being and telecommuting attitude are strongly positively correlated. A coefficient of  $0.684$ ,  $t=16.192$  and  $p<0.05$  is comparatively high, suggesting that telecommuting attitude has a considerable impact on psychological wellbeing. Values of  $\beta$  closer to 1 imply a greater association.
- iii. **WLB -> pwb:** Work-life balance and psychological well-being have a positive but weak to moderate link, according to a path coefficient of  $\beta=0.193$ . Although the relationship's strength is not very strong, the result of  $0.193$ ,  $t=3.524$  and  $p<0.05$  nonetheless shows a significant correlation between the two variables. The positive sign of  $\beta$  indicates that psychological well-being tends to rise when work-life balance improves. To put it another way, there is a weak correlation between improved psychological well-being and greater work-life balance. The effect size of  $\beta=0.193$  suggests that psychological well-being is somewhat but noticeably impacted by work-life balance. Practically speaking, this indicates that although work-life balance is linked to better psychological well-being, the relationship is only moderate, indicating that other factors—such as individual personality traits, social support, and coping strategies—may have a greater impact on psychological well-being.
- iv. **TA -> WLB -> pwb:** The mediation analysis was conducted using PLS-SEM and it has shown significant direct and indirect impact among constructs. The results show that there is partial mediation as WLB partially mediates the relationship between TA and PWB.

**Table 6: Summary of Hypothesis**

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Results
H1	TA -> WLB	0.649	0.647	0.04	16.122	0	Supported
H2	TA -> pwb	0.684	0.687	0.042	16.192	0	Supported
H3	WLB -> pwb	0.193	0.189	0.055	3.524	0	Supported
H4	TA -> WLB -> pwb	0.125	0.122	0.036	3.471	0.001	Supported

## DISCUSSION

The previous literatures have come out with insights that telecommuting offers many benefits such as flexibility, autonomy, work-life balance that results in greater job satisfaction. And when it comes to obstacles, telecommuting brings with it social isolation, communication barriers and tough in maintaining boundaries.

The current study reported that there is a significant relationship between Telecommuting attitude and work-life balance. This association aligns with a study that shows telecommuting correlates positively with work-life balance (Rehman & Siddique, 2020). Further one more finding is stated that shows positive attitude towards telecommuting among the Government Finance employees. These employees will choose telecommuting if it is available to them (Grippaldi, 2002). It was tested further that there is a positive relationship between telecommuting and Psychological wellbeing. A similar perspective is shown in a study where telecommuting employees had better mental and psychological wellbeing (Somasundram et al., 2022)

There are also studies that show there is negative relation of telecommuting with psychological wellbeing and work life balance. Due to stress, the relationship between telecommuting and work life balance is negative (Sandoval-Reyes et al., 2021). Another study reveals as per the meta-analysis done by the researcher, that mental ill-health of the employees increased while telecommuting (Shaholli et al., 2024).

### Implications

Since the beginning of pandemic, the companies had been telling their employees that they will have to continue telecommuting for un predictable time and atleast on the part time basis (Belzunegui-Eraso & Erro-Garcés, 2020). Due to this a flexible system of working bought a transition in the working of organizations (Buchanan et al., 2021). It is important that management practices should be updated in order to ensure that telecommuting helps business to grow. Based on this study, the recommendations for future research include that a study on basis of demographics can come up with more diversified results, such as gender, age, income, position. As this study comprised of different personality traits while telecommuting, so the organizations can take into consideration personality traits while framing the organization working style. There have been very few research on telecommuting before the COVID-19 epidemic that have fully investigated the possible effects of telecommuting on employee-related outcomes. By examining the association between personality and attitude toward telecommuting using the Big Five personality characteristics, the current study contributes to the growing body of research on telecommuting and its different labels. Expand on the direct effects of telecommuting attitudes on mental health. Work-life balance acts as a mediator, and the effects of telecommuting on it are followed by the effects of work-life balance on psychological health.

As companies adapt to flexible work arrangements, opinions toward telecommuting have significant managerial implications. By considering their employees' views on telecommuting, managers may develop effective policies and processes. Managers must first realize that positive attitudes toward telecommuting are often linked to increased employee happiness and productivity. Therefore, it is essential to foster a culture that encourages remote work. This means maintaining open channels of communication and providing employees with the equipment and resources they require to work effectively from home. Second, managers must address potential problems such as team disunity or loneliness. Frequent check-ins, virtual team-building activities, and collaboration technologies might all help remote workers stay motivated. It's also important to understand that attitudes on telecommuting may vary by age group. For instance, younger employees could value flexibility and work-life balance more than older employees, who might prefer more structured environments. Regulations pertaining to telecommuting can be modified to

accommodate these desires, which will increase employee happiness and retention.

Lastly, businesses should consider offering hybrid models that combine in-office and remote work, allowing employees to select the configuration that best suits their needs. This flexibility can lead to improved job performance, higher morale, and stronger organizational commitment. By properly addressing attitudes around telecommuting, managers may create a flexible work environment that promotes productivity and employee well-being and ultimately enhances organizational performance.

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