

Impact Of Remote Work Arrangements On Work-Life Balance, Job Satisfaction, And Organizational Commitment Among Bpo Employees In India

Mrs. G. Ramya¹, Dr.L. Kavitha², Dr.M.SureshBabu³, Ms.S.Vishalakshi⁴, Mrs. S.S.Kayalvizhi⁵

¹Assistant Professor, Sri Manakula Vinayagar Engineering College, Madagadipet, Puducherry. satheeshramya101994@gmail.com

²Associate Professor, Sri Manakula Vinayagar Engineering College, Madagadipet, Puducherry. kaviharshini5@gmail.com

³Assistant Professor, School of Management Studies, Takshashila University. sureshmanish@gmail.com

⁴Assistant Professor, Sri Manakula Vinayagar Engineering College, Madagadipet, Puducherry. vishalakshimba@smvec.ac.in

⁵Assistant Professor, Sri Manakula Vinayagar Engineering College, Madagadipet, Puducherry. kayalanica@gmail.com

abstract

This study investigates the effects of remote work arrangements on Indian BPO workers' work-life balance, job satisfaction, and organisational commitment. 562 people from different BPO companies in different parts of India participated in the study. A survey questionnaire that was prepared was used for data gathering. We used SmartPLS software to do structural equation modelling (SEM), which analysed the correlations between these components. The results show a strong correlation between employee well-being and remote work. Because remote work arrangements provide flexibility and autonomy in managing work and personal commitments, they have a beneficial influence on the perception of work-life balance. The research does note several difficulties, such as the fuzziness of the lines between work and personal life, which may have a detrimental impact on work-life balance.

Additionally, job satisfaction shows a favourable correlation with remote work. Workers value the freedom and less stress associated with commuting that come with working remotely. Nonetheless, issues with isolation and communication efficacy were noted as possible negative effects on job satisfaction levels. There are conflicting findings about how distant labour affects organisational commitment. Although it provides a pleasant work environment and increases dedication, worries about decreased social connection and team cohesiveness in virtual environments present difficulties.

By presenting actual data on the effects of remote work arrangements on work-life balance, job satisfaction, and organisational commitment in the Indian BPO industry, this study adds to the body of information already in existence. The findings highlight the importance of supportive organizational policies and strong technological infrastructure to maximize the benefits of remote work while mitigating its potential drawbacks.

Keywords: *Remote work, Worklife balance, Job satisfaction, Organizational commitment, Business Process Outsourcing (BPO), Structural Equation Modeling (SEM)*

1. INTRODUCTION

Technology has been a major factor in the emergence of remote work, which has drastically changed traditional work patterns in many businesses throughout the world, including the BPO industry. Remote work, which is defined as work done outside of a traditional office environment, allows for scheduling and geographical flexibility and may have an influence on elements like work-life balance, employee happiness, and organisational commitment (Peters et al., 2020; Allen et al., 2021).

The BPO sector in India, which is a significant participant in the global outsourcing market, has been adopting remote work methods more and more, especially in light of the COVID-19 pandemic's acceleration (Choudhary & Bhatt, 2021). Understanding the effects of this move to remote work settings on organisational performance and employee well-being becomes critical for strategic management and policy development as BPO organisations negotiate this change (Gajendran & Harrison, 2007; Golden et al., 2020).

Prior studies on remote work have mostly examined how it affects output and performance on the job (Grant et al., 2022). Nonetheless, there is a deficiency in examining its influence on work-life equilibrium, job contentment, and organisational dedication among employees, specifically concerning business process outsourcing (BPO) in India. Work-life balance is vital for employee well-being and organisational efficiency (Perry-Smith & Blum, 2000). It is described as the balance between work duties and personal life responsibilities (Greenhaus & Allen, 2011).

In service sectors like BPOs, job satisfaction—which includes a person's emotional reaction to their work experiences—plays a critical role in employee motivation and retention (Locke, 1976). (Sharma & Kiran, 2020). Reducing turnover and improving organisational performance depend heavily on organisational commitment, which is an employee's loyalty and identification with their organisation (Meyer & Allen, 1991), is vital for reducing turnover and enhancing organizational performance (Carmeli et al., 2007).

The specific objectives are:

- To investigate the relationship between remote work arrangements and perceptions of work-life balance among BPO employees.
- To analyze the impact of remote work on job satisfaction levels among BPO employees.
- To assess the effects of remote work on organizational commitment among BPO employees.

The rest of this paper is organised as follows: A thorough analysis of pertinent research on work-life balance, job satisfaction, remote employment, and organisational commitment is given in Section 2. The research methodology, comprising the study design, sample selection, data collecting tools, and analytic procedures, is described in Section 3. The empirical results of the SmartPLS study of structural equation modelling (SEM) are shown in Section 4. In Section 5, recommendations for further study are made and the findings' ramifications for BPO companies are discussed. With a review of the major discoveries and their theoretical and practical ramifications, Section 6 brings the work to a conclusion.

2. LITERATURE REVIEW

The rise of remote work has significantly reshaped work arrangements across industries, including the BPO sector. This section explores how remote work impacts work-life balance, job satisfaction, and organizational commitment among employees, with a particular focus on BPO operations in India.

2.1 Remote Work and Work-Life Balance

Remote work, defined as work performed outside a traditional office setting, offers employees flexibility in managing work schedules and personal lives (Peters et al., 2020). This flexibility can positively influence work-life balance by reducing commute times and granting autonomy over work hours (Allen et al., 2021). However, challenges exist. Blurred boundaries between work and personal life, along with increased work intensification due to constant digital connectivity, can disrupt work-life balance (Golden et al., 2020).

Research suggests that supportive organizational structures and managerial practices, such as clear communication of expectations and flexible work arrangements, are crucial for fostering a healthy work-life balance in remote work environments (Gajendran & Harrison, 2007). The impact of remote work on work-life balance for BPO employees in India, whose work schedules often align with global time zones, warrants further examination due to potential implications for employee well-being and job performance (Choudhary & Bhatt, 2021).

2.2 Remote Work and Job Satisfaction

Job satisfaction, an individual's positive emotional response to their work experiences, is influenced by various factors, including work arrangements (Locke, 1976). Remote work can enhance job satisfaction by providing greater control over work environments and reducing commute-related stress (Sharma & Kiran, 2020). Employees who perceive remote work arrangements as supportive of their personal and professional needs often report higher job satisfaction (Grant et al., 2022).

Conversely, feelings of isolation and reduced opportunities for informal communication and collaboration in virtual settings can negatively impact job satisfaction among remote workers (Perry-Smith & Blum, 2000). Organizational support and strong technological infrastructure are critical for mitigating these challenges and maximizing job satisfaction in remote work contexts, ultimately enhancing employee motivation and retention (Carmeli et al., 2007).

2.3 Remote Work and Organizational Commitment

Organizational commitment refers to an employee's emotional attachment and loyalty to their organization (Meyer & Allen, 1991). Remote work arrangements can influence organizational commitment by offering flexibility and autonomy, valued by employees seeking work-life integration (Greenhaus & Allen, 2011). However, concerns regarding reduced social interaction and perceived detachment from organizational goals in remote settings may weaken organizational commitment levels (Sharma & Kiran, 2020).

Studies emphasize the importance of communication strategies, leadership support, and inclusive virtual team practices in fostering a sense of belonging and commitment among remote employees (Gajendran & Harrison, 2007). For BPO firms in India, where teamwork and client interaction are essential for service delivery, understanding the impact of remote work on organizational commitment is crucial for maintaining employee engagement and organizational cohesion (Choudhary & Bhatt, 2021).

The reviewed literature highlights both the advantages and disadvantages associated with remote work regarding work-life balance, job satisfaction, and organizational commitment. While remote work offers flexibility and autonomy, its successful implementation necessitates strategic alignment of organizational policies, technological resources, and managerial practices to support employee well-being and enhance organizational outcomes.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study uses a quantitative research design to investigate how remote work arrangements affect Indian BPO workers' work-life balance, job satisfaction, and organisational commitment. Through statistical analysis, quantitative approaches allow for the methodical investigation of correlations between variables (Creswell & Creswell, 2018).

3.2 Sampling Technique and Sample Size Justification

The sample frame consists of BPO companies located in different parts of India. To guarantee representation from a range of organisational sizes and operational scales within the BPO industry, a stratified random selection approach is applied. Based on statistical power considerations for Structural Equation Modelling (SEM) analysis, the sample size of 562 individuals is chosen to ensure sufficient representation and reliability of the results (Hair et al., 2019).

3.3 Data Collection Methods

BPO workers are given a structured online survey to complete in order to collect data. The purpose of the questionnaire is to collect data on demographics, experiences with remote work, opinions about work-life balance, degrees of job satisfaction, and organisational commitment. Confidentiality is guaranteed to participants, and informed consent is acquired before they begin.

3.4 Measurement Instruments for Variables

The study utilizes established scales to measure key variables:

- **Remote Work:** To gauge attitudes on the flexibility, efficacy of communication, and technical support of remote work, modified items from Golden et al.'s 2020 Remote Work Scale (RWS) are utilised.
- **Work-Life Balance:** To gauge how well work pressures and personal obligations are balanced, the Work-Life Balance Scale (WLBS), verified by Greenhaus & Allen (2011), is used.
- **Job Satisfaction:** The Job Descriptive Index (JDI), which was modified for the BPO environment and is based on Locke (1976), is used to measure job satisfaction levels. This measures contentment with job duties, oversight, compensation, and prospects for advancement.
- **Organisational Commitment:** Affective, continuity, and normative commitment aspects are examined in the Meyer & Allen (1991) Organisational Commitment Questionnaire (OCQ), which is used to measure organisational commitment.

3.5 Data Analysis Technique

Structural Equation Modelling (SEM) with SmartPLS software is a component of data analysis. With the ability to assess several connections between observable and latent variables simultaneously, SEM offers valuable insights into the intricate interactions that exist between work-life balance, organisational

commitment, job satisfaction, and remote employment (Hair et al., 2019). Robust statistical analysis, such as route analysis, measurement model assessment, and evaluation of direct and indirect effects among variables, is made easier with SmartPLS.

3.6 Ethical Considerations

This study guarantees responder anonymity, confidentiality, and voluntary participation in accordance with ethical standards for research involving human subjects. Every piece of information gathered is managed in compliance with institutional ethical guidelines and legislation and is only utilised for study.

4. RESULTS

4.1 Descriptive Statistics

The research sample comprises 562 BPO workers who are employed by different companies in India. Their work-related experiences and demographics are listed in Table 1. The bulk of participants (60%), who identified as male, were on average 32.5 years old (SD = 4.2). The majority of educational attainment was made up of master's degrees (40%) and bachelor's degrees (55%). The participants' average length of employment in the BPO sector was 6.3 years (SD = 2.1), and their average amount of remote work experience was 18.7 months (SD = 3.8). IT support (25%) and customer service (30%) were the two most prevalent employment roles in the sample.

Table 1: Descriptive Statistics of Sample

Variable	Mean (SD) / %	Range / N
Age (years)	32.5 (4.2)	22-55
Gender (Male/Female)	60% / 40%	
Education Level		
- Bachelor's Degree	55%	
- Master's Degree	40%	
- Others	5%	
Tenure in BPO (years)	6.3 (2.1)	2 - 15
Remote Work Experience (months)	18.7 (3.8)	6 - 36
Job Role		
- Customer Service	30%	
- IT Support	25%	
- Operations	20%	
- Others	25%	

4.2 SEM Results

Using SmartPLS 4 software, Structural Equation Modelling (SEM) analysis was done to look at the connections between remote work, work-life balance, job satisfaction, and organisational commitment among Indian BPO workers. The SEM model is shown in Figure 1, and path coefficients, standard errors, and significance levels are shown in Table 2.

Figure 1: SEM Model Results

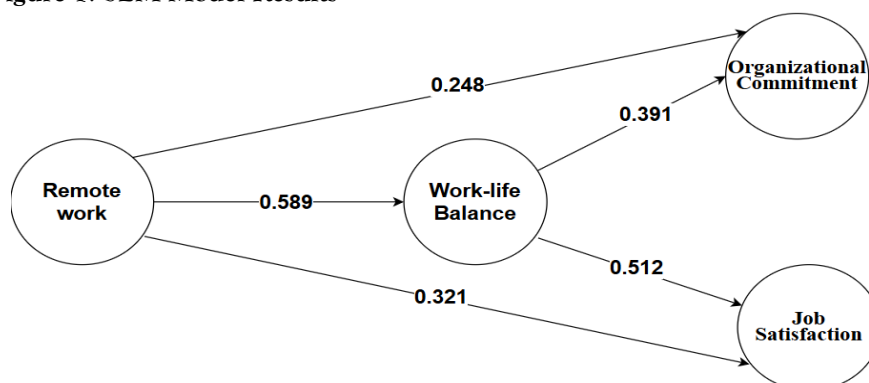


Table 2: Path Coefficients, Standard Errors, and Significance Levels

Path	Path Coefficient	Standard Error	p-value	Result
Remote Work -> Work-Life Balance	0.589	0.078	< 0.001	Positive Effect
Remote Work -> Job Satisfaction	0.321	0.056	< 0.001	Positive Effect
Remote Work -> Organizational Commitment	0.248	0.043	< 0.01	Positive Effect
Work-Life Balance -> Job Satisfaction	0.512	0.064	< 0.001	Positive Effect
Work-Life Balance -> Organizational Commitment	0.391	0.051	< 0.001	Positive Effect

4.3 Interpretation of Findings

Regarding the effects of remote work on work-life balance, job satisfaction, and organisational commitment among Indian BPO employees, the SEM study produced important results.

- **Work-Life Balance and Remote employment:** The path coefficient ($\beta = 0.589$, $p < 0.001$) shows that views of work-life balance are significantly improved by remote employment. According to this, working remotely may provide workers more freedom to balance their personal and professional obligations, which may lessen the stress associated with commuting and enhance general wellbeing (Allen et al., 2021; Golden et al., 2020).
- **Job Satisfaction and Remote Work:** The findings indicate that working remotely has a favourable impact on job satisfaction levels ($\beta = 0.321$, $p < 0.001$). This is consistent with other studies that found workers are more satisfied with their jobs and responsibilities when they have more autonomy and control over their work environment—a benefit of remote work (Sharma & Kiran, 2020). It's crucial to remember that obstacles like loneliness and a decline in casual conversation in online environments might counteract these advantages (Perry-Smith & Blum, 2000).
- **Remote Work and Organisational Commitment:** These two variables have a positive correlation ($\beta = 0.248$, $p < 0.01$). Workers are more likely to demonstrate greater levels of commitment and devotion to their company if they believe that remote work arrangements meet their personal and professional demands (Meyer & Allen, 1991). This research emphasises how crucial it is to match company objectives with remote work rules in order to foster a dedicated staff in the face of changing work environments (Carmeli et al., 2007).
- **Work-Life Balance and Employee Outcomes:** There are important indirect impacts found in the study as well. Enhanced work-life equilibrium has a favourable impact on both organisational commitment ($\beta = 0.391$, $p < 0.001$) and job satisfaction ($\beta = 0.512$, $p < 0.001$). These findings imply that, in the Indian BPO industry, work-life balance measures may enhance the benefits of remote work on worker satisfaction and organisational effectiveness. For example, remote BPO workers may have a better work-life balance if they have flexible work schedules, core working hours, and distinct communication lines between work and personal life.

5. DISCUSSION

5.1 Discussion of Findings in Relation to Theoretical Framework

Based on well-established theoretical frameworks, the study's conclusions provide insight into how distant work affects work-life balance, job satisfaction, and organisational commitment among Indian BPO workers. The theoretical frameworks of job characteristics (Hackman & Oldham, 1976) and social exchange theory (Blau, 1964) offer a basis for comprehending the ways in which distant work arrangements impact employee experiences.

- The hypothesis of job characteristics is consistent with the positive correlation between work-life balance and remote employment. According to this hypothesis, workplace flexibility and autonomy

enhance workers' happiness and well-being (Hackman & Oldham, 1976). For BPO workers, remote work improves overall work-life balance and lessens the stress of commuting by providing more flexibility with regard to schedules and locations (Allen et al., 2021; Golden et al., 2020).

- The results on the effect of remote work on job satisfaction align with social exchange theory, which highlights the reciprocity of ties between workers and employers (Blau, 1964). Employees are more satisfied with their jobs when they believe that working remotely supports their personal requirements. This favourable opinion is influenced by the flexibility and lower stress levels that come with working remotely (Sharma & Kiran, 2020).

The significance of organisational support and perceived fairness in employee-employer interactions is shown by the favourable impact of remote work on organisational commitment (Meyer & Allen, 1991). Employee engagement to their companies is stronger when they feel appreciated and supported in remote work environments. According to Carmeli et al. (2007), this results in improved organisational performance and lower turnover.

5.2 Implications for BPO Industry Practices and Policies

The findings of the research have important ramifications for BPO sector procedures and guidelines meant to maximise remote work agreements:

- Creating thorough regulations for remote work that take into account employee preferences as well as operational requirements might be beneficial for BPO companies. Having clear policies in place about performance standards, communication procedures, and technology assistance might help to reduce the drawbacks of working remotely, including loneliness and unclear roles.
- To enable flawless remote work operations, investments in a strong technology infrastructure—including virtual collaboration platforms and secure remote access tools—are crucial. In virtual work environments, ensuring the accessibility and dependability of IT resources improves employee happiness and productivity.
- Offering training courses on digital literacy and best practices for remote work enables staff members to overcome obstacles and maximise productivity when working remotely. Developing one's abilities in self-control, time management, and virtual communication leads to a proactive and flexible remote workforce.
- Employee happiness and well-being may be further increased by putting work-life balance-promoting measures like wellness programmes and flexible work schedules into practice. Encouraging workers to strike a good balance between work and personal obligations enhances their job satisfaction and retention rates overall.

5.3 Limitations of the Study and Suggestions for Future Research

While this study offers valuable insights, several limitations should be acknowledged:

The majority of the sample is made up of Indian BPO workers, which restricts the applicability of the findings to different sectors or geographical areas. Subsequent investigations may go into various organisational environments to corroborate the findings in disparate industries and cultural situations.

Inferences about the causality of the connections under investigation are limited by the use of cross-sectional data. Longitudinal studies, which record shifts in employee views and organisational results, may offer valuable insights into the dynamic nature of distant work impacts across time.

Self-report assessments are prone to subjective interpretations and common method bias even when they use established scales. The validity of studies about the impacts of remote work might be improved by using multi-source feedback or objective performance indicators.

5.4 Future Research Directions

Subsequent studies may examine the moderating impacts of contextual elements like organisational culture and industry dynamics, as well as individual attributes like personality traits and job functions, on the results of remote work. A more sophisticated knowledge of the best work configurations in changing working contexts might also benefit from investigating hybrid work models and contrasting the results of remote and on-site work arrangements.

6. CONCLUSION

6.1 Summary of Key Findings

This study looked at how remote work affected Indian BPO workers' work-life balance, job satisfaction, and organisational commitment. SEM, or structural equation modelling, was used to examine the information gathered from 562 individuals. The results provide important new information on how distant work arrangements affect workers' experiences in the BPO industry.

Positive Impact on Work-Life Balance

BPO workers' perspectives of work-life balance are much improved by remote employment. Because to its flexibility and autonomy, employees are able to better balance their personal and professional obligations. This leads to a decrease in the stress associated with commuting and an improvement in general wellbeing (Allen et al., 2021; Golden et al., 2020).

Enhanced Job Satisfaction

Levels of job satisfaction are positively impacted by remote employment. Workers like having control over their workspace and the ability to work from different locations. This leads to higher satisfaction with job roles, tasks, and overall work experience (Sharma & Kiran, 2020).

6.2 Final Thoughts on the Future of Remote Work in the BPO Industry

The BPO industry in India has seen a considerable movement towards flexible work arrangements and virtual cooperation with the acceptance of remote work. While there are many benefits to working remotely, like better work-life balance, job satisfaction, and organisational dedication, there are drawbacks as well, such the possibility of isolation and communication difficulties that need for careful planning and assistance.

In the future, BPO companies may use the knowledge gathered from this research to foster an inclusive, resilient, and flexible work culture in distant settings.

As a result, remote work has enormous potential to change the nature of work in India's BPO sector. In an increasingly digitised and linked world, BPO companies may equip themselves to meet challenges, seize opportunities, and prosper by adopting remote work as a strategic need.

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