

Telecommuting Intentions Post-Pandemic: A Study of Indian Pharmaceutical Industry Employees' Job Satisfaction and Work-Life Balance

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How to cite this article: Nirupam Chaturvedi, Somesh Dhamija (2024) Telecommuting Intentions Post-Pandemic: A Study of Indian Pharmaceutical Industry Employees' Job Satisfaction and Work-Life Balance. *Library Progress International*, 44(3), 5718-5743.

Abstract

This study looks into pharmaceutical employees' intentions to telecommute following the pandemic, with an emphasis on their current work experiences. The expectation-confirmation hypothesis proposes that a variety of factors influence the decision to continue telecommuting. These aspects include the frequency of telecommuting, the quality of technological support provided, productivity perception, stress levels, intention to continue telecommuting in the digital workplace, job satisfaction, and work-life balance. To determine the effect of work-life balance on employees' sustained preference for telecommuting, the study examined the integration of work-life balance into the expectation confirmation theory. To test the proposed paradigm, 260 employees from the Indian pharmaceutical business were surveyed. The findings supported the notion that characteristics such as work-life balance, contentment, confirmation of expectations, and perceived usefulness influence employees' willingness to continue telecommuting beyond the epidemic. This study adds to the current body of information by identifying a link between work-life harmony and employee behavior in the pharmaceutical business, building on work-life balance literature. This study could provide crucial insights for firms considering the implementation of hybrid work environments. Based on the study's findings, hybrid work models can be developed and changed to reflect the uncertain nature of the growing workplace. It is critical to ensure the well-being of employees and to aid enterprises in running their operations.

Keywords: Telecommuting Frequency, Technological Support, Perceived Productivity, Stress Levels, Continuance Intention to Telecommute in the Digital Work Place, Job Satisfaction, Work-Life Balance, Work from home; Hybrid work model

Introduction

The COVID-19 pandemic halted normal business activities as soon as it began, in March 2020. People were instructed to retreat to their own houses because public transportation and educational institutions were closed. Organizations were compelled to reevaluate how they billed, retained employees, and progressed programs. Managers, particularly those with professional degrees and extensive experience, soon saw that technology might make the process of addressing these challenges far more efficient.

Working remotely was the first alternative given. While telecommuting was already becoming more prevalent, it grew faster during this period. It is currently commonly used for communication and business operations. Currently, working for oneself remains a revolutionary force in how people handle their professional obligations. Instead of having a physical presence in a traditional office setting, telecommuting enables employees to work remotely utilizing a range of communication technologies such as chat, email, text messaging, phones, and video apps. Many work-related tasks can now be accomplished outside of regular working hours because to the widespread usage of the internet and advances in unified communications, artificial intelligence, and robotics. Information professionals thrive in unorthodox work situations, such as their homes or other remote locations. However, positions that require direct touch with clients, such as personal care or the use of specific equipment,

are not well suited to remote employment. Remote work is defined as doing the majority of one's work from home rather than driving to the workplace on a regular basis. This differentiation is crucial since, in some countries, the term "remote" refers to a long real time separation from their management, making driving impracticable and requiring adherence to clear duty and legal duties.

The challenges of the pandemic have caused the Indian pharmaceutical industry to advance significantly in the direction of remote labor, with companies emphasizing representative security and corporate coherence. Researching the long-term effects of working from home on the balance between fun and serious activities and job fulfillment in the Indian pharmaceutical sector is crucial because the global pandemic recovery is still ongoing.

Telecommuting often known as telecommuting or remote work, is the act of completing professional duties from a location other than the typical workplace. Distributed computing, cooperative stages, and videoconferencing are examples of advanced tools that facilitate this interaction. Indeed, even prior to the occurrence, telecommuting became increasingly popular. Nonetheless, the spectacular global health emergency has accelerated its implementation by requiring enterprises to promote remote work ways in accordance with lockdown protocols and social separation standards.

As the pandemic winds down, there is a unique chance to explore the potential impacts of widespread telecommuting on the Indian pharmaceutical business. To ensure effective workforce planning and informed decision-making, businesses must determine how prevalent telecommuting will be as an employment arrangement following the epidemic. Employee health and productivity in today's changing workplace require an assessment of the influence of telecommuting on work-life balance and employee happiness.

Employers utilize several strategies to manage independent contractors depending on the company's specific needs and requirements. Many popular ways to work remotely include the following. a) Full-time or regular telecommuting are an employee who adheres to this arrangement may work remotely during the week from a café or their place of abode. They mostly work from home, with occasional trips to the office. b) Full-time telecommuting is ideal for those who are reasonably independent thinkers, have reliable internet connectivity, and are comfortable utilizing virtual work tools from any location. Part-time telecommuting are those who choose this option will work in a hybrid format, alternating between on-site time at the company's headquarters and remote work. For example, one individual may work remotely for three days before returning to the office in person for the last two. c) Temporary or special arrangement telecommuting, allows you to work remotely for a specified period of time, usually in response to inclement weather, natural disasters, or the recovery process of a medical condition. d) Freelance telecommuting are more likely to engage in this type of telecommuting than those employed full-time by a corporation.

Following the epidemic, the purpose of this study is to assess how telecommuting affects work-life balance and job satisfaction among Indian pharmaceutical industry professionals. The primary purpose of this study is to determine the long-term viability of telecommuting, a job arrangement that became increasingly popular during the pandemic. The purpose of this study is to investigate how telecommuting affects work-life balance and job happiness. This study investigates how frequently people in the Indian pharmaceutical sector work from home, how productive they believe they are, how much technological help they receive, how stressed out they are, and how likely they are to keep to their telecommuting plans in the digital workplace. The goal of this research is to analyze the potential future of remote work arrangements in this industry and to look into any potential effects on worker productivity and health.

As a result of the Coronavirus epidemic, remote labor must be prioritized above on-site employment. Given the circumstances, it is critical to examine the effects of telecommuting on the balance of pleasant and purposeful responsibilities, as well as job satisfaction, in India's pharmaceutical business. This technique fosters increased productivity and active participation from employees, allowing for the successful cultivation of a strong company culture. The objective of this study is to investigate the impact of telecommuting factors on job satisfaction and work-life balance in the Indian pharmaceutical industry. The following are the sub-objectives of the study: To analyse the impact of telecommuting frequency on work-life balance and job satisfaction. To analyse the impact of technological support on work-life balance and job satisfaction. To analyse the impact of perceived productivity

on work-life balance and job satisfaction. To analyse the impact of stress levels on work-life balance and job satisfaction. To analyse the impact of continuance intention to telecommute in the digital work place on work-life balance and job satisfaction.

Literature Review:

Abioro (2020) defines work-life balance as the ratio of time spent on professional commitments to that spent on leisure pursuits. The government has so far been effective in managing the COVID-19 outbreak by implementing vaccination campaigns and enforcing rules and regulations. The implementation of initiatives aiming at encouraging work-life balance is crucial for increasing individuals' performance under the current circumstances. This is owing to their urgent necessity to launch an ongoing sequence of attempts to compensate for the aims they were unable to achieve as a result of the pandemic. It can sometimes be tough and annoying. They believe that work-life balance is critical to creating a positive work environment in all areas. Individuals must achieve a state of equilibrium in their personal and professional lives. In the Indian business world, finding a good balance between professional and personal life has arisen as a current concern. The growing influence of international corporations in India has caused the business sector to place a higher value on work-life balance. Changes in work standards, work settings, and demographic patterns have all contributed to an increase in interest in the concept of work-life balance. Work-life balance is viewed as a complicated issue that affects organizations, individuals, the economy, and society as a whole. Employees see it as a clash between their personal and professional life. When contemplating the developing world, the original focus was on work-life balance and potential solutions to help individuals achieve a harmonious balance between their professional and personal lives. An inquiry is now ongoing with the goal of conducting a full theoretical assessment of existing work-life balance initiatives and determining the necessary steps to increase these programs' efficacy in boosting employee performance. Furthermore, the challenges faced by India's largest textile manufacturer in implementing work-life balance efforts are investigated. Despite the fact that one firm is the primary focus of the research, the findings may have repercussions for the entire garment sector. An individual achieves optimal work-life balance when they successfully negotiate the responsibilities of their personal and professional worlds.

Employees who are actively encouraged to maintain a healthy work-life balance report higher levels of job satisfaction and attention to their professional tasks. The current study looks into the impact of work-life balance initiatives on job performance among garment firm employees in India. The phrase "job life balance" frequently refers to achieving a condition of equilibrium or maintaining an overall sense of calm in an individual's life. In general, it refers to a suitable amount of engagement or accountability in various aspects of a person's life. The struggle to strike a balance between one's work and domestic lives is a serious issue that affects people in both their personal and public lives. It entails more than simply determining job and personal life priorities. The term "output" refers to the actual or quantitative results of an individual or group's labor. Furthermore, the success of an organization can be described as the sum of the cooperative efforts made by all individuals within the company entity. Like other rates, this one can be enhanced by increasing production while decreasing consumption. Saputro (2021), performance evaluation is defined as the examination of employees' job performance in respect to a predetermined set of criteria, with employees notified of the results. In reference to Robert L. Mathis (2016), Saputro (2021) contends that performance evaluation is an important role for managers because it involves assessing an employee's job performance. Individuals' effectiveness in their assigned positions can be evaluated using both quantitative and qualitative criteria. Employee performance can be assessed using time management, innovation, errors, project deadlines, resource limits, and job objectives (Mendis, 2016).

The study's findings showed that, in addition to improving employee retention, employment satisfaction reduces the costs associated with recruiting new employees. The research presented shows that there is a direct relationship between job happiness and employee retention, whereas a lack of job satisfaction is associated with lower staff retention. As a result, firms that promote staff retention over time will see increased productivity, a better public image, the retention of important personnel, and improved collaborative efforts (Irabor, 2019).

Irabor (2019), individual satisfaction, a sense of belonging, and the attainment of long-term personal goals are the defining traits that lead to an organization's reputation enhancement and competent people retention. In today's competitive world, each organization faces unique problems in terms of employee retention and operational

effectiveness (Andavar, 2021). Employee organizational commitment and success are linked through increased work effort and dedication to one's profession (Sharma, 2021).

Retention can be defined as an organization's combined efforts to establish an atmosphere conducive to retaining personnel over time (Deery, 2015). Nonetheless, organizational leaders have struggled to keep highly talented employees due to their proclivity to seek employment elsewhere, which is encouraged by their interest with several organizations.

Flex time is a contractual term that allows employees to change their work schedules as long as they follow specific requirements. On sometimes, people are able to carry out their usual work tasks from a remote location. This approach is known as telework, or telecommuting. Alternative work patterns, known as compressed workweeks, include reducing the traditional five-day workweek. To compensate for the lost hours, employees work longer shifts on the remaining days. Employees are given a set number of days or hours to take off work without facing disciplinary action. The act of doing so is known as "leaving." Two employees make an agreement to divide the responsibilities of a single full-time position in exchange for equal pay and benefits. This provides an alternative option for completing tasks or finishing projects.

The way people go about their work has changed dramatically in recent years. These changes are being driven mostly by increased labour demands and technological advances. Working from home, often known as remote work, has recently received a lot of attention due to the Coronavirus outbreak. Working from home representatives typically work from a location other than a traditional work space. Advanced devices enable colleagues to collaborate and communicate with one another, which improves the strategy. Likewise, as with other industries, working from home arrangements have become more popular in the Indian medicine industry. Businesses are working hard to change to meet the expectations for the advanced workforce as well as external factors like general health issues. This study is motivated by the need to learn what characteristics of working from home mean for balancing serious and enjoyable activities and job fulfillment—two critical elements that affect employee prosperity and company efficiency.

Sturges and Guest (2004) argue that balancing work and family is critical, as these two domains account for a significant percentage of an individual's life. This equilibrium guarantees that both domestic and workplace commitments are adequately satisfied. In the last two decades, an enormous quantity of study has been conducted in this specific sector.

Changes in societal frameworks, such as the frequency of single-parent homes, dual-income couples, and elderly parents, are driving forces behind study in this field. Work-life balance refers to how an employee allocates their time in order to efficiently manage both personal and professional duties. At least one person will be tasked with maintaining a condition of equilibrium between the two distinct vocations. An imbalance in either of these roles may present issues for the individual in both their personal and professional lives. It is critical to achieve a work-life balance in order to be happy, healthy, and successful in life. On the contrary, a disconnect between the professional and personal realms leads to decreased efficiency, poor job performance, increased tension, and, in some cases, burnout. Achieving the appropriate balance between professional and personal life has the ability to increase employee job satisfaction, stimulate motivation, and reduce tension, resulting in cost savings for the firm.

Working from home, often known as remote work or telecommuting, is becoming more popular in modern enterprises as attitudes on the need for adaptable plans for getting work done evolve and innovation accelerates. This study explores the benefits of remote work in the Indian medicine industry, focusing on its potential to enhance job satisfaction and create a balance between serious and pleasurable activities. Previous research indicates that employees who telecommute for a limited number of days per week report higher job satisfaction and lower work-life conflict. Remote work is associated with a stronger balance of professional fulfillment and enjoyable activities. Zhang (2018) discovered that some degree of working from home was associated with lower levels of conflict between work and personal life and increased job satisfaction.

Young *et al.*, (2013) there is an increasing recognition of the need of work-life balance. This is primarily due to

an increase in the demand for staff to emphasize customer service as a result of emerging technologies. The ability to work remotely has compounded the difficulty of distinguishing between one's personal and professional lives. Employee perks boost an organization's efficiency by promoting higher productivity, cultivating good corporate citizenship, and improving performance. Rajaseka and Venkateswara Prasad, (2017). investigated the impact of workplace factors, such as support and workload, on nurses' work-life balance. Furthermore, the authors investigated the potential implications of this equilibrium for the advancement of nurses' careers. The study found that severe work pressure and longer work hours have a detrimental impact on job satisfaction.

Mas-Machuca et al., (2016) investigated the relationship between job satisfaction, supervisory support, and job autonomy. According to the poll results, job autonomy provided employees with the ability to make autonomous judgments about how they spent their time and how they carried out their responsibilities. The achievement of a good balance between job and family was facilitated. Furthermore, it was discovered that when supervisors gave their staff autonomy in decision-making while retaining stringent control, both job performance and the work atmosphere improved significantly. A new correlation has been discovered: there is a favourable relationship between business pride and the balance that people maintain in their professional and personal lives. Gopinath and Shibu, (2015), research aimed to examine and contrast the work-life balance of people living in the eastern and western areas. Work-life balance is influenced by company policies that encourage family-friendly efforts, as well as demographic shifts. A universally applicable plan may fail to take into account the unique demands and circumstances of a specific organization or individual.

Work satisfaction and the balance of one's personal and professional lives can be strongly influenced by how productive one perceives one is while working remotely. Those who respect remote work are more likely to report higher levels of job satisfaction and a better work-life balance. Nonetheless, job reliance and frequency of communication with coworkers can have a major impact on how productive remote workers feel (Bailey & Kurland, 2002).

Work-life balance and work satisfaction may decrease as a result of increased anxiety, and telecommuting may make it more difficult to discern between personal and professional realms. According to Golden et al., empirical evidence suggests that telecommuters may feel higher levels of stress because there is no clear distinction between their personal and professional life. Effective stress management measures, such as setting personal limits and maintaining regular contact with peers, can assist to mitigate the detrimental effects (Olson-Buchanan *et al.*, 2016). "Continuance intention to telecommute" refers to a worker's desire to continue working from home. Employee retention can be influenced by a variety of factors, including the level of job independence offered, the perceived benefits of telecommuting, and the quality of support provided by the organization. Researchers (Kim & Shin, 2015) discovered that employees who see the benefits of working remotely are more likely to continue doing so in the future. Encouraging telecommuting can boost employee happiness and retention.

Implementing telecommuting policies among Indian pharmaceutical workers improves work-life balance and job satisfaction. Companies that want to build or improve working connections must understand these difficulties and their effects. Organizations can improve their employees' work-life balance and job satisfaction by examining how frequency of telecommuting, technology support, perceived productivity, stress levels, and future telecommuting plans influence these factors. The most pressing need is for technology to help people work better. Reliable digital infrastructure and efficient communication technologies can considerably boost productivity by allowing for efficient work completion and streamlined collaboration. However, inefficient technology or support systems can lower output and upset remote workers. The ongoing research examines what innovation means for the balance of fun and serious activities, as well as occupational fulfillment. The goal of this research is to discover solutions that may be used to operate in a digital environment, as well as to emphasize the importance of investing in appropriate technology that enables remote collaboration.

The way that people define effectiveness greatly influences how they view working remotely. Workers that view working from home as a beneficial endeavor will undoubtedly be content in their jobs and view it as a means of promoting more balance between serious and enjoyable activities. Again, though, anxiety or inadmissibility of remote labor may result from stresses over efficiency. Important information about the psychological aspects influencing representatives' views about working from home will be revealed by examining the relationship

between job satisfaction, balance between fun and serious activities, and saw efficiency. The results of this study will help solutions to be developed that increase apparent efficiency in distant offices.

As working from home has become popularity, so has the level of job stress that representatives encounter. Working remotely can be uncomfortable even if it gives you more flexibility and opportunity since you may feel cut off from your personal life, feel isolated, and feel obligated to be available all the time. Managers should recognize that worry is a normal part of balancing serious and enjoyable activities and job satisfaction. Understanding this enables people to promote solutions to reduce the negative effects of working from home conflicts, thereby advancing the general prosperity of specialists.

One important factor to consider while working from home is employees' desire to continue working in a digital environment. The congruity goal assesses staff members' enthusiasm and availability to work from a distance for a long time. Worker retention can be influenced by a variety of factors, including the level of occupational freedom provided, the obvious benefits of working from home, and the sort of assistance provided by the association. This study intends to identify the characteristics that influence the feasibility of distant work courses of action and to provide methods for promoting representative dedication and inspiration in the computerized age. This will be accomplished by investigating how existing remote work arrangements affect job satisfaction and work-life balance.

The primary purpose of this research is to investigate the complex relationships between work-life balance, job satisfaction, and telecommuting characteristics in the Indian pharmaceutical business. The major purpose of this project is to collect real-world data that will help us understand how telecommuting affects businesses and employees. We will focus particularly on the aforementioned sub-objectives. The study's findings can be used to develop evidence-based guidelines and policies that will help managers effectively manage situations involving remote employment. This could increase worker productivity and well-being in other businesses, including the Indian pharmaceutical industry.

Conceptual Framework

The frequency of telecommuting has the potential to influence job satisfaction through changes in autonomy and the balance of the personal and professional spheres. Research has linked a small quantity of telecommuting to increased job satisfaction (Golden & Veiga, 2008). As a result, it is usually assumed that increased frequency of telecommuting will be related with higher job satisfaction.

Telecommuting, sometimes known as "remote work," is becoming increasingly common in today's digital workplaces. A significant amount of study has been conducted to investigate the effects of employment on personnel welfare and satisfaction. This study examined a variety of variables, including job satisfaction and work-life balance. This literature review analyzes the idea that technology assistance, frequency of telecommuting, perceived productivity, stress levels, and the desire to continue telecommuting affect work-life balance and job satisfaction.

Previous research has found a strong link between the frequency of telecommuting and levels of job satisfaction. Golden and Veiga (2005), empirical research demonstrates that telecommuting can improve job satisfaction by giving individuals more autonomy and control over their work environment. However, the frequency with which you engage in remote work is quite significant. Gajendran and Harrison (2007), moderate remote employment is associated with the highest levels of job satisfaction. However, neither excessive nor limited remote labor may provide the same benefits.

H1: To analyse the impact of telecommuting frequency on job satisfaction.

Positive emotional states brought about by a favorable evaluation of one's job or work experience are referred to as work satisfaction (Locke, 1976). Measuring satisfaction helped to identify teleworker satisfaction (Sigroha, 2014). Satisfaction dictated the factors that were meant to be employed going forward (Chou et al., 2012). Allen et al., (2015) discovered in a meta-analysis that working remotely was favorably correlated with job satisfaction. Permitted to work from home, employees felt encouraged to meet work objectives and were more inclined to take on more responsibilities at the end of the year (Masuda et al., 2017). As a result, it has raised employee happiness, raised performance, boosted organizational involvement, lowered absenteeism and turnover, and raised productivity and profitability of the company. Ramakrishnan & Arokiasamy (2019). User satisfaction was measured, as previous research has demonstrated, by confirming expectations from prior use. Positivity about the virtual office environment is related to job satisfaction (Mansfield, 2018). The digital workplace, according to

Eom et al. (2016), raised the job satisfaction of telecommuters. Comparably, a local survey found that Malaysian telecommuters were happy with their hybrid work environment (Gopinath and Shibu, 2016). Similar results were also published by Schall (2019), who found that job satisfaction increased with increasing frequency of telecommuting.

Appropriate technical assistance is critical to the success of telecommuting since it may impact employee satisfaction. In Panda and Kumar Sahoo, (2017). discovered a link between better job satisfaction among telecommuters and higher levels of technological support. It is usually assumed that stronger technical support will be positively connected with higher job satisfaction.

The efficient adoption of telecommuting requires technological support. Telecommuters' ability to conduct professional activities effectively is dependent on the availability of an effective communication tool set and a reliable internet connection within their technical infrastructure. Employees who are given the necessary technology resources report higher levels of job satisfaction, according to studies. This is because it fosters more efficient work processes and reduces employee frustration (Mann & Holdsworth, 2003; Raghuram et al., 2003).

H2: To analyse the impact of technological support on job satisfaction.

The ways in which productivity perception can influence remote workers' sense of success and contentment demonstrate how it can affect their job satisfaction. According to research, occupational happiness is directly related to one's sense of productivity. As a result, there is widespread agreement that higher self-reported productivity will lead to higher employee contentment.

The perceived efficacy of telecommuters has a significant impact on their job happiness. Employees are more likely to feel satisfied with their jobs when they believe they are productive while working remotely. Staples et al. (1999), the accessibility of technology and the ability to maintain concentrate while at home frequently influence perceptions of this perspective. Numerous research (Bailey & Kurland, 2002) have shown that perceived productivity and job satisfaction are positively connected.

H3: To analyse the impact of perceived productivity on job satisfaction.

Higher levels of stress can have a negative impact on a person's job satisfaction due to their effects on health and performance. Golden et al. (2006) discovered that stressed-out telecommuters experience lower job satisfaction. One idea holds that poorer job satisfaction correlates with higher levels of tension. The relationship between stress levels and job satisfaction is particularly strong among remote workers. Stress levels can rise in the absence of a healthy work-life balance, lowering an employee's job satisfaction (Anderson et al. 2002). On the contrary, creating ideal work environments and flexible work schedules has the ability to reduce tension, resulting in higher levels of job satisfaction (Tustin, 2014).

H4: To analyse the impact of stress levels on job satisfaction.

The desire to continue telecommuting may have an impact on workers' job satisfaction as their level of commitment to remote work changes. Mirchandani and Motwani (2001) discovered that higher job satisfaction is inversely associated to a stronger desire to continue working remotely. As a result, it is hypothesized that a larger proclivity to work remotely will be connected with higher job satisfaction rates.

Persistence in remote work arrangements may have an impact on an employee's degree of job satisfaction. Individuals' decision to continue working remotely is sometimes motivated by a personal preference for this method of operation, which has been shown to improve job satisfaction (Gajendran & Harrison, 2007). The willingness to continue telecommuting is frequently related with positive experiences and outcomes (Bélanger, 1999).

H5: To analyse the impact of continuance intention to telecommute in the digital work place on job satisfaction.

According to previous research, the frequency of telecommuting—that is, how many days a week a person works from home—has a significant impact on their work-life balance. According to research (Gajendran & Harrison, 2007), some degree of telecommuting is associated with higher levels of satisfaction with work-life balance. Too much freelance work may cause feelings of loneliness and disrupt the balance between one's personal and professional lives (Golden & Veiga, 2008). Most people believe that working from home more often will help them achieve a better work-life balance.

H6: To analyse the impact of telecommuting frequency on work-life balance.

To establish a state of balanced harmony between personal and professional worlds, one must first integrate them appropriately. The case in favor of work-life balance is based on its benefits to the company. Along with increased productivity, loyalty, and job satisfaction, other benefits include improved employee morale, dispositions, and

conduct. To achieve a healthy work-life balance, the following elements must be prioritized: increasing personal autonomy, allowing parents to spend more quality time with their children, reducing conflicts between the personal and professional domains, preventing burnout, and improving overall mental, physical, and emotional health (Dizaho et al., 2017). When one can effectively track the amount of time spent in each area and distribute that time, they can establish a harmonious balance between their personal and professional lives. The way Pakistani female executives in the telecoms sector interact with their families and jobs has a significant impact on their satisfaction with both (Mohanty and Jena (2016). Creative tasks necessitate a high level of supervision in order to be managed effectively in the workplace. Work-family conflicts occur when professional commitments interfere with family time or when family obligations make fulfilling job responsibilities more difficult (Sheikh *et al.*, 2018). Reducing rivalry between these two areas necessitates balancing several commitments and obligations (Kumarasamy et al. 2015). To put it another way, someone going through a difficult time with a family member who is not actively engaging can see their personal and professional lives as equally significant. To achieve a state of balance, one must carefully handle the interaction between professional and personal commitments. Encouragement of work-life balance provides various benefits to the firm, including enhanced output, employee commitment, and positive employee behavior and attitudes, all of which lead to higher customer satisfaction. People seek several benefits, including increased independence, more time to spend with loved ones, access to child care facilities, less work-life conflicts, less weariness, and improved social, physical, and psychological health. Take advantage of the benefits of the balance that Dizaho et al. discussed in 2017. People who participate in creative pursuits must maintain a steady attention on their assigned job. The ability to properly manage the duties of both settings, as well as the time commitment to each sector, influence one's ability to balance their personal and professional lives.

Working from home requires a reliable internet connection as well as good communication tools. Too little technological support may make it more difficult for remote workers to strike a healthy work-life balance. This could lead to increased stress and worse levels of satisfaction with their work-life balance (Olson-Buchanan et al., 2016). Raising levels of technological support are assumed to be connected with better work-life balance. In addition to influencing job happiness, the existence of technology is critical for maintaining a healthy work-life balance. Telecommuters can efficiently manage their activities while maintaining a clear separation between their professional and personal lives if they use the right technical tools. This assistance has the ability to improve the balance between professional and personal life, which is an important component of holistic health (Gajendran & Harrison, 2007; Mann & Holdsworth, 2003).

H7: To analyse the impact of technological support on work-life balance.

One crucial component in defining work-life balance is people's perceptions of their productivity when working remotely. People who believe they can operate effectively from home are more likely to be satisfied with the mix of their personal and professional lives (Bailey and Kurland, 2002). It is advocated that a better work-life balance be accompanied by an idealized sense of productivity.

Employee productivity has the capacity to alter their work-life balance. Employees are more likely to feel fulfilled and satisfied when they accomplish high levels of productivity, which reduces the potential negative impact of work-related stress on their personal lives. When working remotely, successful time management and timely task completion can help you achieve a better work-life balance.

H8: To analyse the impact of perceived productivity on work-life balance.

Telecommuting may increase stress since it combines work and personal life. This could disrupt the equilibrium that exists between one's personal and professional lives. According to a 2006 study by Golden et al., distant workers are more likely to be stressed and dissatisfied with their work-life balance. Tension levels are regarded to make it more difficult to maintain a harmonious and balanced relationship between one's personal and professional lives.

Stress has a significant impact on the work-life balance. Anxiety and high stress levels might make it difficult to achieve a harmonic balance between professional and personal life (Anderson et al., 2002). A lack of clear boundaries between one's professional and personal lives, along with an excessive workload, frequently contributes to the onset of this problem. On the contrary, work-life balance can be achieved by lowering stress levels through the implementation of supporting policies and flexible work schedules (Tustin, 2014).

H9: To analyse the impact of stress levels on work-life balance.

The willingness of an employee to continue working remotely in the near future is referred to as continuity desire. Previous research suggests that those who continue to love working remotely are more likely to be satisfied with their work-life balance (Kim & Shin, 2015). As a result, it is hypothesized that a greater proclivity to continue working remotely is connected with a more harmonious integration of the personal and professional worlds.

Remote work is often associated with a better balance between professional and personal responsibilities. Telecommuting can strengthen this equilibrium, making it a preferred work arrangement for those who frequently work from a remote location. Experiences with telecommuting can help achieve this balance.

H10: To analyse the impact of continuance intention to telecommute in the digital work place on work-life balance.

Theoretical model:

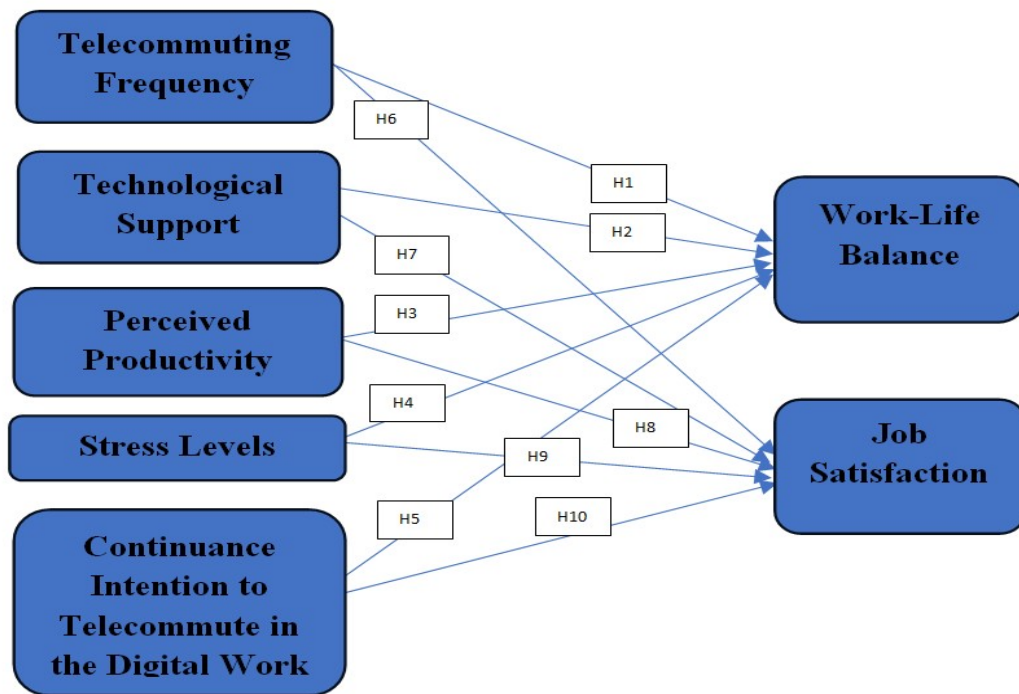


Figure 1: Proposed Model

Research Methodology:**Research Design**

This descriptive case study analyzed the productivity, stress levels, job satisfaction, work-life balance, telecommuting frequency, and technical help of pharma professionals in India using a web-based questionnaire created using Google Form. The aim was to understand the relationships between these variables and maintain remote work intentions.

Sampling Technique

Etikan et al. (2016), the most effective way to engage experts from a certain cultural domain in substantive dialogues is to use purposeful sampling. A traditional method for selecting people to answer research questions involves using specified criteria for responder selection. Purposeful sampling is the deliberate selection of persons who share or have distinctive features. It is possible that the persons involved in this sample approach share traits such as age, culture, occupation, or life experiences. The parallels in question would be the researchers' primary focus in respect to the research issue (Etikan et al., 2016). Based on the popularity of remote work practices imposed by Indian enterprises during the outbreak, it is possible that the rescuers had prior

experience and skills in this area. The research sample consists of Indian teleworkers aged 25 to 60.

Sample Size

G*Power software was used to determine the exact number of survey respondents. To determine the minimum required sample size, the study underwent an a priori power analysis using the G*Power software. The results show that a suitable sample size requires at least 260 replies. A survey was conducted between March and April 2024, with 300 respondents completing the questionnaire.

Questionnaire

Researcher conducted an online survey, using data from many trustworthy sources, to determine the factors that influence people's willingness to continue telecommuting in the digital workplace beyond the epidemic. The construction consisted of two main parts. The demographic data asked in Section A of the report included age, gender, marital status, occupation, frequency of remote work, and household size. Section B of the poll included questions about participants' Telecommuting Frequency, Technological Support, Perceived Productivity, Stress Levels, Continuance Intention to Telecommute in the Digital Work Place, Job Satisfaction, Work-Life Balance. Employees were given a five-point Likert scale. Each point on the scale denoted "strongly disagree" or "strongly agree." They were asked to express their level of agreement or disagreement with a specific statement or question.

Pre-Testing

Grimm (2010), pre-testing is a crucial component of research because it can reduce a variety of errors while also improving overall data quality. Pre-testing is a research method in which people evaluate survey questions and questionnaires. The goal of this assessment is to determine the questions' reliability and validity before they are used on a larger scale (Hu, 2014). A pre-test sample size of 5 to 15 replies was confirmed to be appropriate, as recommended by Willis (2011). As a first step in the assessment, ten individuals were asked to complete a questionnaire. The preliminary responses were noted and used to revise the survey. After making the necessary changes to the questionnaire based on the input received during the preliminary phase, we distributed the amended survey to an additional ten participants and asked feedback. Based on the lack of complaints or input from respondents, the survey questionnaire was deemed adequate for deployment.

Data Analysis and Interpretation

Demographic Profile of the Respondents:

According to the data, males account for 56% of the membership, while females account for 44%. 18.46% of the population is between the ages of 21 and 30, 44.61% between 31 and 40, 22.30% between 41 and 50, and 14.61% between 51 and 60 years old. 34.23% of the participants are single, while 65.76% are married. Executives make up 23.84% of all jobs, managers 37.69%, senior executives 31.53%, and senior managers 6.92%. The vast majority of remote workers (9.23 percent) have been involved in this activity for more than a month. Similarly, 15.76 percent of respondents have worked remotely for more than two months, 24.23 percent for more than three months, 21.15 percent for more than four months, and 29.61 percent for more than five months. Males aged 31 to 40 who are married, have managerial or executive positions, and have been telecommuting for at least five months make up the bulk of this population.

Table 1: Demographic Profile

Profile	Frequency	Percentage
Gender		
Male	146	56%
Female	114	44%

Age		
21 – 30	48	18.46%
31 – 40	116	44.61%
41 – 50	58	22.30%
51-60	38	14.61%
Marital status		
Married	171	65.76%
Single	89	34.23%
Job Position		
Executive	62	23.84%
Manager	98	37.69%
Senior Executive	82	31.53%
Senior Manager	18	6.92%
Working from home frequency		
More than 1 month	24	9.23%
More than 2 months	41	15.76%
More than 3 months	63	24.23%
More than 4 months	55	21.15%
More than 5 months	77	29.61%

Table 2: Presenting the Obtained Values for the Cronbach's alpha.

Variable (N=270)	No. of items	Cronbach's alpha
TF	4	0.781
JS	3	0.732
WLB	5	0.773
PP	4	0.742
TS	4	0.749
SL	3	0.896
ICT	4	0.870

Cronbach's alpha was used in the study to assess the dependability of the various ratings across a sample of 260 participants. The frequency of telecommuting (TF) is measured using four instruments and has a reliability coefficient of 0.781. The Job Satisfaction (JS) measure consists of three questions, with an average score of 0.732. The Work-Life Balance (WLB) evaluation consists of five questions, with an average score of 0.773. The sum of Perceived Productivity's four basic parts is 0.742. Technological Support (TS) consists of four components, each with an average score of 0.749. The Stress Levels (SL) metric is made up of three components and has an extremely high value of 0.896. Four components make up the Intention to Continue Telecommuting (ICT), which has a numerical value of 0.870. The scales constantly demonstrate outstanding dependability, measuring the intended constructs with precision.

Results

Table 3: Factor Loading

JS			CR	AVE
0.803	0.644809	0.355191		
0.718	0.515524	0.484476		
0.582	0.338724	0.661276		
2.103	1.499057	1.500943	0.746614	0.499686
TF				
0.519	0.269361	0.730639		
0.667	0.444889	0.555111		
0.741	0.549081	0.450919		
0.822	0.675684	0.324316		
2.749	1.939015	2.060985	0.785716	0.484754
PP				
0.909	0.826281	0.173719		
0.769	0.591361	0.408639		
0.531	0.281961	0.718039		
0.431	0.185761	0.814239		
2.64	1.885364	2.114636	0.767219	0.471341
SL				
0.818	0.669124	0.330876		
0.881	0.776161	0.223839		
0.888	0.788544	0.211456		
2.587	2.233829	0.766171	0.897279	0.74461
TS				
0.689	0.474721	0.525279		
0.32	0.1024	0.8976		
0.828	0.685584	0.314416		
0.833	0.693889	0.306111		
2.67	1.956594	2.043406	0.77722	0.489149
ICT				
0.749	0.561001	0.438999		
0.786	0.617796	0.382204		
0.794	0.630436	0.369564		
0.84	0.7056	0.2944		

3.169	2.514833	1.485167	0.871166	0.628708
WLB				
0.762	0.580644	0.419356		
0.775	0.600625	0.399375		
0.289	0.083521	0.916479		
0.384	0.147456	0.852544		
0.375	0.140625	0.859375		
2.585	1.552871	3.447129	0.659689	0.388218

The data provided includes a number of statistical tests related to the concepts mentioned in your hypotheses. What importance do the findings have in terms of each hypothesis? To elucidate and examine them, we must use clear and precise language. We will now look at the many aspects that influence job satisfaction (JS) in relation to H1–H5. H7–H10 examine the influence of identical elements on work-life balance (WLB). Each construct has multiple indicators, which are represented in the figures supplied. The Composite Reliability (CR) measures a construct's dependability; values greater than 0.7 are regarded acceptable. The term AVE stands for "Average Variance Extracted." It assesses how well the concept explains the variability and how much measurement error contributes to it. Values greater than 0.5 are considered to be satisfactory.

The calculated average variance for job satisfaction is 0.499686, while the composite reliability is 0.746614. The satisfactory criterion reliability indicates that the items possess a steady and consistent capacity to evaluate job satisfaction with precision. The AVE is marginally below 0.5, signifying that the construct possesses the capacity to elucidate merely about half of the variance. Around fifty percent of the variance could potentially be ascribed to errors in measurement.

The composite reliability (CR) is 0.785716, whereas the average variance extracted (AVE) is 0.484754. The suffix "CR" signifies that the source is regarded as reliable and can be relied upon. As the AVE approaches its maximal value, it signifies that a considerable proportion of the observed variability can be ascribed to measurement errors. The calculated values for Composite Reliability (CR) and Average Variance Extracted (AVE) are 0.767219 and 0.471341, respectively. This metric signifies the degree of productivity that individuals perceive themselves as attaining. The CR serves as an indicator of the design measurement's precision. As per the AVE, marginally more than fifty percent of the discrepancy is attributable to measurement errors. The research findings unveiled stress levels (SL), which exhibited a composite reliability (CR) of 0.897279 and an extracted average variance (AVE) of 0.74461. Based on the derived AVE (Average Variance Extracted) and CR (Coefficient of Determination) values, it is possible to conclude that the model has a significant capability to forecast stress levels with precision and explains a substantial amount of the observed variability.

The Technology Support (TS) has a composite reliability (CR) score of 0.77722 and an average variance extracted (AVE) value of 0.489149. The AVE is slightly lower than the acceptable threshold, indicating the possibility of a reading error.

The probability that the "Intention to Continue Telecommuting" (ICT) inquiry is valid is 0.628708 percent, and the probability that it is inaccurate is 0.87116 percent. Elevated values of the average variance extracted (AVE) and coefficient of determination (CR) indicate that the construct can explain for a significant percentage of the variability, validating the measurement's correctness.

The Composite Reliability (CR) is 0.659689, and the Average Variance Extracted (AVE) is 0.388218 in terms of Work-Life Balance (WLB). Both the average variance extracted (AVE) and construct reliability (CR) metrics fail

to meet the acceptable thresholds. As a result, this particular architecture is vulnerable to a significant amount of measurement error, reducing its precision when compared to measurements of other constructions. Even though the AVE is somewhat below the required level of acceptability, TF is reliable. Based on this observation, the statistic looks to be reasonably accurate, albeit there may be slight differences.

When compared to JavaScript, the effect appears to be modest. While TS has a noteworthy level of dependability, its average absolute error (AVE) is slightly less than the stated threshold. This shows that the influence on JS is moderate, with some measurement uncertainty. Although PP has a high conversion rate, its average expenditure value is slightly lower than the set level. This implies a minor influence on JavaScript; however, measurement error is possible. The significant and continuous influence of SL on JS is due to its high AVE and dependability. The high Average Variance Extracted (AVE) of information and communication technology (ICT) indicates that it consistently and efficiently influences job satisfaction (JS). Given the inherent mistake in the assessments, the influence of the high-speed train (AVE) and the reliability of the transportation system (TS) on work-life balance (WLB) is determined to be minor. PP has a reasonable conversion rate (CR), but it does not fulfill the average effect (AVE) criteria. This shows that the impact of PP on work-life balance (WLB) is negligible, possibly due to a measuring error. Social media (SL) has a significant and consistent influence on work-life balance (WLB), as evidenced by its high credibility (CR) and average variance removed. The average variance extracted (AVE) and high dependability of information and communication technology (ICT) indicate that it has a considerable and long-term impact on work-life balance (WLB). As the constructions typically display high reliability, the metrics used are consistent. Nonetheless, a number of constructs have AVE ratings that depart marginally from the acceptable level, indicating the presence of measurement error. Nonetheless, the frameworks continue to be useful for acquiring insights on job satisfaction and the harmonious relationship between work and personal life. The primary characteristics that have a significant impact on job satisfaction and the balance of professional and personal domains are stress levels and plans to continue remote work.

Confirmatory Factor Analysis

The results suggested that the measurement model is a good fit based on the gained values. Thus the model was further used to test the hypotheses. The obtained values are CMIN: 1539.303; DF: 303; CMIN/DF: 5.080; TLI: .690; IFI: 0.756; CFI: 0.852; and RMSEA: 0.093.

The results show that the measurement model underwent a number of fit evaluation experiments. The meaning of each number is as follows: The minimum chi-squared difference is 1539.303. The value of this number represents the difference between the anticipated and observed covariance matrices. The degree of fit quality is proportional to the sample size, with lower values indicating a more ideal correlation. 303 represents the degree of freedom (DF). The degree of freedom is determined by the number of factors included in the model as well as its complexity. The CMIN/DF value is the Chi-square divided by the number of degrees of freedom. It is 5.080. Values less than five indicate a fair fit, whereas values less than three indicate an extraordinary fit. The Tucker-Lewis Index (TLI) is 0.690. This quantity's value ranges from 0 to 1, with values closer to 1 indicating a higher level of appropriateness. A Tucker-Lewis Index (TLI) value of more than 0.9 is considered desirable. Therefore, a TLI value of 0.690 indicates that the model need improvement. The Incremental Fit Score is 0.756. Similar to the TLI, this score assesses the extent to which the suggested model outperforms the null model. Values close to 1 imply superior performance, whilst 0.756 suggests an average level of capability. The Comparative Fit Index (CFI) is 0.852. A number of 0.852 indicates that the level of compatibility is adequate, while values above 0.9 are considered favorable. The root mean square error of approximation (RMSEA) is 0.093. This demonstrates the model's proximity to precision. Acceptable values are less than 0.08, so a result of 0.093 indicates that the fit is not ideal. Based on the fit values, the model appears to be satisfactory, but there are potential areas for improvement. The model fit indices indicate that the model is competent, although it falls short of perfection. This suggests that the assumptions can be verified. Simply said, we have a high level of confidence in the linkages assessed by this model. Despite its large size, the model's intricacy and incorporation of various aspects are obvious in its 303 degrees of freedom. The model is deemed satisfactory, with a value of 5.080; nonetheless, there is room for improvement in terms of specifications. The numerical numbers (0.690, 0.756, and 0.852, in that sequence) indicate that the model's fit is satisfactory, although not perfect. This shows that, while the model may be improved, it is now adequate for assessing hypotheses. The obtained value of 0.093 exceeds the acceptable

threshold of 0.08, indicating that the model lacks precision. Nonetheless, despite the fact that the closeness is adequate for hypothesis testing, it is wise to proceed with care. Although the results indicate that the fitting of the measurement model may be improved, it is still suitable for hypothesis testing. According to the model's fit indices, it is possible to explore the correlations between the following variables: work-life balance, stress levels, perceived productivity, technical support, and the frequency of telecommuting and subsequent home-based employment. These links are critical for determining the impact of various variables on the work-life balance and job satisfaction of telecommuters.

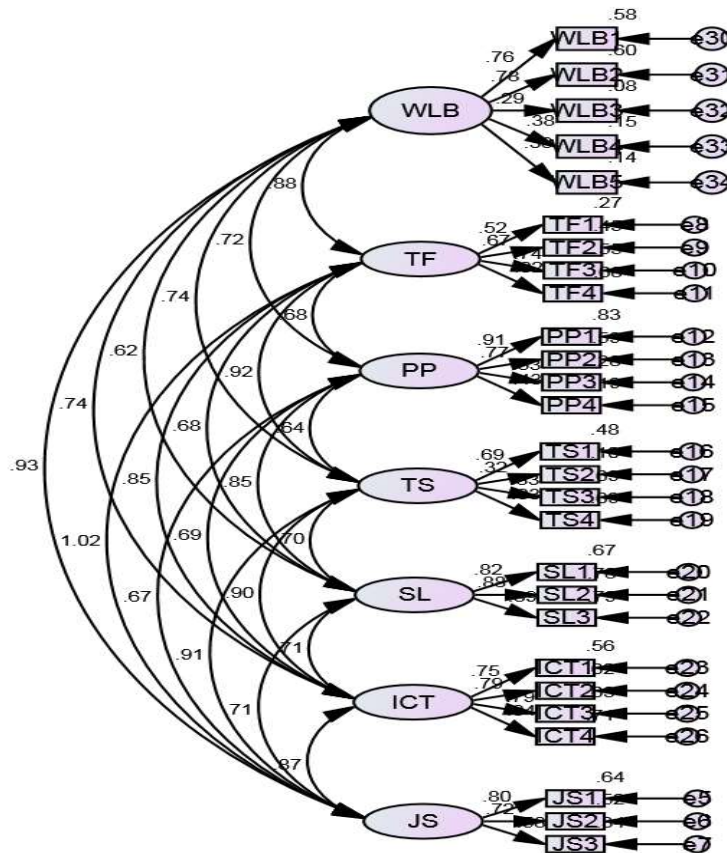


Figure 2 : Confirmatory Factor Analysis Results Using AMOS

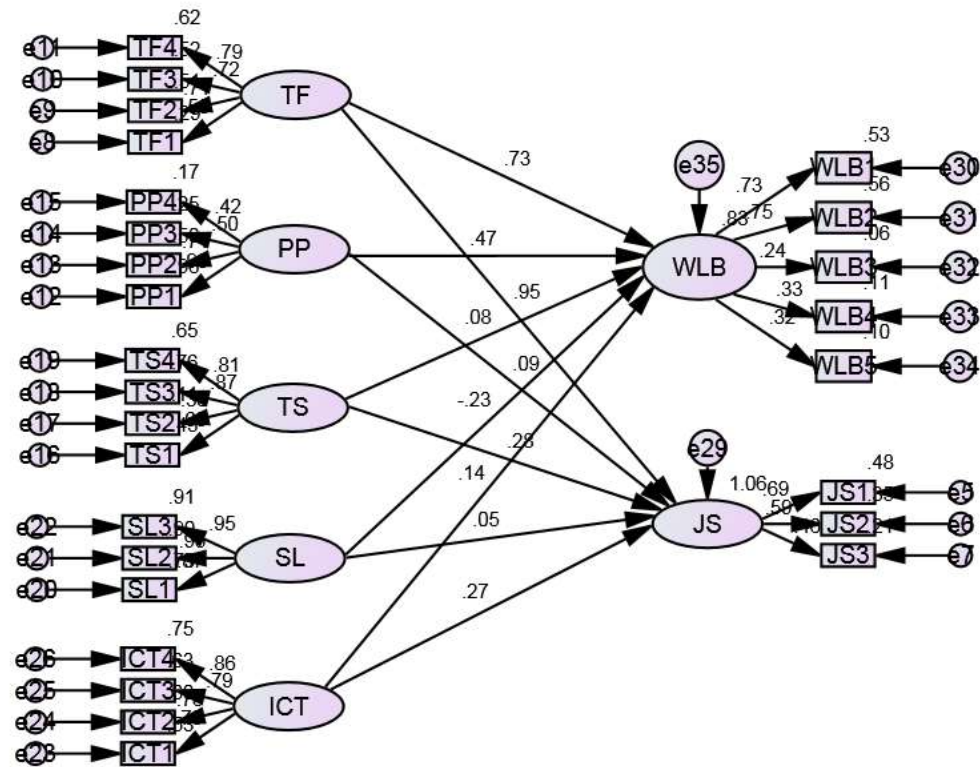


Figure 3: Structural Equation Modeling Results Using AMOS

Table 4: Results of Regression Analysis

S.No.	Hypothesis	Estimate	S.E.	C.R.	Result
H1	TF → JS	0.734***	.092	7.946	Accepted
H2	PP → JS	0.048*	.028	1.695	Accepted
H3	TS → JS	0.230***	.050	4.622	Accepted
H4	SL → JS	0.027	.031	.895	Rejected
H5	ICT → JS	0.186***	.041	4.544	Accepted
H6	TF → WLB	0.707***	.095	7.460	Accepted
H7	PP → WLB	0.310***	.041	7.642	Accepted
H8	TS → WLB	0.085	.055	1.547	Rejected
H9	SL → WLB	-0.164***	.038	-4.333	Rejected
H10	ICT → WLB	0.119*	.047	2.537	Accepted

A hypothesis testing analysis was conducted to determine the impact of various factors on work-life balance (WLB) and job satisfaction (JS). The findings are provided in the table below. Individual analyses are performed on each estimate, standard error (S.E.), critical ratio (C.R.), and hypothesis acceptance or rejection. Regular telecommuting has a beneficial effect on job satisfaction. Based on the robust estimate of 0.734 and the significantly high critical ratio of 7.946, it is clear that there is a strong positive relationship between job satisfaction and frequency of remote work. There is a modest but favorable relationship between perceived

productivity and job happiness. With a critical ratio of 1.695, the estimate of 0.048 is statistically significant. This suggests that job satisfaction and perceived productivity are positively connected.

The provision of technical support significantly improves job satisfaction, as evidenced by an effect size of 0.230 and a high critical ratio of 4.622. This finding shows that improved technology support contributes to higher employee happiness in the workplace. A cautious estimate of 0.027 and a critical ratio of 0.895, both of which are statistically insignificant, provide evidence for this. Tension levels have no meaningful bearing on job satisfaction. This method implies that there is no discernible relationship between stress levels and job satisfaction in individuals.

Providing a consistent schedule for remote work has a positive impact on employee satisfaction. According to the data, there is a favorable relationship between wanting to continue working from home and job happiness. This is backed by a significance level of 0.186 and a critical ratio of 4.544. Numerous people find that telecommuting improves their work-life balance significantly. Both the crucial ratio (7.460) and the elevated estimate (0.707) indicate that increasing the frequency of remote work enhances the balance of professional and personal realms.

A correlation value of 0.310 and a key ratio of 7.642 indicate a significant and positive relationship between expected productivity levels and work-life balance. As a result, increased reported productivity is regularly connected with achieving a better balance between the professional and personal realms. The impact of technology help on work-life balance is negligible. Given the essential ratio of 1.547 and the estimate of 0.085, the definitive influence of technology help on work-life balance is unclear. The significant negative estimate (-0.164) and crucial ratio (-4.333) suggest that stress levels have a negative impact on work-life balance. When an individual is under stress, his or her work-life balance suffers. Work-life balance can be achieved more easily by strategically scheduling remote work. The computed estimate of 0.119 and the crucial ratio of 2.537 lead to the conclusion that remote work fosters a more harmonious integration of professional and personal realms. Positive relationships have been discovered between work-life balance, job satisfaction, the frequency of telecommuting, perceived productivity, technological assistance, and the desire to continue telecommuting. However, increased levels of stress provide a considerable barrier to achieving a harmonious balance between work and personal life, while their impact on job satisfaction is negligible. Furthermore, technology help has a modest impact on achieving a work-life balance. The findings of this study provide useful insights into the impact of numerous factors on work-life balance and job satisfaction in the context of telecommuting.

Discussion

The outcomes of this study are expected to have a significant impact on industry and academia. The researchers expect that the study will contribute to the existing body of knowledge on telecommuting by looking at how it affects work-life balance and job satisfaction in the Indian pharmaceutical sector. Furthermore, this study would be extremely beneficial to pharmaceutical companies seeking to improve their online work practices and prioritize employee well-being in the aftermath of the epidemic.

The provided data provides a thorough examination of the many characteristics that influence remote workers' work-life balance (WLB) and job satisfaction (JS). This presentation will include a more detailed review of the findings that support the proposed hypothesis. The study will look into the impact of telecommuting frequency on JS and WLB's stress levels, perceived efficacy, technological support, and intent to continue telecommuting. A significant and positive association has been found between the frequency with which employees telecommute and their level of job satisfaction (correlation coefficient calculated at 0.734; critical ratio: 7.946). Employees who telecommute more frequently report higher levels of job satisfaction. This finding is consistent with previous research that showed how telecommuting promotes independence, reduces travel time, and enhances the balance between professional and personal realms. The combination of these elements leads to higher levels of job satisfaction. Telecommuting can reduce work-related stress by eliminating factors that lead to job unhappiness, such as commute delays and office politics. Perceptions of productivity had an impact size of 0.048 and a critical ratio of 1.695, indicating a modest but favorable influence on job satisfaction. When a person sees their work as a source of productivity and fulfillment,

their job happiness will certainly rise. The benefits of telecommuting, such as the capacity to reduce interruptions and provide employees greater control over their work schedule, may have influenced this perspective on productivity.

Implementing technology improves job satisfaction significantly (estimate: 0.230, C.R.: 4.622). For remote work to be successful, reliable technology resources and support mechanisms are required. Efficient technology speeds up work completion, enhances resource accessibility, and promotes communication. As a result, job satisfaction rises and the working environment becomes more efficient. This stresses the need of firms building a solid technology infrastructure in order to serve remote workers.

The impact of stress on job satisfaction is low, as demonstrated by a confidence range ranging from 0.027 to 0.895%. Several circumstances may render the relationship between job satisfaction and tension levels irrelevant. Although tension is definitely there, the benefits of telecommuting, such as autonomy and adaptability, may mitigate its negative consequences on job satisfaction. Employees, on the other hand, may adopt stress management skills to counteract the detrimental impacts of strain on their job happiness.

The predisposition to continue working remotely has a beneficial effect on job satisfaction. Employees are likely to prefer telecommuting because it gives them more control and predictability, which adds to higher levels of job satisfaction. This approach provides a full investigation of telecommuting, focusing on its benefits and the goal of continuing this type of employment. Work-life balance is significantly enhanced by telecommuting (estimate: 0.707, C.R.: 7.460). Telecommuting employees frequently achieve an amazing balance between their professional and personal life, allowing them to effectively manage their responsibilities in both areas. This promotes the goal of balancing professional obligations with domestic responsibilities, hence enhancing work-life balance.

Individuals' perceptions of their own productivity have a substantial impact on improving work-life balance. Employees are more likely to perform jobs efficiently and successfully when they believe they are occupied, which frees up time for personal activities. By efficiently managing one's time, one can achieve a greater sense of balance in their personal and professional lives. The projected effect size of technology on work-life balance is 0.085, with a critical ratio of 1.547. While proper technical support in the office is crucial for increasing job satisfaction, the impact on work-life balance may be small. The impact on work-life balance can be attributed to the efficacy of an organization's operations and its employees' time management skills, rather than being solely due to the technology at its disposal. High levels of tension have a negative impact on work-life balance (estimated effect: -0.164, critical ratio: -4.333). Stress can have a negative impact on people's personal lives, making it difficult for them to disengage from their professional duties. As a result, people increasingly struggle to achieve a satisfactory work-life balance. To achieve an ideal balance between professional and personal life, it is critical to alleviate stress by providing organizational support and actively supporting mental health.

The predisposition to continue telecommuting improves work-life balance. Individuals who have decided to continue working remotely are likely to have found a good method for managing their personal and professional responsibilities. This indicates that they are devoted to maintaining the existing state of equilibrium, implying that telecommuting could be a viable and long-term strategy for achieving a harmonious work-life balance.

Various research have yielded inconsistent results about the relationship between work-life balance and employee performance. Mendis and Weerakkody (2017) argue that good work-life balance initiatives help both firms and employees. The calendar for 2019 is dated 2019. Following Goud & Nagaraju Determine the factors that influence work-life balance, such as dependents, time flexibility, task consistency, colleague support, family culture, work hours, and supervisor aid. Accept responsibility for managing these factors. To help individuals achieve a healthy balance between their professional and personal lives, management will prioritize elements such as flexible timetables, consistent and anticipated tasks, cooperative peer support, adaptable work schedules, and direction from superiors. Beauregard and Henry (2020) discovered that employment tools, spouse support, and coworker support all affect work-life balance. On the contrary, unwarranted criticism of an individual's work-life balance undermines the

harmonious coexistence of professional and personal realms. The study's findings show that men professionals are more satisfied with their work-life balance, particularly in terms of relationship support, than their female colleagues. Each of these authors believes that achieving professional success requires maintaining a healthy work-life balance. Previous study has shown a significant correlation between employee achievement and work-life balance. This correlation, however, does not apply to telecommuting. The findings imply that implementing flexible work schedules, job rotation, leave laws, and decreased work weeks has a significant impact on employee job performance. Prioritize the examination of an organization's work-life balance policy in order to improve employee behavior and performance. Individuals are given flextime to schedule their workdays around their personal obligations. This technology assists guardians in identifying child care facilities and streamlines the process for employees seeking child care. The author proposes that employees can improve their work-life balance by participating in training efforts that provide assistance on topics such as time management, burden management, and job optimization. To improve the work-life balance of employees and the business as a whole, managerial development must involve education in problem resolution, employee motivation, leadership and management, and effective communication with subordinates. Given the identification of problems during the response phase, it is critical to collect high-quality data. However, the researchers' inability to collect data is due to the limited availability of petroleum and travel alternatives. As a result, the researcher had difficulty communicating directly with the group and gathering data. The companies chosen as part of the research sample were associated with the entity being investigated. Its inability to be applied to other businesses and industries, however, is a significant limitation of this study. Because of the limited sample size, which was gathered primarily from one firm, the conclusions for other Sri Lankan enterprises may differ.

Theoretical & Practical Implications

Although scholarly research has been conducted on the relationship between job satisfaction and employee performance (Malik and Lenka, 2018), there is still a lack of understanding between the two. Although determining the exact relationship between work-life balance and job satisfaction may be difficult, it can be postulated that

Those who have a positive attitude toward their occupations are more likely to be successful in balancing their professional and personal life than those who have negative views toward their work. Khan and Fazili, (2016) wrote the scientific article "The Year 2020". Ganiyu (2018) show considerable empirical support for their claim that familial concerns have a detrimental impact on individuals' job happiness. Work-life balance, as described by Ashwini and Varma, (2016), refers to an individual's ability to effectively manage their professional and personal duties, resulting in increased levels of satisfaction in each domain. The proposed framework could be used by companies looking to implement work-life strategies to boost the viability of their projects.

One common problem that businesses encounter is achieving gender equity in senior leadership positions. This is attributed to difficulties in maintaining a balance between work and personal responsibilities. As a result, firms must efficiently implement work-life initiatives. According to the study's conclusions, a pharmaceutical business can improve its employees' work-life balance by changing its organizational structure and employee behavior. Workplace behavioral adjustments can take the form of a variety of interventions, such as behavioral rehabilitation and education on how to achieve work-life balance. Counseling sessions are currently taking place at the designated pharmaceutical business. Nevertheless, many fail to recognize the need of striking a symbiotic balance between their professional and personal lives. As a result, it is recommended that you seek counseling services that provide advice on how to build a more harmonious work-life balance and promote workplace satisfaction.

This organization has the ability to implement structural changes by recognizing and appreciating employees' work-life balance, providing suitable compensation, and delegating power over the determination of their own working hours. At this time, the pharmaceutical business that has been chosen does not offer flexible working options. However, it is expected that the bulk of executive staff members will put in extra effort in their own time and after normal office hours. The implementation of flexible working arrangements has the potential to simplify individuals' personal and professional commitments, resulting in increased job satisfaction and productivity.

This study explores the benefits of remote work in the Indian medicine industry, focusing on its potential to enhance job satisfaction and create a balance between serious and pleasurable activities. Previous research indicates that employees who telecommute for a limited number of days per week report higher job satisfaction and lower work-life conflict. Remote work is associated with a stronger balance of professional fulfillment and enjoyable activities. Organizations can improve employee happiness and work-life balance by implementing telecommuting rules, providing timely technology support, stress management measures, and regular feedback collection techniques. These measures help employees set their own schedules, manage tension, boost productivity, and maintain a healthy work-life balance.

Limitations and Future Scope

Although this study makes major contributions, it also has limitations that may inform future investigations. Relying on a study sample with insufficient diversity in terms of industries, job categories, and geographic locations may limit the findings' generalizability to other contexts. To improve the generalizability of the findings to a larger demographic, future studies should include a more diverse sample of individuals. This study is primarily cross-sectional in nature, examining data obtained at a single point in time. Future study should use a longitudinal approach to investigate the dynamic changes in the relationship between work-life balance, job satisfaction, and remote employment. The AVE values associated with various constructs indicate that there may be measuring mistakes. Subsequent investigations should focus improving measurement instrument precision in order to eliminate inaccuracies and strengthen the validity of the data. The impact of telecommuting on job satisfaction and work-life balance may vary depending on the cultural context. Further research is needed to investigate these linkages in other cultural settings to discover the extent to which cultural variations influence these associations. The tools and support systems available to remote workers will continue to evolve as technology progresses. Further research is needed to determine the implications of virtual reality (VR) and artificial intelligence (AI) in the context of remote work. The use of qualitative research methodologies, such as interviews and focus groups, can help us better understand the emotional experiences of telecommuters and provide new insights to supplement quantitative data.

Conclusion

According to the study, the frequency of telecommuting, perceived productivity, technology support, and intention to continue telecommuting all have a favorable impact on job satisfaction and work-life balance. An rise in stress levels has been shown to have a negative influence on work-life balance, but has no effect on job satisfaction. These findings highlight the importance of firms providing stress management training, flexible scheduling, and investing in cutting-edge technology for remote workers. These findings should be used by businesses and regulators to create favorable conditions that promote job satisfaction and assist the preservation of a harmonious work-life balance for remote employees. More research is needed to investigate the changing dynamics of remote labor in diverse circumstances, while also addressing the stated obstacles.

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