WORKING FROM HOME AND WORK-LIFE BALANCE: RELATIONSHIP AND ITS LINKS TO JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

EGE ALPOSKAY İZ

BOĞAZİÇİ UNIVERSITY

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WORKING FROM HOME AND WORK-LIFE BALANCE: RELATIONSHIP AND ITS LINKS TO JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Ege Alposkay İz

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DECLARATION OF ORIGINALITY

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ABSTRACT

Working from Home and Work-Life Balance:

Relationship and Links to Job Satisfaction and Organizational Commitment

Balancing between professional and personal life became a challenge with social isolation and the lockdowns of the Covid-19 pandemic. An almost overnight shift to working from home eliminated the physical boundaries between work and private life and altered the work-life balance of many. With the withdrawal of pandemic waves, companies have started adapting to the pandemic-free world. The person-environment fit theory emphasizes the fit between person and environment by indicating that ensuring a match between those is required for desirable outcomes, furthers that disruptions to the fit end up with a change in intention and necessity for parties. This study aimed to explore the relationship between work-life balance and working from home and how it influences job satisfaction and organizational commitment. The pragmatic paradigm framework combines survey and in-depth interview data to understand the participants' working from home experiences, work-life balance, and relationships. The results demonstrate that working from home improves work-life balance, job satisfaction, and organizational commitment. Moreover, the positive influence of work-life balance on job satisfaction and organizational commitment is shown. The study also indicated that remote work causes more damaged work-life for women than men. While the centuries-old workplace habits are reshaping with the recovery from the pandemic, more research about remote work and work-life balance is needed to sustain fit in business life.

ÖZET

Uzaktan Çalışma ve İş-Hayat Dengesi:
İlişki ve İş Memnuniyeti ve Örgütsel Bağlılıkla Bağlantılar

Covid-19 pandemisinin sosyal izolasyon ve karantina uygulamaları ile profesyonel ve kişisel yaşam arasında denge kurmak bir zorluk haline geldi. Neredeyse bir gecede ofisten eve taşınan iş hayatı, iş ve özel yaşam arasındaki fiziksel sınırları ortadan kaldırarak birçok kişinin iş-yaşam dengesini değiştirdi. Salgının etkisinin azalmasıyla birlikte şirketler pandemisiz dünyaya uyum sağlamaya başladı. Kişi-çevre uyumu teorisi, istenilen sonuçlara ulaşmak için kişi ve çevre arasındaki uyumun gerekli olduğunu belirterek bu ikili arasındaki eşleşmeyi vurgular, uyumdaki bozulmaların tarafların eğilim ve ihtiyaçlarında değişikliğe neden olacağını söyler. Bu çalışma, uzaktan çalışma ile iş-hayat dengesi arasındaki ilişkiyi ve örgütsel bağlılık ile iş memnuniyetin nasıl etkilendiğini araştırmayı amaçlamıştır. Pragmatik paradigma yöntemi ile katılımcıların evden çalışma deneyimlerini, iş-hayat dengesini ve ilişkilerini anlamak için anket ve görüşme verilerini birleştirilmiştir. Sonuçlar, uzaktan çalışmanın iş-hayat dengesini, örgütsel bağlılık ve iş tatminini iyileştirdiğin göstermiştir. Ayrıca iş-hayat dengesinin örgütsel bağlılık ve iş tatmini üzerindeki olumlu etkisi ortaya çıkarılmıştır. Çalışma ayrıca, uzaktan çalışmanın kadınların iş-hayat dengesini erkeklere göre daha olumsuz etkilediğine işaret etmektedir. Dünyanın pandemiyi atlatmasıyla uzun yıllardır süregelen işyeri alışkanlıkları yeniden şekillenirken, iş dünyasındaki uyumu sağlamak için uzaktan çalışma ve iş-hayat dengesi konusunda daha fazla araştırmaya ihtiyaç duyulmaktadır.

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To everlasting memory of
our nation's great leader, the founder of the Turkish Republic
who granted us our freedom and future,
Mustafa Kemal Atatürk
with respect, gratitude, and longing…

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ABBREVIATIONS

WLB	Work-life Balance
WELP	Work Enhancement of Personal Life
PLEW	Personal Life Enhancement of Work
WIPL	Work Interference with Personal Life
PLIW	Personal Life Interference with Work
WFH	Working from Home
JS	Job Satisfaction
OC	Organizational Commitment
PWE	Physical Working Environment

CHAPTER 1

INTRODUCTION

The COVID-19 pandemic disrupted life on earth, and changed how people work, get educated, socialize, shop, and leisure. A sudden shift to working from home eliminated the physical boundaries between work and private life and altered the work-life balance of many. As the world started to be freed from the pandemic, many practices and restrictions designed for public health and safety disappeared. However, as social life returns to normal, employees expressed their preferences to continue to work from home (Barrero, Bloom & Davis, 2021; Smite, Tkalich, Moe, Papatheocharous, Klotins & Buvik, 2022). With the normalization period, the business world began to break its old workplace traditions, such as full-time office work requirements, and develop more flexible solutions. The hybrid model, which combines office and remote work, is one of these solutions implemented by both global and local companies. Yet, the effects and consequences of working from home were still questioned by organizations and management teams, and its benefits and drawbacks are created broad interest among academics (Bellmann & Hübler, 2020; Choudhury, Foroughi, & Larson, 2021; Palumbo, 2020; Putra, Pratama, Linggautama, & Prasetyaningtyas, 2020).

As the physical workplace shifted from big offices to bedrooms, dining tables, or kitchen countertops, some remote workers were lucky enough to have a separate room to be transformed into an office. This transition has been more difficult for anyone living and working in a tiny or busy home. Setting clear boundaries between work time and personal time became a struggle affecting the

work-life balance of remote workers (Kerman, Korunka, & Tement, 2022). Simple crossed lines, such as having a bowl of cereal in a camera-off zoom meeting, are followed by late-night meetings since people are stuck at home due to evening lockdowns. Besides, male and female employees' remote working experiences differ (Del Boca, Oggero, Profeta, Rossi, 2020).

The person-environment fit theory emphasizes the fit between person and environment by indicating that ensuring a match between those is required for desirable outcomes and furthers those disruptions to this fit end up with possible changes in parties' intentions (Parsons, 1909). The unexpected workspace transition from office to house altered the fit between employee and environment. However, since the fit's inherently dynamic nature enables adaptations to new situations (Kristof-Brown & Billsberry, 2013), the fit between employee and workspace at home may turn into producing desirable outcomes. Accordingly, research shows that working from home results in enhanced work-life balance (Sullivan, 2012; Putra et al., 2020), augmented organizational commitment (Ipsen van Veldhoven, Kirchner, & Hansen, 2021), increased job satisfaction (Brunelle & Fortin, 2021; Covington-Ward, 2017; Shareena & Shahid, 2020), and improved job performance (Susilo, 2020). On the contrary, working from home is associated with damaged work-life balance (Bellmann & Hübler, 2020; Palumbo, 2020), increased workload and stress (Golden & Eddleston, 2020; Mihhailova, 2009), and decreased job satisfaction (Mihhailova, Õun, & Türk, 2011). The mixed results found by recent research appropriately trigger the questions about the existence of other forces influencing the effects of working from home.

In this study, the relationship between post-pandemic working from home practices and work-life balance, as well as their links to job satisfaction and

organizational commitment, are discussed and examined. Before analysis, the development of working from home practices, its determinants, advantages, and disadvantages are discussed as practices and policies employed in the U.S., U.K., and Turkey. The conceptual grounds of the study are derived from research concentrating on work-life balance and working from home before and after the COVID-19 pandemic. Therefore, the mediating and moderating influences of other variables in this relationship are often discussed and shown significant findings (Shockley & Allen, 2007; Sullivan, 2012). Since the COVID-19 period is still quite recent and there are relatively few quantitative studies on the effects of remote work practices on employees, it is anticipated that this research's findings will contribute to both working from home and work-life balance literature.

CHAPTER 2

LITERATURE REVIEW

2.1 Work from home

2.1.1 Definition of work from home

The working from home concept was first mentioned by Nilles (1988) in the early 1970s, primarily by using the term “telecommuting” or “telework” (Messenger & Gschwind, 2016). “Working from home,” “remote work,” “flexible workplace,” “teleworking,” “telecommuting,” and “e-working” refer, interchangeably, to the ability of employees to work in flexible workplaces rather than the company offices solely, especially at home, by using technology to execute their tasks and responsibilities. (Gajendran & Harrison, 2007; Grant, Wallace, Spurgeon, Tramontano, & Charalampous, 2018). Gajendran and Harrison (2007) defined telecommuting as an alternative type of work arrangement where employees spend at least some of their time working away from their offices while communicating with internal and external business partners company with the help of technology. The implementation of remote work enables employees to work outside of their employers’ workplace (Bellmann & Hübler, 2020).

2.1.2 The development of work from home concept

The industrial revolution has shaped the concept of working and the expected norms of the workweek, work hours, and workplace. Working concept and workplace norms have been valid for centuries. By the end of the 1970s, several companies tried to experiment with flexible working models such as working from home and

flexible working hours. In 1979, a leading tech company, IBM, took up the telecommuting experiment and started working from the home trail with a team of five in 1979. Encountering achieved goals during the initial trial, IBM expanded the remote working team to rose to 2,000 employees in four years by 1983 (Casey, 2019). Concurrently, the call center team had a work from home option since operate their job via phone. The OPEC oil embargo that had begun in 1973 and the gas shortage in the U.S. induced the Washington Post to publish an article promoting work from home in 1979 (Schiff, 1979). The article argued that the technological developments of that time were enough to enable remote working, which was stated as a less distractive and more quiet way to work. Despite all, until the late 20th century, the business world used to have only one workplace in mind: the physical area where the business or production occurred.

Most of the remote work practices before COVID-19 were created and adopted in the business world after the development of the first website in 1999 (Butler, n.d.). During the first two decades of the new millennia, the concept of the workplace has been changing worldwide. The limited financial resources of "garage startups" opened the way up for small companies to hire remote workers (Reynolds, n.d.). The rising green movement and sustainability consciousness promoted remote work by initiating fewer cars on roads and less air and sound pollution. Theoretically, with the help of smaller technological devices, portable computers (laptops), and mobile phone usage, most desk workers could connect to WIFI and execute their daily jobs anywhere. However, neither technology nor environmental sensitivity could root working from home intensely into business life. Most companies had only one workplace in their minds: offices. Generally, working from home practices were

used to be limited to several days a month, available for specific teams, provided as a flexible option for new mothers returning from maternity leave.

2.1.3 Work from home practices and policies before and after Covid-19

2.1.3.1 United States

The United States has hosted the first versions and the spread trend of remote work practices since the late 20th century. The first example was IBM trail and the trend actually accelerated and followed by garage startups. By 2000, work from home practices was on the radar of the U.S. Office of Personnel Management and the General Services Administration. The "Workplace Flexibility 2010" campaign was created to support the development of a comprehensive national policy on non-office work locations called "flexi places" (Public Policy Platform on Flexible Work Arrangements, 2009). In 2010, the Telework Enhancement Act, signed by President Barack Obama, required all federal executive agencies to create flexi place policies (Telework Enhancement Act, 2010). Through this act, the government has started not only to regulate flexible workspaces but also to encourage companies to implement them. The number of employees who works remotely for half-time or more increased by 115% between 2005 and 2015, according to the "2017 State of Telecommuting in the U.S. Employee Workforce" report. Longitudinal studies on workspace flexibilities and work from home, employing The American Time Use Survey data, demonstrates that only 15 percent of working hours are fulfilled at home in the U.S. between 2011 and 2018 (Hensvik, Le Barbanchon, & Rathelot, 2020).

Bick, Blandin and Mertens (2020) found that the percentage of remote workers increased from 8.2% to 35.2% between February 2020 and May 2020. The study also demonstrated that working from home ratios vary between education

groups in a way that employees with higher educational tenure stated more working from home compared with lower educational tenures. Only 14.6% of participants hold a high school degree or less work from home, while half of the participants hold a college degree or more work from home (Bick et al., 2020).

2.1.3.2 European Union countries

Before the COVID-19 pandemic, working from home culture used to fall behind the United States. According to an OECD-led paper, between 2009 and 2019, only 5% of the employees were working from home across 27 European countries (Milasi González-Vázquez, & Fernández-Macías, 2021). The paper also emphasizes that remote work was often more common among the self-employed than among employees. However, the pandemic sped up the working from home practices implemented. Post-pandemic studies initiated by Eurofound in April 2020 show that almost 40% of employees in E.U. countries perform their jobs from home due to the coronavirus pandemic (Eurofound, 2020).

2.1.3.3 Turkey

Working from home has been partially practiced by several national and multinational companies from different industries operating in Turkey since the early 2010s. According to the article describing working from home practices in Turkey by Paramdergi in 2021, a leading industrial group of companies, Ezcacıbaşı Holding, has been implementing flexible working hours since 2013 and remote work since 2016. Moreover, market leader telecommunication companies Turkcell and Vodafone have provided their employees the flexibility of working from home for four days a month since 2015 (Paramdergi, 2021). Global FMCG leaders' Turkey

offices, such as Unilever and P&G, have been practicing remote workdays depending on the job type and department. Additionally, conservative banking institution Kuveyt Türk has been implementing a flexible working option that offers mothers with children younger than three years old to work either from home or part-time since 2016.

The coronavirus pandemic had an extraordinary worldwide impact in academic, professional, familial, and societal areas that had to be mutated to respond to this outbreak. Like many other countries, Turkey took precautions such as switching from in-person to online education, implementing social isolation measures, and enforcing national curfews for specific age groups (18 and below, 65 and above) to restrain the spread of the virus. The instant requirement of physical distance in all areas of modern life transformed Turkey's relatively short remote work history into an everyday reality.

An overnight shift to working from home due to the COVID-19 outbreak in Turkey in March 2020 has forced many companies to send their employees home to preserve their health. A study conducted in late 2020 with the participation of 256 white-collar employees shows that 85% of the participants stated that businesses started to work remotely during this period (Uşen, 2020). While there is no obligation to switch to working from home, most businesses have implemented and continued the "work from home" practices. On the other hand, some businesses switched to hybrid methods, splitting the work week between the office and home. PERYÖN, people management-focused non-governmental organization in Turkey, and Mercer, the global business consulting company, collaboratively conducted a survey called "COVID-19 Nisan 2020 Anketi" in April 2020 with the participation of 167 companies, 103 of which were global and 64 locals. The results reveal that while

45% of the businesses implemented working from home practices before the pandemic in their headquarters, this rate reached up to 95% with the hit of the pandemic (PERYÖN, 2020).

Regarding the remote work practices implemented in business life, legal authorities in Turkey initiated a remote work regulation for the first time in May 2016 in Turkey to provide legal protection for remote workers. According to Article 14 of the Labor Law, remote work is "a business relationship established in writing, based on the principle that the employee performs the act of working within the scope of the work organization created by the employer at home or outside the workplace utilizing technological communication" (Kardaş, n.d.). The provision also requires a written contract between the employee and the employer, describing the work to be performed, and avoiding discrimination against home workers. Effective March 10, 2021, a year later the first coronavirus case in Turkey, the Remote Working Regulation further detailed existing remote working provisions for employees transitioning to working from home arrangements (Astarlı & Baysal, 2021). According to the latest regulation, either the employee or the employer takes the initiative of converting to a work from home contract by a written request. Besides legal and technological demands, businesses must act urgently to support the existing teams, establish standards, and implement working principles due to the changing working style. Making successfully implementable business decisions requires a comprehensive understanding of the effects and possible outcomes of working from home for employees and employers.

2.1.4 Consequences of working from home

Both scholars and business life are busy arguing the benefits and potential challenges of remote working practices. Remote work enables desk workers to benefit from performing their jobs regardless of time and space limits due to technological developments and accelerated by the COVID-19 pandemic. However, many studies show that remote work can result in different outcomes for employees and employers.

2.1.4.1 Advantages

Employees gain the opportunity to devote more time to their private or family life and relative flexibility in terms of working hours/days with working from home practices. Studies zoomed in on the business-related results show that working from home positively affects work motivation (Bosch-Sijtsema & VartiainenVerburg, 2013), increases employee autonomy/independence (Mattarelli & Tagliaventi, 2010; Vartiainen, 2008), and prevents the feeling of burnout while increasing job satisfaction (Felstead & Henseke, 2017; Schall, 2019). Productivity levels of employees raise with increased flexibility provided by remote working (Allen, Golden & Shockley, 2015; Bloom, Liang, Roberts, & Ying, 2015; Choudhury Foroughi, & Larson, 2021; Hunter, 2019).

Both employees and employers benefit from the enhanced business results of working from home practices. Studies demonstrated positive outcomes of remote working for employers, such as the ability to attract and retain skilled employees and talents (Lupton & Haynes, 2000; Ölçer, 2004), enhanced diversity in the workspace by enabling minorities and disabled people to engage in business life (Fitzer, 1997; Rosenbloom, 2007), and the positive contribution to corporate cost reduction with

limited usage of physical office space (Hardill & Green, 2003; Matlti, 2020). In addition to employer side advantages, employees working from home benefit from more personal outcomes such as improved work-life balance due to remote work (Sullivan, 2012; Putra et al., 2020; Vartiainen, 2008) and strengthened family ties by spending more time with family members (Lamond, Daniels & Standen, 2000; Putnam, Myers & Gailliard, 2014). Working from home also eliminated the stress caused by commuting to and from work (Vartiainen, 2008) and promoted employee wellness and exercising routines (Grzywacz, Casey & Jones, 2007; Moen, Kelly, Tranby & Huang, 2011). Especially in big cities reaching the employer's workspace may take a considerable amount of time. Finally, advantages of remote working, as mentioned above, positively impact work and nonwork-related results for both employee and employer and enhance employee physical and mental health.

2.1.4.2 Disadvantages

Worldwide increased working from home practices related to the COVID-19 pandemic and the need for social distancing provided grounds to investigate the other side of the coin. The literature explored the disadvantages of remote working before and after the pandemic. Employee-level drawbacks includes reduced social interaction, isolated lifestyle, and loneliness (Allen et al., 2015; Grant, Wallace, & Spurgeon, 2013; Moss, 2018; Thompson, 2018) blurred work-home boundaries and increased overlaps of work life and private life (Flores, 2019; Webster & Randle, 2016), and time management difficulties (Beise, Carte, Vician, & Chidambaram, 2010; Mihhailova et al., 2011). Several studies also show that the work-life balance is negatively affected during the COVID-19 period (Bellmann & Hübler, 2020;

Palumbo, 2020) and, that employees working from home experienced conflicts between work and home lives (Grant et al., 2013; Hartig, Kylin, & Johansson, 2007).

What affects the employee at a personal level is expected to influence the way they do their job. For example, employees experienced increased workload and thus stress due to working from home (Golden & Eddleston, 2020; Mihhailova, 2009) and had trouble staying motivated while working from home during the pandemic (Buffer, Reznik, Hungerford, Kornhaber, & Cleary, 2022). As mentioned before, digital technologies enable working from home on a larger scale. However, the advancements and comprehensiveness of technology also cause remote working drawbacks such as the increased employee workload due to being "always" connected (Mazmanian, Orlikowski & Yates, 2013). Parallelly, the concept called "zoom fatigue" emerged during the pandemic because of the adverse effects of long hours of online meetings (Rogers, 2020). Organizational and technical inadequacies experienced during working from home may lead to reduced job satisfaction among employees (Mihhailova et al., 2011). Businesses and management also go through challenges with teamwork due to limitations of online tools and applications (Alkan & Meşhur, 2007), technological infrastructure, software problems, and related communication problems (Sivunen et al., 2016; Vartiainen & Andriessen, 2006).

2.1.5 Working from home during and after COVID-19

Even the concept of working from home has become a phenomenon with the coronavirus pandemic; both the business and academic world were deep diving into remote working methods for the last decade (Messenger & Gschwind, 2016; Vyas & Butakhieo, 2021). Before the pandemic, discussions on the future of the workplace were unclear, and remote working practices were often questioned. COVID-19

forced a decision upon people. With the world adapting quickly, many businesses implemented remote working in a need of preserving employee safety and health.

Despite pre-pandemic hesitations about remote work, working from home practices have coincided with the lockdowns, social distancing, online learning, and healthcare services in most countries as the only remedy. After the first critical phases of the pandemic were overcome, the contagion decreased, and the course of the disease eased, many social distancing practices were reduced or eliminated. The countries restarted face-to-face education again by following different calendars, restaurants and cafes were opened, tourism was revived, and companies started to consider returning to the office. Those almost two years spent working from home have permanently altered the centuries-long workplace principles. Both employees and employers benefited from the advantages of remote working mentioned in early paragraphs. Employers express their inclinations to continue to work from home (Barrero et al., 2021; Smite et al., 2022), as companies experienced high levels of productivity (Allen et al., 2015; Bloom et al., 2015; Choudhury et al., 2021; Hunter, 2019) and reduced costs (Hardill & Green, 2003). Therefore, it is reasonable to anticipate that working from home practices will remain in modern business life.

Unsurprisingly, the format of remote work in business life and its implementations brought question marks to companies, academics, and policymakers. Organizations dedicated hours to figure out the most suitable solution for their culture. Different implementations of big companies are concentrated around three main types of post-covid workspace regulations: a complete return to office, continuing to work from home, and a mix of office days and remote working. While some companies such as Tesla and Goldman Sachs called the employees back to the office full time; Deloitte, Shopify, and Slack announced that they would let

employees work from home till an unseeable future. A large group of companies such as Citibank, Google, and Meta preferred the mixture of remote working and office working which is conceptualized as a "hybrid model" (Hubble, 2022; Kelly, 2022).

Hybrid model allowing partial working from home practices has several benefits for employee and employer. Firstly, working from home offers more flexibility in terms of time allocation to the employee. For instance, breaks or lunch times can be utilized to have a medical appointment, run personal errands, or even drive the kids from school. Remote workers can also handle household duties and at-home workout sessions smoothly between meetings. Likewise, employees can create a more productive schedule by organizing their focus needed tasks that would be more productive to be done alone in a quiet environment for the working from home days. From the employer's perspective, hybrid work can lower costs derived from office space and consumables. Organizations are required to design the optimal workspace policy according to their culture, business model, and team demands. Considering the flexibility needed, especially in uncertain times, it can be suggested that the future of work will be shaped in more adaptable and flexible terms.

2.2 Work-life balance

2.2.1 Definition and theories of work-life balance

As technological advances and global agenda continue to speed up, the business environment changes, and scholars and businesspeople keep trying to explore relationships between the remote work phenomenon and business-related outcomes. The balance between employees’ personal and professional lives is one of the

phenomena that have drawn attention to creating better and more productive workplaces.

The concept of work-life balance has attracted significant attention and regards among scholars, employers, and trade unions over the past thirty years. The latest literature has accumulated various approaches and definitions for work-life balance. One is "an equally satisfying level of involvement or 'fit' among the multiple roles in a person's life" (Hudson Resourcing, 2005). While this definition of work-life balance covers diversified aspects of life with "multiple roles," the definition has become more focused on balance between work and private life. Purohit and Patil (2013) simplified the definition by changing it to "Work-life balance is all about people having control over the work when, where and how they do."

Bello and Tanko (2020) comprehensively summarized eighteen foundation theories used to explain the relationships in various work-life balance studies. According to the paper, the framework, variables, and perspectives of the study are determinants of which theory to be used in work-life balance studies. However, the boundary and border theories are the two mainly applied theories in studies explaining the different work-life balance aspects (Bello & Tanko, 2020; Kumer & Janakiram, 2017). The work-life balance studies founded in the boundary theory (Zerubavel, 1996), originally a common cognitive psychology theory of social grouping, explain how people attribute work and home and the integration and exchanges between two areas (Ashforth, Kreiner & Fugate, 2000). The border theory in work-life balance studies was first presented by defining temporal, bodily, and emotional divides as "borders" confining people's work and home roles (Clark, 2000).

2.2.2 Determinants of work-life balance

Guest (2002) categorized the determinants, nature, and consequences of balance where work-life balance is located solely in the work and home contexts, as seen in Table 1 from his study. The author indicates that the model is not represented from a psychological perspective and is founded on an organizational context. Determinants affecting work-life balance are divided into individual and organizational factors. Organizational factors of work-life balance are to be addressed over the demands and culture of work and the demands and culture of home. Individual determinants include work orientation, personality, energy, personal control, coping, and demographics like gender, age, life, and career stage. In the literature, researchers have drawn particular attention to women's negatively impacted work-life balance with dual roles in the work and family domain (Barnett, 1998; Haas, 1999; Greenhaus & Parasuraman, 1999). Guest's (2002) model categorizes the nature of balance according to subjectivity and generalizes subjective indicators regarding the center of balance and spillover and/or interference between work and home. Objective indicators cover working hours, free time, and family roles. The last pillar of the model is the consequences and impact of work-life balance aggregated in well-being impacts such as work satisfaction, life satisfaction, mental health and stress/illness, performance/behavior in work and home, and impact on others at work and home.

Table 1. Nature, Causes and Consequences of Work-Life Balance

Determinants	*Nature of the balance*	*Consequences/impact*
Organizational factors	Subjective indicators	
Demands of work	Balance – emphasis	Work satisfaction
Culture of work	equally on home and work	Life satisfaction Mental health/well-being
Demands of home	Balance – home central	Stress/illness
Culture of home	Balance – work central	
		Behaviour/performance
Individual factors	Spillover and/or	at work
Work orientation	interference of work	Behaviour/performance
Personality	to home	at home
Energy	Spillover and/or	
Personal control and	interference of home	Impact on others at work
coping	to work	Impact on others at home
Gender		
Age	Objective indicators	
Life and career stage	Hours of work	
	"Free" time	
	Family roles	

Source: Guest (2002)

Brough, Chan, Hawkes, and Rasmussen (2020) developed another approach, by summarizing the work-life balance determinants as (i) work-related, (ii) family-related, and (iii) other non-work-related. Job demands and resources are evaluated as work-related determinants and defined as time-based, strain-based, affect-based, and physical. All four work-related determinants are defined and studied in demands and resource breakdowns. Time-based demands include overtime and non-standard working hours, while time-based resources include flexibility and alternative working hours. Strain-based demands or cognitive demand examples are mental workloads and perceived task difficulty, while cognitive resource examples are resilience and attention span. Affect-based demands or emotional demand examples are negativity and leader or co-worker hostility, while emotional resources examples are positivity, optimism, and mood. Physical demands are the high intensity of labor-related tasks, while physical resources, for example, are strength, skills, and tech

setup. Family-related determinant studies piled up over partner support (Ferguson, Carlson, Zivnuska & Whitten, 2012), family-to-work enrichment (Chan, Kalliath, Brough, Siu, O'Driscoll & Timms, 2016), having quality time spent with children (Milkie, Kendig, Nomaguchi & Denny, 2010) and home-based tasks (Walker, Wang & Redmond, 2008). Non-work-related determinants are accumulated over socio-economic status and personality. Table 2 summarizes Brough et al.'s comprehensive study according to the categories with examples given.

Table 2. Summary of Work-Life Balance Determinants

The Determinants of Work-Life Balance		
Job Related	Job Resources	. Time-based: flexibility and alternative working hours . Strain-based: resilience and attention span . Affect-based: positivity, optimism and mood . Physical: strength, skills and tech set up
	Job Demands	. Time-based: overtime and non-standard working hours . Strain-based: mental workload and perceived task difficulty . Affect-based: negativity and leader or co-worker hostility . Physical: high intensity of labor related tasks
Family Related	Family Resources	. Partner support . Family-to-work enrichment . Spending quality time with children . Partner's work–life balance satisfaction . Home-based duties
	Family Demands	. Caring for children and/or aging parents and relatives . Family involvement
Others	Socio-Economic	. Education . Single-working parent . Dual career family . Part-time work
	Personality	. Self-efficacy . Optimism . Hope . Resiliency

2.2.3 Working from home and work-life balance

Working from home practices were initiated in the late 20th century and implemented in business life in limited areas. Many workers have experienced a sudden change to social isolation and working from home practices driven by the Covid-19 pandemic. To understand the relationship between the duo, studies on working from home and work-life balance grew during the last couple of years (Bellmann & Hübler, 2020; Brough et al., 2020; Palumbo, 2020; Vyas & Butakhieo 2021). Removing physical limits between work and home increases role permeability, which entails "the degree to which a role allows one to be physically located in the role's domain but psychologically and/or behaviorally involved in another role" (Ashforth et al., 2000).

Studies on the relationship between working from home and work-life balance revealed mixed results: employees experienced improved work-life balance due to remote work (Sullivan, 2012; Putra et al., 2020), and employees experienced damaged work-life balance due to remote work during the Covid-19 pandemic (Bellmann & Hübler, 2020; Palumbo, 2020). Earlier research suggests that employees working from home encounter blurred boundaries between work and family lives (Dimitrova, 2003; Musson & Tietze, 2004; Sullivan & Lewis, 2001). This blurriness is expected to be experienced differently – for example, in some families with one or more members working from home, those blurred boundaries have been defined as unfavorable in some ways and positive in others (Ammons & Markham, 2004; Peters, den Dulk, & van der Lippe, 2009; Sullivan, 2012 Sullivan & Lewis, 2001; Towers, Duxbury, Higgins, & Thomas, 2006). The polarity in findings suggests that the effects of remote working are influenced by other circumstances, such as mediating and moderating forces (Sullivan, 2012). The effects of working

from home on work-life balance have been standing on the more positive side of the pole for remote workers with more extensive family responsibilities (Shockley & Allen, 2007) and remote workers enjoying high levels of flexibility (Murayama, Hopkinson, & James, 2009).

2.3 Organizational commitment

The relationship between employee and employer has been explored through a sense of belonging, and Whyte conceptualized the term in the 1950s. The mainstream conceptualization of organizational commitment was unidimensional (Becker, 1960), but multidimensional conceptualizations of organizational commitment were brought to the table starting from the late 1980s (Meyer, Allen & Smith, 1993; O'Reily & Chatman, 1986). The three-component model developed by Meyer et al. (1993) received significant acclaim and support from all around the States, Europe, and Australia (e.g., Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Iverson and Buttigieg, 1999; Meyer et al., 2002). Their model categorizes organizational commitment according to antecedents and business implications and differentiates its dimensions according to the reason employees stay in their organizations: (i) affective commitment derived from by a personal desire, (ii) continuation commitment derived from a need, and (iii) normative commitment derived from a feeling of obligation (Meyer et al., 1993). Even though each of those three components sees commitment as a psychological condition that influences an employee's decision to stay with a business or leave, their antecedents differ by definition. Employees establish different commitment components via different experiences: affective commitment through job satisfaction and positively perceived professional experiences, continuance commitment through the personal cost of

leaving the job and lack of other job alternatives, and normative commitment through social bonds developed to the organization. Between those three components, affective organizational commitment is the one that has been strongly and repeatedly associated with desirable job outcomes (Wasti, 2002).

Most workers reported having a positive experience working remotely during the lockdown. Studies exploring how organizational commitment differs for remote workers found increased organizational commitment and work-life balance (Ipsen et al., 2021), higher levels of organizational commitment and work-family conflict (Mee Choo, Desa, & Aasari, 2016), enhanced motivation and hence increased organizational commitment (Harpaz, 2002), and improved retention and consequently decreased hiring cost (Glass & Finley, 2002).

2.4 Job satisfaction

Job satisfaction refers to the extent to which employees experience pleasure and fulfillment through the tasks and duties they engage in as a part of their work (Locke, 1976). The word satisfaction inherently reveals that the concept is associated with positive emotions. In early literature, job satisfaction emphasized the content occurred via job (Judge, Cranny, Smith, & Stone, 1994). Later it was paired with both affective and cognitive components (Eagly & Chaiken, 1993; Fisher, 2000). The harmony of the work environment perceptions and the employees' subjective standards is considered as the main drivers of job satisfaction (Organ & Near, 1985). Working at home creates more family and personal time for the employees compared to working from the office. Skipping long commuting hours and rush hour stress, instead dining with friends and family more regularly is one of the multiple benefits of a remote working framework. The research focused on the impact of remote

working on job satisfaction stated that working from home practices are associated with higher jobs satisfaction levels (Brunelle & Fortin, 2021; Covington-Ward, 2017; Shareena & Shahid, 2020).

Additionally, improved work-life balance is associated with increased job satisfaction (Lourel, Ford, Gamassou, Guéguen, & Hartmann, 2009) and negative work-life balance leads to decreased job satisfaction and organizational commitment (Kafetsios, 2007). Besides, the mediating role of work-life balance in job satisfaction and work-stress relationships has been supported by Ford, Heinen & Langkamer's (2007) meta-analysis. Work-life balance plays a mediating role in the relationship between the individual, his/her environment, and other variables such as job satisfaction (Janssen, Peeters, de Jonge, Houkes, & Tum, 2004).

2.5 Physical working environment

Working from home means a drastic shift in the workspace from the traditional office where everything is thought ahead and prepared by the employer to the employee's own living space. Right-color working cubicles, high-speed internet connection, ergonomic office seats, tables, height-adjusted monitors, and correct light intensity and brightness are only a few of the issues handled by the organization to create the most comfortable and focused working environment for its staff. Recent work-life balance literature started to focus on the physical working environment with increased work from home practices. Having a separate area to work at home, ergonomic equipment usage, and the employer providing relevant remote work tech and equipment support mainly affect the workspace built at the employee's home. Although the latter is a more achievable and accessible factor, creating separate professional spaces at home might be complicated, especially for

those who work in small or busy households. Workers should use smaller physical cues to set workspace boundaries when the living room sofa or dining room table is employed as an office desk. (Liu, 2020).

Moretti, Menna, Aulicino, Paoletta, Liguori and Iolascon (2020) published a study on the relationship between home workspace equipment and work-life balance during the COVID-19 remote work period. According to the study, using non-ergonomic equipment such as conventional four-leg dining table chairs not adjustable in height and not using ergonomic equipment such as a height-adjustable monitor or footstool while working from home may cause reduced job satisfaction and musculoskeletal disorders. Musculoskeletal pains and disorders may influence work-life balance if the severity hinders the employee from enjoying leisure time (Moretti et al., 2020).

Furthermore, Shirmohammadi, Au, and Beigi (2022) stated that having a good physical condition, being noise- and distraction-free are the main attributes of an "adequate workspace at home." The research reviewed in their study concluded that having an adequate workspace at home was essential for employees to maintain a healthy work-life balance when working from home (Akuoko, Aggrey, & Dokbila Mengba 2021; Carillo, Cachat-Rosset, Marsan, Saba, & Klarsfeld, 2021; Craig, 2020). In a context where both work and education switched to online, remote workers faced the challenge of finding a noise- and distraction-free area to work, considering most people's modern world house sizes. Finding an adequate workspace at home might have become a privilege, especially for dual-career families with children during strict lockdowns.

Despite all physical restrictions, remote working enhanced work-life balance by providing the comfort of home when joining meetings across different time zones.

An interviewee of the study supported enhanced work-life balance by indicating that working from home eliminates the need to stay late at the office to communicate with overseas business partners or colleagues (Grant et al., 2013).

Taking the sudden swift caused by the COVID-19 into consideration, employees are caught off guard regarding office settings and equipment at home. However, companies were able to match employee health and safety precautions with advantages that assist workers in dealing with the situation better, such as higher generosity about workspace arrangements at home (Adhikari, 2020).

2.6 Gender

The differences in salaries, labor force participation rates, and career improvement among men and women in business life are often discussed. Concepts like glass ceiling and glass cliff emphasize the invisible barriers and steering impacts on minorities, especially women. As equality has more words in today's world, companies and governments take new initiatives to favor women's rights and participation in business life. Day by day, more companies and governments publish equality reports to be more accountable where they contemplate their equal payment statistics, initiatives taken to have balanced men-women leadership ratios, and opportunities provided to women. Despite this, society-wide accepted gender roles are still a huge obstacle for women who are considered responsible for childcare and household duties such as cooking and laundry. Remote works causes both household and job-related duties to squeeze in one place. Studies shows that the work-life balance for employees working from home experienced variously differ among education levels, income levels and gender (Crosbie & Moore, 2004; Jarvis, 2002). Similarly, Guest (2002) stated that gender is an individual factor determining work-

life balance since higher demands are placed on women. Furthermore, women are more likely to prefer working from home than men (Sullivan & Lewis, 2001). It can be argued that being able spend more time with children, time flexibility allows handling more household responsibility and even more time for self-care may cause such a difference.

Replacing the office with a home sparked numerous concurrent changes that had varying effects on social groups. The impact of changes in responsibilities at home caused to remote working on work-life balance has been discussed over the last couple of decades (Ashforth et al., 2000; Bellmann & Hübler, 2020; Brough et al., 2020; Dimitrova, 2003; Musson & Tietze, 2004). However, due to closed schools during the pandemic, children's daycare responsibilities shifted to parents working at home. Additionally, working at home in social isolation increased housework obligations such as cooking and laundry. Many parents claimed that during the pandemic, they spent more time than previously on housework and childcare (Dunatchik, Gerson, Glass, Jacobs, & Stritzel, 2021). Employees with care responsibilities, young children, or elderly parents face difficulties achieving the work-life balance they desire (Brough & O'Driscoll, 2005; Brough et al., 2020; Chan et al., 2017; Neal & Hammer, 2017).

Besides, Allen et al. (2015) states that remote workers are expected to undertake household duties since the remote worker spends all day at home, and that this perception is widely more accurate for women. Parallelly, Hammer, Neal, Newsom, Brockwood, and Colton (2005) found that working from home practices are positively related to women employee’s family to work interference whereas not relationship is found for men.

Caused by lockdown and social isolation of coronavirus pandemic, the division of labor among couples has changed, resulting from the childcare's relocation to homes and ascended domestic workload. Accumulated literature shows that childcare duties are not distributed equally among women and men; mothers mostly take responsibility for the children (Dunatchik et al., 2021; Lyttelton, Zang, & Musick, 2020; Zamarro, Perez-Arce, & Prados, 2021). During pandemic, women also spent more time in household duties and childcare than man (Del Boca et al., 2020). Furthermore, men working remotely undertake more responsibility under the roof. Surveys conducted during the early periods of the COVID-19 showed that fathers were more involved in household duties, primarily when they worked from home (Carlson, Petts, & Pepin, 2020; Lyttelton et al., 2020), and men with dual career families spent more time with housework (Del Boca et al., 2020).

Moreover, according to a sizable survey by McKinsey & Company (2020), which only included workers at large businesses, the pandemic has led far more mothers than fathers to abandon the workforce or give it some thought. Even "Shecession," a new concept, is emerged, mixing "she" and "recession," emphasizing that several million women left their job in 2020 as a consequence of difficulties with parenting brought on by the closure of schools and daycare centers (DeFrancesco Soto, 2020).

Since the burden of household and childcare mostly loaded on women's shoulder, work-life balance of women employees is explored throughout different research across the world. For example, a post-COVID-19 study completed in Latin America show that working women with younger children experienced damaged work-life balance and the results are similar to studies in Spain, Italy and United Kingdom (Del Boca et al., 2020). Another study in United Kingdom revealed that the

burden of domestic workload remote work during the pandemic caused role conflict and distrupted work-life balance for women (Adisa, Aiyenitaju, & Adekoya, 2021) The difference in remote work experiences, results of the pandemic and work-life balance changes among men and women triggers the question of whether gender has a role in work-life balance during when working from home. Studies show that gender has a moderator role in the relationship between working from home practices and work-life balance (Allen, Johnson, Kiburz, & Shockley, 2013).

CHAPTER 3

RESEARCH MODELS AND HYPOTHESES

The study examines the relationship between working from home and work-life balance during the COVID-19 pandemic in Turkey. A theoretical framework and conceptual grounds are derived from investigating relevant articles, theses, journals, books, and other publications concentrating on work-life balance and working from home during and after the pandemic.

Two research models were used to test all hypotheses established from a comprehensive review of the existing literature. The first model was created to investigate the relationship between working from home, work-life balance, and employee work attitudes such as job satisfaction and organizational commitment. The suggested conceptual research model is shown in Figure 1. The second model was created to understand the moderation role of physical working environment and gender on the relationship between working from home and work-life balance. The suggested conceptual research model is shown in Figure 2.

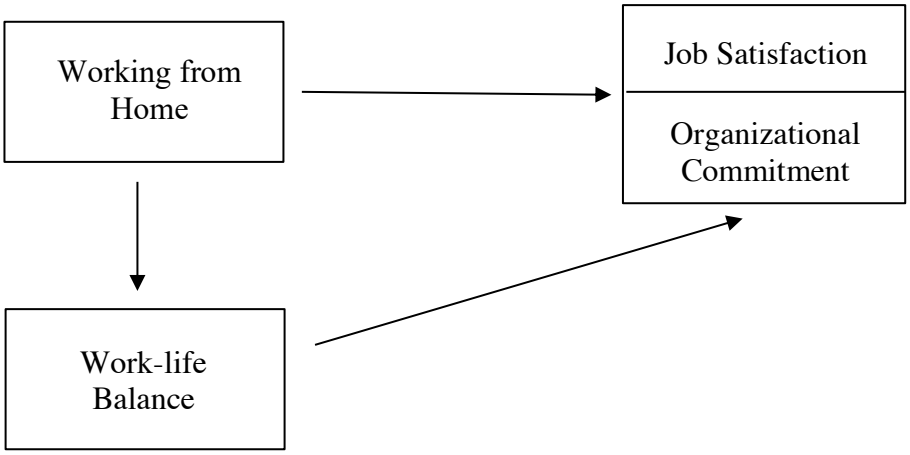

Figure 1. Conceptual model 1

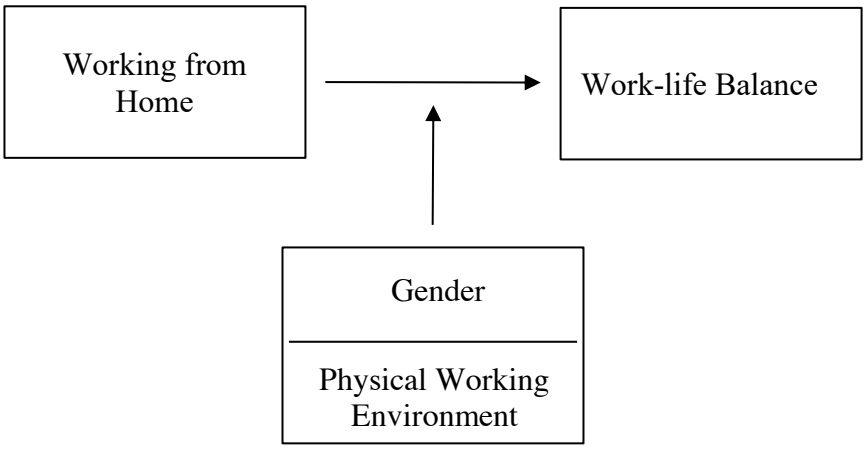

Figure 2. Conceptual model 2

3.1 The influence of working from home on work-life balance

In this thesis, the influence of working from home on work-life balance was theoretically analyzed based on the person-environment fit theory (Parsons, 1909), Guest's (2002) organizational context of work-life balance shown in Table 1, and Brough et al.'s (2020) work-life balance determinant model summarized in Table 2.

The person-environment fit theory roots back to the beginning of the twentieth century and was initially developed to understand the essentiality of a good fit between a worker's abilities and work environment to promote increased

performance and productivity (Parsons, 1909). In addition to a person's and an environment's individual effect on the outcomes, the theory suggests that the impact of the interaction between a person and an environment is too significant to be neglected. The fit is employed in the business framework as to whether the employee's attributes and skills and the job's offerings and workplace attributes are a match or not. Despite the criticisms about the simplification of business outcomes to the trait-factor approach, Parsons' theoretical framework is regarded as crucial because a significant amount of studies examined the effects of person and environment fit and the correlation with job performance and productivity (Follmer, 2016; Spokane, 1985). Kristof-Brown has focused on the other work-related outcomes of person and environment fit theory, which is defined as the consistency between a person and their working environment that arises when their individual traits are adequately matched (Kristof-Brown, Zimmerman, & Johnson, 2005). Her recent studies also claim that person-environment fit is inherently dynamic and has the potential to change in a variety of ways (Kristof-Brown & Billsberry, 2013). Remote work practices driven by the health urgency hit the world in 2020, disrupted the person-environment fit, and altered the equilibrium by moving workspace setups to houses unusually. Existing employee skills and personal attributes had to become a fit with the virtual workspace almost over a night. Following the very uncertain and under-pressure first trimester of the pandemic, employees and employers got experienced to re-find the balance. They adapted the fit with the normalization period. The person-environment fit theory is accepted as a practical theoretical framework to explore the relationship between work from home and work-life balance (Armitage & Nassor Amar, 2021; De Cooman, De Gieter, & Dury, 2021; Edwards, Caplan, & Harrison, 1998; Voydanoff, 2005).

In contrary, some other early research shows that when there is a gap between personal experiences and organizational expectations, such as remote work, the fit is disturbed, leading to stress and imbalance (Voydanoff, 2005); other research shows that the work-life balance is enhanced if the personal expectations and organizations' resources or capabilities are met (Olanipekun, Sokefun, & Akinlabi, 2021; Wöhrmann, Dilchert, & Michel, 2021). Moreover, recent studies piled around the remote workers' work-life balance show that employees experienced improved work-life balance due to remote work (Putra et al., 2020; Sullivan, 2012), while other studies expose suffered work-life balance of remote workers (Bellmann & Hübler, 2020; Palumbo, 2020). Employees' work-life balance levels are variedly impacted by working from home practices.

The post-pandemic workplace has evolved very differently across industries and companies. Some industries and job types are intrinsically more favorable to implementing remote work practices. Considering the nature of business, companies from software and tech, e-commerce, and finance are relatively more fortunate to give their employees workplace flexibility than manufacturing and health industries. Even though the early periods of the pandemic put almost every worker home, workplace flexibility has started to differ as the strength of the pandemic eases. As mentioned before, some companies opted to go back to offices, some prefer to let their employees work at home, and the rest employs a hybrid model blending fully remote and entirely home-based work. Hybrid models are implemented by requiring employees to work from the office for several days predetermined by the employer or by leaving the frequency and timing of working from the office to the workforce, allowing employees to choose between the office and home days depending on their needs. For example, Google implements a hybrid model but requires employees to

work from the office three days a week. Deloitte leaves the workspace to its employees according to their needs and preferences (Hubble, 2022; Kelly, 2022). Therefore, employer's choice of remote working is divided into two according to the flexibility given to the employee:

i. The employer requires its employees to work from office on predetermined days,
ii. The employer leaves the decision of place to work to its employees' preference.

Gascoigne (2021) and Shirmohammadi et al. (2022) discuss that providing employees the right of choosing their workspace accordingly their needs cultivates the organizational belonging and work-life balance. Finally, regarding the theoretical base and literature review, it is expected to see a better work-life balance for increased working from home practices. Therefore, the first hypothesis is as follows:

H1: Working from home is positively related to work-life balance.

H1 is the fundamental and common hypothesis of the first and second conceptual models and working from home is employed as the independent variable in both models.

3.2 Conceptual model 1: Working from home, work-life balance, organizational commitment, and job satisfaction

Considering the definitions mentioned before, the concepts of person-environment theory and work-life balance, by definition, are centered around balance and harmony. The person-environment theory bases the harmony between the demands

and resources of the person and organization. Defining work-life balance as the fit of equal satisfaction levels among multiple roles in an individual's life (Hudson Resourcing, 2005) highlights the convenience of the lenses of person-environment theory. Similarly, recent studies exploring work-life balance's impact on organizational commitment and job satisfaction have been utilized the person-fit theory (Hasan, Jawaad, & Butt, 2021). Hence, this thesis suggests that the achieved harmony between personal and professional aspects of life generates desirable effects such as organizational commitment and job satisfaction.

Following Hoffman and Woehr's meta-analysis from 2006, which concludes that organizational citizenship behavior is significantly predicted by person-environment fit, other studies also exposed that person-environment fit enhances the levels of employees' organizational commitment (Lary & Omar, 2021; Sekiguchi, 2004). On the other hand, studies on the relationship between employees' work-life balance and organizational commitment show that enhanced work-life levels are associated with increased organizational commitment (Talukder, 2019). However, the intention to leave the company, which is also negatively related to organizational commitment (Wasti, 2002), shows a negative correlation with enhanced work-life balance (Noor, 2011). Meaning that employees become uninterested in leaving a company for another job elsewhere and find it convenient to work there if they think that they can achieve a better balance among work and non-work lives. Thus, maintaining a work-life balance and developing organizational commitment towards the current company are related and, indeed, indicate a positive relationship. On this ground, this thesis argues that work-life balance has a positive relationship with organizational commitment and suggests the following hypothesis:

H2a: Work-life balance is positively related to organizational commitment.

The match between family and work resources and demands significantly impacts work and life satisfaction (Voydanoff 2005). Comprehending the antecedents of work-life imbalances aids addressing the root causes of damaged job satisfaction in a company (Koon & Pun, 2018; Vickovic & Morrow, 2020). Furthermore, the reciprocal link between people and the environment explains how workplace practices improve work outcomes like job satisfaction by matching people's expectations and experiences at work (Rounds, Dawis, & Lofquist 1987). Enhanced work-life balance is linked with augmented job satisfaction levels (Irawanto, Novianti & Roz, 2021; Jackson & Fransman, 2018; Lourel et al., 2009). Furthermore, decreased job satisfaction levels are experienced if the employee's work-life balance suffers (Dodanwala & Shrestha 2021). Therefore, this thesis argues that work-life balance has a positive relationship with job satisfaction and suggests the following hypothesis:

H2b: Work-life balance is positively related to job satisfaction.

Despite the physical distance from the employer, the virtual connectedness during remote work is functioning as a link between employees and employer. Recent literature revealed that organizational commitment is enhanced while working from home (Harpaz, 2002; Ipsen et al., 2021; Mee Choo et al., 2016). Decreased turnover rates, improved retention, and consequently decreased hiring costs are also argued to be driven by enhanced job satisfaction levels (Gajendran & Harrison, 2007, Schall, 2019) and associated with working from home practices

(Glass & Finley, 2002). Thus, companies employing remote work policies benefit from increased levels of employee belongingness. Consequently, this thesis suggests that working from home has a positive relationship with organizational commitment and searches the following hypothesis:

H3a: Working from home is positively related to organizational commitment.

Additionally, decades of research show that person-environment fit is positively correlated with job satisfaction, career success and involvement (Kristof, 1996; Lauver & Kristof-Brown, 2001; O'Reilly, Chatman, & Caldwell, 1991). The fit between the employees' subjective standards and workplace perceptions is influencing job satisfaction (Organ & Near, 1985). Recent studies on work-related outcomes show that working from home increases job satisfaction (Felstead & Henseke, 2017; Schall, 2019). Eliminating unpleasant daily routines like long commuting hours, rush hour stress, or even waking up early to get ready to head to the office may impact one’s overall happiness, thus, job satisfaction. The research focused on the impact of remote working on job satisfaction has stated that higher job satisfaction is associated with working from home practices (Brunelle & Fortin, 2021; Shareena & Shahid, 2020; Ward, 2017). Therefore, this thesis discusses whether working from home has a positive relationship with job satisfaction or not and proposes the following hypothesis:

H3b: Working from home is positively related to job satisfaction.

Considering the negative and positive influence of working from home practices on job satisfaction and organizational commitment, the question "What could be the reasons for the differentiation of organizational commitment and job satisfaction of employees who work from home?" appears. How do remote work experiences differ among employees? Looking through the lenses of person-environment fit theory, which states that the harmony between the individual and the environment is crucial to match desired outcomes (Parsons, 1909), it can be said that the harmony between the work and personal life of an employee may also impact the achievement of desired outcomes. Recent literature piles around the role of work-life balance on work-related outcomes during working from home. For example, McNall, Masuda, and Nicklin (2010) showed that flexible work practices might support employees in achieving a better work-life balance, which is associated with higher job satisfaction and fewer job quitting intentions. Rani and Mariappan (2010) surveyed 210 tech employees experiencing workplace flexibility and concluded that job satisfaction and indicators of satisfaction are highly correlated with the existence of a mediator, work-life balance. Janssen et al., (2004) also found that work-life balance has a mediating role in the relationship between the working environment and an individual's job satisfaction. Therefore, this thesis supposes that work-life balance has a mediating role in the influence of working from home on organizational commitment and job satisfaction. The fourth hypothesis is as follows:

H4a: Work-life balance mediated the relationship between working from home and organizational commitment.

H4b: Work-life balance mediated the relationship between working from home and job satisfaction.

Conceptual Model 1, shown in Figure 1 is designed to explore the mediation effect of work-life balance on job satisfaction and organizational commitment while working from home.

3.3 Conceptual model 2: Working from home, work-life balance, physical working environment, and gender

The literature review reveals positive and negative relationships between working from home and work-life balance (Bellmann & Hübler, 2020; Palumbo, 2020; Putra et al., 2020). Similar to the duality of the remote work practices' influence on employee work attitudes, the existence of other forces is appropriately questionable. Likewise, Sullivan (2012) argued that the effects of remote working are influenced by other factors, such as mediating and moderating forces.

To understand other factors involved in the working from home and work-life balance relationship,the dynamics of work-life balance should be examined. Implementing the person-environment fit theory, the match between the remote working conjuncture and expectations of employee and the remote work implications of organization may influence the work-life balance level. Reaching the optimal physical working environment may positively impact work-life balance levels experienced during working from home. Moreover, in addition to the interest in the influence of workplace setup at home on work-life balance (Gascoigne, 2021; Moretti et al., 2020). Shirmohammadi et al. (2022) emphasize the difficulty but necessity of adequate workspace for work-life balance and job satisfaction of employees working from home. Therefore, an employee with a separate office, where he or she can concentrate on work without household interruptions, will supposedly experience higher levels of work-life balance than employees without a

separate office area at home. Considering all, this thesis argues that the physical working environment has a moderating effect on the relationship between working from home and work-life balance and proposes the following hypothesis:

H5a: The relationship between working from home and work-life balance is positively moderated by the physical working environment in such a way that employees who work from a separate office at home have better work-life balance than those who do not work from a separate office at home.

Furthermore, Guest (2002) proposed that organizational attributes like the demand for work and the demand for family determine the work-life balance and the individual's gender, age, and personality (shown in Figure 1). Gender roles perched with women are unfortunately still common. Even in the modern world, household duties, childcare, and emotional responsibilities are associated primarily with women. Moreover, pandemic and remote work is shown to result in increased housework and childcare (Dunatchik, Gerson, Glass, Jacobs, & Stritzel, 2021) and work-life balance is a challenging issue for employees with care responsibilities (Brough & O'Driscoll, 2005; Brough et al., 2020; Chan et al., 2017; Neal & Hammer, 2017). In addition to these, millions of women quit their job during the pandemic since they struggled to fulfill work and childcare duties (DeFrancesco Soto, 2020). Work-life balance of employees during working from home experiences differs among gender (Allen et al., 2013; Newsom et al., 2005), and women employees suffer from damaged work-life balance while working from home during and post-pandemic (Adisa et al., 2021; Del Boca et al., 2020). Correspondingly, this thesis

argues that gender have a moderating effect on the relationship between working from home and work-life balance and proposes the following hypothesis:

H5b: The relationship between working from home and work-life balance is negatively moderated by gender in such a way that female employees who work from home have worse work-life balance than male employees who work from home.

Conceptual Model 2, shown in Figure 2, explores the moderation effect of family-related demands and physical working environment on the relationship between working from home and work-life balance.

Table 3. Hypotheses of the Study

Number and Code		Hypothesis
H1	H1	Work-life balance is positively related to working from home.
H2	H2a	Work-life balance is positively related to organizational commitment.
	H2b	Work-life balance is positively related to job satisfaction.
H3	H3a	Working from home is positively related to organizational commitment.
	H3b	Working from home is positively related to job satisfaction.
H4	H4a	Work-life balance mediated the relationship between working from home and organizational commitment.
	H4b	Work-life balance mediated the relationship between working from home and job satisfaction.
H5	H5a	The relationship between working from home and work-life balance is positively moderated by the physical working environment in such a way that employees who work from a separate office at home have better work-life balance than those who do not.
	H5b	The relationship between working from home and work-life balance is negatively moderated by gender in such a way that female employees who work from home have worse work-life balance than male employees who work from home.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

This thesis studies working from home, work-life balance, their relationship, and links to job performance and organizational commitment using a two-study approach combining a quantitative survey and in-depth interview. This section provides details about the research design, the two-study approach used, the participant samples for each study, the measures used for the data collection, and the procedures used to implement methods for each study and includes the findings of the analysis.

4.1 Research design

The research was designed and conducted as two studies combining quantitative and qualitative methods to understand better working from home and work-life balance relationships. Data were gathered simultaneously utilizing techniques that drew on quantitative and qualitative traditions, employing a pragmatic paradigm as a framework. The pragmatic paradigm, a recent approach to social science research methodologies, combines qualitative and quantitative techniques and aims to benefit from both approaches' techniques and mechanics by enriching the research (Morgan, 2007). While the first part of the study is based on only a quantitative approach, the second part employed a convergent parallel design, collected, and evaluated quantitative and qualitative data separately, then merged the conclusions into the overall interpretation (Creswell, Plano Clark, Gutmann, & Hanson, 2003).

The quantitative study developed and included measures to evaluate participants' working from home practices, work-life balance, job satisfaction,

organizational commitment, physical working environment, and demographics, including gender. The qualitative study consisted of open-ended questions to further detail working from home practices and routines, the physical working environment at home, and family demand and support. All nine hypotheses are tested through regression analyses using quantitative data. In contrast, qualitative data is used to provide broader and deeper insights into the first and last two hypotheses. Since working from home is a personal experience, in-depth interviews are believed to contribute valuable insights about participants' remote work experiences and workplaces at their homes.

4.2 Sampling, participants, and data collection

The target participants of this study were people who were active in the labor force and currently working in Turkey, either employees or employers. This study used a snowball testing technique due to the funding absence for information-gathering purposes. All respondents were informed about the research objectives and participated in the survey and in-depth interviews voluntarily and with their consent.

4.2.1 Quantitative study

The quantitative study collected data through an online survey by spreading the questionnaire through online social networks and web channels. Respondents were asked to answer demographic questions and measure items. Most of the measures in the questionnaire were in English and translated from their original versions (Appendix A) to Turkish (Appendix B). The measures are either 5 or 7 Likert-scaled. The survey was distributed via Google Forms and was completed in different locations and times thanks to the online document. Completing the survey took an

average of 10-15 minutes per respondent to finish. To attract more respondents, the survey link was shared as a LinkedIn post along with a brief message informing the aim of the study and inviting connections to participate. The quantitative data were collected from 109 respondents from various industries via a Google Forms self-survey between March 10, 2022, and April 30, 2022. Using SPSS, the data was examined (Version 24). Table 4 displays the sample characteristics of the data collected from 109 participants.

Table 4. Characteristics of Quantitative Data Sample (N= 109)

Variable	Frequency	Percentage (%)
Age		
24 or less	12	10.8
25-34	81	74.5
35-44	13	11.8
45-54	3	2.9
Gender		
Male	36	33.3
Female	73	66.7
Marital Status		
Single	48	44
Married	30	27.5
Partnership	29	26.5
Divorced	2	2
Household		
Alone	24	22
Housemate/Friend	12	10.9
Partner	30	27.6
Partner and kids	13	11.9
Family	30	27.6
Children		
No children	98	90
1 child	11	10
Education		
High School	3	2.9
College	2	2
Bachelor	77	70.6
Master	27	24.5
Job Experience		
Less than 2 years	22	21
2-4 years	51	47
5-9 years	15	13.6
10-14 years	13	11.7
15-19 years	1	1
20 years or more	6	5.8

Variable	Frequency	Percentage (%)
Organization Type		
Public Sector	2	2
Private Company	94	86.2
Own Job	13	11.8
Organization Age		
Less than 2 years	17	15.7
2-5 years	13	11.8
6-10 years	9	7.8
11-20 years	21	19.6
21 years or more	45	41.2
No Idea	4	3.9
Organization Size		
Small Enterprise	20	18.6
Medium Enterprise	20	18.6
Large Enterprise	67	61.8
No Idea	1	1
Organization Industry		
Energy	1	1
Manufacturing	6	5.9
Retail	27	24.5
Commerce	12	10.8
Health	3	2.9
Finance	18	16.7
Technology	34	31.4
Telecommunication	1	1
Public Services	6	5.9
Job Type		
Full Time	104	95.1
Part Time	3	2.9
Freelance	2	2

4.2.2 Qualitative study

On the other hand, the qualitative study was designed as in-depth interviews and conducted either in person or online meetings depending on the participant's availability and preference. To invite participants, customized messages are sent to LinkedIn connections describing the aim of the study and the interview process. In-depth interview questions included open-ended questions to understand the remote working experience further. Respondents were asked company workspace policies and work routine-related questions accompanied by physical working environment and family support or demands questions in Turkish (see Appendix C for English version, Appendix D for Turkish version). Three in-person and nine online meetings occurred in April 2022. The participants' responses are gathered and noted throughout 30 minutes interviews. The respondents were 12 businesspeople of three C-level, three D-level, two Managers, and four associates.

Sample questions included: "Are there company policies regarding remote working? Which is your favorite? Are there anything you think that needed to be improved? What would you like to be different?" "Do you have a separate and suitable workspace at home? If so, where?" Specific questions for family-related demands and family support included "Who is responsible for routine household chores? Do you divide the work with your family/partner? Does your family/partner support you?". Table 5 displays the sample characteristics of the data.

Table 5. Characteristics of Qualitative Data Sample (N= 12)

Variable	Frequency	Percentage (%)
Age		
24 or less	0	0
25-34	8	67
35-44	2	16.5
45-54	2	16.5
Seniority Level		
Associate	4	33
Manager or executive	2	17
Director	3	25
C-suite	3	25
Gender		
Male	7	58
Female	5	42
Marital Status		
Single	6	50
Married	6	50
Household		
Alone	3	25
Family	9	75
Workspace Setting		
Fully Office	4	33
Hybrid	8	67
Fully Home	0	0
Working from home flexibility		
Working at office is required by the company	5	42
Working at office depends on the employee preference	7	58
Separate Office at Home		
Yes	3	38
No	5	63
Bedroom	4	50
Living Room	1	13

4.3 Measurement for quantitative study

4.3.1 Work from home

The item designed to measure the working from home variable is “I am working from home after Covid-19.” The degree of remote work is analyzed by 5-Likert scale between 1 indicating “never” and 5 indicating “always”. Answering “never” defines the category of non-remote workers who does not have working from home flexibility and always work from the office. Answers other than “never” define the remote workers as the ascending numbers in scale refer to the frequency of working from home. The participants answered “always” are the ones who work from home every day while the participants answered “often” are the ones who half of the time.

4.3.2 Physical working environment

The survey includes three items about participants’ physical working environment at home. The 5-Likert scale started from 1, indicating “Strongly disagree,” to 5, indicating “Strongly agree”. Physical working environment and having an “adequate workplace setting” at home are repeatedly associated with work-life balance (Akuoko, Aggrey, & Dokbila Mengba 2021; Carillo, Cachat-Rosset, Marsan, Saba, & Klarsfeld, 2021; Craig, 2020; Moretti et al., 2020). Therefore, scale items are specifically for the workplace setups at home which is uniquely shaped regarding employees’ household characteristics and potential as well as organization’s supply and support. For example, the first item, “I have a separate room that I use when working from home.”, is included to determine the availability of separate office room at home where remote worker can focus on tasks. Another item is

“I work at home in a place that is used for different purposes other than work.”, and states that the remote worker works from a furniture which is an originally bought and used for some other purposes such as dining table or kitchen counter.

4.3.3 Work-life balance

The 17-item work-life balance questionnaire developed by Fisher, Bulger, and Smith (2009) was adopted in this study to assess the participants’ work-life balance. The self-assessment work-life balance scale has opted multiple times in research exploring the work and nonwork interference and enhancement of employees working from home (Fisher-McAuley, Stanton, Jolton, & Gavin 2003; Hayman 2005; Hirschi et al., 2019). The scale was developed from 1, indicating “Strongly disagree,” to 5, indicating “Strongly agree”. The Turkish version of the scaled adapted to Turkish by Ekinci and Sabancı (2021) is implemented in the survey. The scale items examine the respondents’ work-life balance through lenses of work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work (Fisher et al. 2009).

4.3.4 Organizational commitment

Wasti (2002) developed and tested a Turkish-culture-specific 15-item organizational commitment questionnaire in which five items are aimed to evaluate the affective organizational commitment component. The survey includes these five items evaluating affective organizational commitment, which is firmly and repeatedly associated with desirable job outcomes, compared to normative and continuance components. The Turkish culture-specific organizational commitment scale has been

adopted in studies investigating employee work and nonwork interference and enhancement (Eğri, 2013; Kayasandik, 2013). The 7-Likert scale started from 1, indicating “Strongly disagree,” to 7, indicating “Strongly agree”. Since the questionnaire is developed to assess organizational commitment within the Turkish cultural perspective, her original Turkish version is implemented in the survey. The scale items examine the respondents’ affective organizational commitment levels through lenses of personal attachment and belonging to the organization.

4.3.5 Job satisfaction

The 5-item job satisfaction scale Brayfield-Rothe Index (Brayfield and Rothe,1955) was chosen to assess the levels of job satisfaction across all participants. The Brayfield-Rothe Index has been preferred widely by the recent literature studying the relationship between work-life balance and job satisfaction (Jabeen, Friesen, & Ghoudi, 2018; Kifor, Săvescu, & Dănu, 2022; Rahman, Ali, Jantan, Dato'Mansor, & Rahaman, 2020; Talukder, 2019), and the relationship of remote work and job satisfaction (Cernas-Ortiz & Wai-Kwan, 2021; Farivar & Richardson, 2021; Yu & Wu, 2021). The scale was developed from 1, indicating "Strongly disagree," to 5, indicating "Strongly agree". The original English version of the scale is translated into Turkish and back translated into English by a peer.

4.3.6 Demographics

The survey for the quantitative study included the socio-demographic characteristics revealing background information about participants. The demographics regard age (24 and under, 25 to 34, 45 to 44, 45 to 54, 55 to 64 or 65 and over), gender (female, male, other or do not want to answer), marital status (single, married, in a partnership

or divorced), the number of children, household structure (alone, with housemates/friends, with a partner, with partner and kids, or with parents/siblings), caregiving responsibility (yes, one, two or more), caregiving to whom (parents/siblings, children, partner, pet). Educational level, professional experience, organization type, size, tenure, and industry are also included.

The answers to demographic questions were also used to explore whether the hypothesis varies for groups. The second conceptual model investigates the relationship between work-life balance and working from home, considering gender perspective. The recent literature revealed that work-life balance is experienced differently by employees working from home with different gender, education levels, and caregiving responsibilities (Brough & O'Driscoll, 2005; Brough et al., 2020; Chan et al., 2017; Crosbie & Moore, 2004; Jarvis, 2002; Neal & Hammer, 2017,).

Two conceptual models and nine hypotheses of the study are tested throughout the two studies. The aim of Study 1 is to test the seven hypotheses of the first conceptual model shown in Figure 1. Measures are implemented to assess participants' remote work frequency, work-life balance, job satisfaction, organizational commitment and physical working conditions at home and evaluate the relationships between the variables. The second study is a qualitative study applying online or face-to-face meetings. Participants are asked questions about working from home practices, routines and workplace, and family and household responsibilities. The aim of Study 2 is to explore the second conceptual model shown in Figure 2. The quantitative data used to test the hypotheses while qualitative data used to generate a wider understanding of and insights about working from home experiences. Table 6 summarizes the hypotheses, the studies for which these hypotheses are tested, and the scales used.

Table 6. Summary of the Hypotheses, Conceptual Models, Studies, and Scales

Model	Hypothesis Code	Hypothesis	Study and Approach	Scales/ Questions Used
1 and 2	H1	Work-life balance is positively related working from home.	Study 1 & 2, Quantitative and Qualitative Approaches	Working from home and work-life balance scales
1	H2a	Work-life balance is positively related to organizational commitment.	Study 1, Quantitative Approach	Work-life balance and organizational commitment scales
	H2b	Work-life balance is positively related to job satisfaction.		Work-life balance and job satisfaction scales
1	H3a	Working from home is positively related to organizational commitment.	Study 1, Quantitative Approach	Working from home and organizational commitment scales
	H3b	Working from home is positively related to job satisfaction.		Working from home and job satisfaction scales
1	H4a	Work-life balance mediated the relationship between working from home and organizational commitment.	Study 1, Quantitative Approach	Working from home, work-life balance, and organizational commitment scales
	H4b	Work-life balance mediated the relationship between working from home and job satisfaction.		Working from home, work-life balance, and job satisfaction scales
2	H5a	The relationship between working from home and work-life balance is positively moderated by the physical working environment in such a way that employees who work from a separate office at home have better work-life balance than those who do not.	Study 2, Quantitative and Qualitative Approaches	Working from home, work-life balance, and physical working environment scales
	H5b	The relationship between working from home and work-life balance is negatively moderated by gender in such a way that female employees who work from home have worse work-life balance than male employees who work from home.		Working from home and work-life balance scales, and gender question

CHAPTER 5

DATA ANALYSIS

Regarding the purpose and nature, this thesis employs two studies to explore the conceptual models (shown in Figure 1 and Figure 2) and a pragmatic paradigm framework where both quantitative and qualitative data are collected and analyzed. The conceptual models summarized in Table 6 require mediation and moderation analysis by structure. Due to the research design, multiple tools were utilized to answer the different needs of the models to test the hypotheses.

5.1 Study 1: Analysis of quantitative data

5.1.1 Reliability and validity analyses

Initially, IBM's SPSS application was chosen to handle, screen, and analyze quantitative data. Since all questionnaire items were required, there were no missing values; frequency distribution analysis was unnecessary. Consequently, 109 participants' data was analyzed in SPSS, and Table 4 showing the demographic characteristics of data was formed. The measure groups examining data set included working from home, work-life balance, organizational commitment, job satisfaction, and physical working environment scales. The outliers were explored, and no outlier was detected. After determining reverse-coded items, exploratory factor analysis was applied to each group separately to reduce the dimension.

All variables employed in multivariate approaches are considered to have some measurement error, which results in less accurate precision and weakened correlations (Hair, Black, Babin, & Anderson, 2010). Thereby, the reliability and

validity of the measures used were examined to evaluate the level of measurement error present in the study's measuring instruments and to confirm that the items of measures assess what they proposed. Reliability was measured by computing the scales' internal consistency item by item, which results in Cronbach's alpha value. It was utilized to determine if a variable or combination of variables consistently measures the intended outcome. A scale is accepted as reliable if its Cronbach's alpha value is at least 0.70; however, 0.60 is accepted in exploratory research (Hair, Black, Babin, & Anderson, 2010). Table 7 shows each scale's abbreviations and Cronbach Alpha values. Since Cronbach's Alpha of each factor exceeds 0.70, all measures have a high-reliability value.

Validity is the degree to which a variable or a group of variables accurately reflect the topic of research, whereas reliability depends on the internal consistency of a variable or a group of variables to decide if it measures what it is meant to measure (Hair et al., 2010). The measures employed in this thesis were selected after studying the interrelations between the variables during the literature review and theoretical foundation part. Since every study differs in nature, design, and data collected, measuring the statistical validity of multidimensional variables is crucial to test the appropriate scales selected. To test the validity of variables, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test and Bartlett's test of sphericity are employed in SPSS. Table 8 summarizes the number of factors in each variable group, the number of variables, the number of factors loaded, and their KMO and Bartlett's test p-value. KMO values higher than 0.80 are considered reasonable, and the commonly accepted KMO validity value is 0.70; however, any score between the interval between 0.60 and 0.70 is accepted as adequate (Kaiser, 1970). Bartlett's test p-value is counted as significant if the score is less than .005.

Factor analysis for the data set revealed that job satisfaction, organizational commitment, and physical working environment are unidimensional, whereas work-life balance has four dimensions indicating the concept.

Since all measures, except for the physical working environment, resulted in 0.80 or higher in KMO score, and Barlett's test p-value for each variable group scored less than .005, it is argued that the sampling for job satisfaction, organizational commitment and work-life balance measures is significant, and the validity of the variables is disclosed. Besides, the validity values for the physical working environment measure are accepted as adequate since its KMO value is 0.65, which falls in the validity range, and its Barlett's p-value is 0.000, which is less than 0.005. Physical working environment was measured with three items questioning the workplace setups at home. The Table 8 shows that Cronbach's Alpha for the scale is measured as 0.72 which is between the acceptable reliability range. Studies focusing on the effect of physical working environment on work-life balance during working from home are centered around the adequacy of workspace at home (Craig, 2020; Shirmohammadi et al., 2022). Since the adequacy mentioned, by definition, is associated with physical conditions, noisiness and distraction intensity, physical working environment measure is recognized with separate office items. Thus, the results of the validity, the factor analysis and relevant literature led to the conclusion that the measure was effective for the purpose for which it was intended in this research.

Additionally, the factor analysis exposes that work-life balance measure has a multidimensional structure, consisted of four factors shown in Table 9. The dimensions revealed in factor analysis are "Work Enhancement of Personal Life" (WEPL), "Personal Life Enhancement of Work" (PLEW), "Work Interference to

Personal Life" (WIPL), and "Personal Life Interference to Work" (PLIW). The scale factors are categorized according to enhancement and interference relationships between work and personal life. Enhancement factors are associated with improved work-life balance whereas interference factors are associated with damaged work-life balance. WEPL relates to one's perspective of how much their job can enhance the quality of their personal life, PLEW refers to one's view of how much their personal life can enhance their performance at work. While WIPL is one's view of how much their work can hinder or interfere with their personal life, whereas PLIW is one's perception of how much their personal life may interfere with their job. The results of the factor analysis are parallel to the factor analysis Fisher et al.'s (2009) study where the work-life balance scale is defined as a practical scale to assess work and non-work perceptions and accepted by studies using the scale (Palumbo 2020; Putra et al., 2020). In this thesis, four different factors are acknowledged and evaluated in the conceptual models to observe the relationship between work-life balance and other variables.

The work-life balance scale developed by Fisher et al. (2009) aims to calculate the balance between work and personal life by determining the direction and type of the relationship, which are named after factors of the work-life balance scale. The factors are categorized according to the interaction between work and personal life. Namely, both intervention and enhancement relationships are bidirectional and agnominated accordingly. Enhancement factors are work enhancement to personal life (WEPL) and personal life enhancement to work (PLEW) factors, and intervention factors are work interference with personal life (WILP) and personal life interference with work (PLIW). Enhancement between work and personal life suggests that either party catalyzes and contributes to the

other party and improves the work-life balance. The positive relationship between WEPL or PLEW and working from home is interpreted as the positive influence of working from home on work-life balance. Besides, the negative relationship between WEPL or PLEW and working from home is interpreted as the negative influence of working from home on work-life balance.

On the contrary, interference between work and personal life suggests that either work or nonwork life steps into another, creating difficulties for the other part of life and disturbing the balance. Therefore, the negative relationship between WIPL or PLIW and working from home is interpreted as the positive influence of working from home on work-life balance. And the positive relationship between WIPL or PLIW and working from home is also interpreted as the negative influence of working from home on work-life balance. The work-life balance is positively influenced by the enhancement from one area to other, whereas it is negatively influenced by rose intervention between the areas of life effects.

Table 7. Reliability of All Study Measures

Measure	Abbreviation	Cronbach's Alpha
Working from Home	WFH	.883
Job Satisfaction	JS	.885
Organizational Commitment	OC	.878
Work-life Balance	WLB	.913
Physical Working Environment	PWE	.717

Table 8. Factor Analysis Results

Variable Group	Number of Factor	KMO value	Barlett's test p-value
Working from Home	1	.88	.000
Job Satisfaction	1	.85	.000
Organizational Commitment	1	.80	.000
Work-life Balance	4	.83	.000
Physical Working Environment	1	.65	.000

Table 9. Principal Component Analysis of Work-life Balance Scale

Scale Items	WEPL	PLEW	WIPL	PLIW
When I'm done, I'm too tired to do the things I want to do.			.805	
My job makes it difficult for me to maintain the private life I want.			.900	
I neglect my personal needs because of the demands of my job.			.912	
My private life is damaged by my job.			.787	
I am unable to perform important personal activities because of the time I spend at work.			.852	

Scale Items	WEPL	PLEW	WIPL	PLIW
My private life consumes the energy I need to do my job.				.547
My job suffers because of things that happen in my private life.				. 865
I would devote more time to work if things were not going on in my private life.				.883
I am too tired to be productive at work because of what is going on in my private life.				.857
While working, I am worried about what I have to do outside of work.				.512
I have a hard time finishing my work because of dealing with problems in my private life.				.814
My job gives me strength to carry out activities that are important to me outside of work.	.914			
Thanks to my job, my mood in my private life improves.	.837			
What I do at work makes it easier for me to deal with personal tasks.	.759			
Everything in my private life makes me feel better at work.		.849		
My private life gives me strength to do my job.		.924		
My private life helps me rest and feel ready for the next day's work.		.847		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization (converged in 5 iterations)

5.1.2 Correlation analysis

Pearson Correlation analysis is run to demonstrate statistical connection between variables. The correlation relationship is necessary for causality, yet not sufficient alone. Hair et al., (2010) states that a higher correlation coefficient is associated with a stronger association and more accurate prediction. The direction of the relationship is indicated by signs (+ or -) located before the correlation coefficient. The correlation coefficients of variables shown in Table 10, indicates that working from home is negatively correlated with WIPL ($r=-.187$, $p<0.5$), and positively correlated with organizational commitment ($r=.340$, $p < .01$) and job satisfaction ($r=.171$, $p<0.1$). The correlation suggests that work interference to personal life decreases as employees work from home. Further, a higher level of working from home causes improved organizational commitment and job satisfaction.

In addition, the correlation test results show that organizational commitment is positively correlated with WEPL ($r=.178$, $p < .05$) and negatively correlated with WIPL ($r=-.251$, $p < .01$). This can be interpreted organizational commitment increases as employees' work life enhances their personal lives, whereas it decreases as employees' work life intervenes with their personal lives. Moreover, job satisfaction is positively correlated with WEPL ($r=.646$, $p < .01$) and PLEW ($r=.427$, $p < .01$) and negatively correlated with WIPL ($r=-.338$, $p < .01$). These correlations propose that any increase in enhancement between work and personal lives leads to raises in job satisfaction, however any increase in work to personal life interference reduces it.

Table 10. Pearson Correlation Coefficients

	1 WFH	2 WIPL	3 PLIW	4 WEPL	5 PLEW	6 OC	7 JS	8 PWE	9 Gender
WFH	1								
WEPL	.042	1							
PLEW	-.063	.413**	1						
WIPL	-.187*	-.477**	-.260**	1					
PLIW	0.61	-.076*	-.173**	.138	1				
OC	.340**	.178*	.108	-.251**	-.066	1			
JS	.171**	.646**	.427**	-.338**	-.108	.238*	1		
PWE	.056	.068	-.093	-.138	-.279	.025	.034*	1	
Gender	.251	.048**	.676	-.177	.684*	-.094	-.190*	-.188*	1

Notes: N=102, *p < .05, **p < .01

5.1.3 Mediation analysis

The first study only employed quantitative data to test the hypotheses where working from home was used as an independent variable, and work-life balance, job satisfaction, and organizational commitment were dependent variables. The first hypothesis proposes that working from home has a positive influence on work-life balance. The second hypothesis is designed to investigate the impact of the work-life balance variable on the other dependent variables of job satisfaction and organizational commitment separately. The third hypothesis proposes that working from home has a positive impact on dependent variables of job satisfaction and organizational commitment individually. The fourth hypothesis suggests a mediation effect of work-life balance on the relationship between the independent variable and other dependent variables.

Following the initially mentioned analyses on SPSS, the conceptual models investigating mediator and moderator effects were analyzed in JASP version 0.16.4 The first conceptual model includes a mediation relationship analysis and examines whether and how much a mediating variable contributes to the explanation of the relationship between independent and dependent variables. The second conceptual model suggests moderation relationships which examine whether the relationship between independent and dependent variables are varied in existence of moderators. Due to the user-friendly interface and use of easiness, the built-in mediation and linear regression analysis modules of JASP were widely preferred to test hypothesizes investigating the mediation and moderation effects in post-Covid-19 remote work practices (Galvin, Evans, Nelson, Richards, Mavritsaki, Giovazolias, & Vallone, 2022; Kasprzak & Mudło-Głagolska, 2022; Vieira dos Santos, Gonçalves, Silva, Veloso, Moura, & Brandã, 2021). The conceptual models suggested consists

of multiple hypothesized paths describing the relationship between the model's independent variable, dependent variables, mediator, and moderator.

In JASP's built-in mediation module, the predictor variable refers to the independent variable, and the outcome relates to the dependent variable. The setup contains the maximum likelihood estimator, robust options, and normal confidence intervals designed for a 95% confidence interval to observe the relationships mentioned in the hypotheses. The built-in mediation module is set up by entering the variables, then adjusting the options and estimators. The first conceptual model has two dependent variables; however, work-life balance scale was loaded with four factors. To investigate the work-life balance mediation influence on the relationship of working from home to one of the dependent variables, four different mediation sub-models should be created and run. Each of those sub-models employed one of the work-life balance factors. Hence, eight different mediation setups were designed and run using the same options. The analysis results of eight sub-models were combined according to the hypothesized paths. For example, once the variables of mediation analysis organizational commitment were entered, and the setup was designed, the results pane included all hypothesized paths for one work-life balance factor to test H1, H2a, H3a, and H4a are run. The results of examined relationships are shown in Tables 11, 12, 14, and 15. Then, the variables of mediation analysis for job satisfaction were entered with the same setup, all hypothesized paths to test H1, H2b, H3b, and H4b were run, and the results of examined relationships are shown in Tables 11, 13, 14, and 16. For all those tables, the estimated value shows the direction and magnitude of the relationship, while the p-value indicates whether the independent variable significantly affects the dependent variable.

The analysis results for the first hypothesis (H1), questioning the relationship between working from home and work-life balance, are shown in Table 11. As the confidence interval was set for 95%, the only significant p-value indicates that one unit increase in working from home leads to a 0.19-units decrease in WIPL. Namely, as working from home frequency increases, work-to-personal life interference decreases, which positively impacts work-life balance. Since there is only one hypothesized path with a significant p-value, H1 is partially supported.

Table 11. Analysis Results for Working from Home and Work-life Balance

		WLB factor	Estimate	Std. Error	z-value	p-value
Working from home	→	WEPL	0.042	0.087	0.484	0.628
Working from home	→	PLEW	-0.063	0.087	-0.725	0.468
Working from home	→	WIPL	-0.187	0.085	-2.186	0.029
Working from home	→	PLIW	0.061	0.087	0.705	0.481

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

The second hypothesis, H2a, examines whether work-life balance has an influence on organizational commitment. Displayed in Table 12, the analysis shows that a unit rise in WEPL leads to a 0.18-unit increase in organizational commitment. That is to say, a unit increase in work-life balance caused by work enhancement to personal life causes a 0.18-unit increase in organizational commitment. Another result is that one unit increase in WIPL leads to a 0.25-units decrease in organizational commitment. In other words, a unit increase in the damaged work-life balance due to work-life intervention causes a 0.25-units reduction in organizational commitment. Hence, the interactions between employees' work and personal life affect their belonging to the organization, as proposed in H2a. However, since only two out of four work-life balance factors are significantly associated with a positive impact on organizational commitment, H2a is partially supported.

Table 12. Analysis Results for Work-life Balance and Organizational Commitment

WLB factor			Esti-mate	Std. Error	z-value	p-value
WEPL	→	Organizational Commitment	0.178	0.090	1.978	0.048
PLEW	→	Organizational Commitment	0.108	0.091	1.186	0.236
WIPL	→	Organizational Commitment	-0.251	0.090	-2.790	0.005
PLIW	→	Organizational Commitment	0.066	0.091	0.720	0.471

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

The second path of the conceptual model also inquires whether the work-life balance influences job satisfaction, as hypothesized in H2b. Shown in Table 13, the analysis results with less than 0.001 p-values indicate that one unit increase in WEPL and PLEW leads to 0.65-units and 0.43-units increases in job satisfaction. In contrast, that one-unit increase in WIPL leads to a 0.34-unit decrease in job satisfaction respectively. Namely, enhancements between work and personal life improve the work-life balance and are positively related to job satisfaction. In comparison, the damaged work-life balance due to work-to-personal life intervention is negatively associated with job satisfaction. As no significant support is found for the impact of PLIW on job satisfaction, H2b is partially but strongly supported.

Table 13. Analysis Results for Work-life Balance and Job Satisfaction

WLB factor			Esti-mate	Std. Error	z-value	p-value
WEPL	→	Job Satisfaction	0.646	0.076	8.527	<0.001
PLEW	→	Job Satisfaction	0.427	0.090	1.462	<0.001
WIPL	→	Job Satisfaction	-0.338	0.096	-3.541	<0.001
PLIW	→	Job Satisfaction	-0.108	0.099	-1.099	0.272

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

The third hypothesized paths investigate the impact of working from home practices on organizational commitment (H3a) and job satisfaction (H3b). The analysis results shown in Table 14 indicate that both dependent variables are positively related to the conceptual model's independent variable. A unit increase in working from home drives 0.34-units and 0.17-units increases in organizational commitment and job satisfaction, respectively. It means that working from home positively relates to employees' work attitudes. Thus, H3a and H3b is supported; however, since the p-value of the relationship between working from home and organizational commitment is less than 0.001 p-value, H3b displays high confidence.

Table 14. Analysis Results for Working from Home and Dependent Variables

			Estimate	Std. Error	z-value	p-value
Working from home	→	Organizational Commitment	0.340	0.081	4.215	<.001
Working from home	→	Job satisfaction	0.171	0.063	2.698	0.007

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

The last hypotheses of the conceptual model displayed in Figure 1, H4a and H4b, are employed to investigate the mediation relationship. These hypotheses question the mediation effect of work-life balance on the relationship between independent and dependent variables. The conceptual model consists of one independent variable, one mediator–and two different dependent variables. Yet, the mediator is loaded with four factors resulting in eight sub-models being developed for the first conceptual model. The mediation analysis results where organizational commitment is employed as the dependent variable are shown in Table 15. Since the p-values imply no significant results, it can be concluded work-life balance does not have a mediating role in the relationship between working from home practices and an employee's sense of belongingness. Thus, H4a is not statistically supported.

Table 15. Mediation Analysis Results for Working from Home and Organizational Commitment

		WLB factor			Esti-mate	Std. Error	z-value	p-value
Working from home	→	WEPL	→	Organizational Commitment	0.008	0.016	0.470	0.638
Working from home	→	PLEW	→	Organizational Commitment	-0.007	0.011	-0.619	0.536
Working from home	→	WIPL	→	Organizational Commitment	0.047	0.027	1.721	0.085
Working from home	→	PLIW	→	Organizational Commitment	0.004	0.008	0.504	0.614

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

In examining the final hypothesis of the first conceptual model, the mediation analysis results, where job satisfaction is the dependent variable, are shown in Table 16. Similar to the sub-models of organizational commitment, the work-life balance mediated relationships of working from home and job satisfaction showed no significant path. Hence, H4b is not supported.

Table 16. Mediation Analysis Results for Working from Home and Job Satisfaction

		WLB factor			Esti-mate	Std. Error	z-value	p-value
Working from home	→	WEPL	→	Job satisfaction	0.027	0.056	0.482	0.629
Working from home	→	PLEW	→	Job satisfaction	-0.027	0.038	-0.717	0.473
Working from home	→	WIPL	→	Job satisfaction	0.063	0.034	1.860	0.063
Working from home	→	PLIW	→	Job satisfaction	-0.007	0.011	-0.593	0.553

Note: Delta method standard errors, normal theory confidence intervals, ML estimator.

The mediation model shown in Figure 2 consists of seven hypothesized paths investigating the relationships of mediator, independent and dependent variables. The analysis results in this section indicate that hypothesized paths, except mediation paths, are either partially or strongly supported (H1, H2a, H2b, H3a, and H3b). However, the mediation paths suggested in H4a and H4b showed no significant relationship. Thus, the influence of the work-life balance mediator is insignificant compared to the direct relationships between working from home to organizational commitment and job satisfaction.

5.2 Study 2: Analysis of quantitative and qualitative data

The second study employs a pragmatic paradigm where quantitative and qualitative data are combined to gain a deeper understanding of working from home and the work-life balance relationship. Conceptual Model 2 is designed to explore the influence of moderators such as physical working environment and gender on working from home and work-life balance interaction. The model is actually centered around the H1, which suggests that working from home and work-life balance are positively related. However, the model additionally explores how the existence of moderators influences the hypothesized path where both quantitative and qualitative analyses are executed.

The first study revealed that the influence of working from home on work-life balance is partially supported. And the results of the study are in line with the literature review. Furthermore, recent literature explores the working from home and work-life balance relationship considering the impact of gender and childcare responsibility on the relationship (Sullivan 2012). Shockley and Allen (2007) concluded that work-life balance is improved for remote workers with extensive family responsibilities. Murayama et al. (2009) found that remote workers with high levels of flexibility have enhanced work-life balances. Similarly, the second study examines whether the physical working environment and gender moderators influence the relationship.

Person-environment fit theory was built around the harmony between the person and their environment (Parsons, 1909), which was disrupted by working from home during and after the coronavirus pandemic. The conventional office working environment was replaced by a desk at home or an office room, if lucky. Recent literature revealed the importance of distraction- and noise-free area where

employees can concentrate when working from home, which leads to the extent of a separate office room at home. In this thesis, H5a suggests that the working from home and work-life balance relationship is moderated by the physical working environment in such a way that employees who use a separate office room when working from home have a higher work-life balance compared to those who do not use it.

The moderating effect of the physical working environment was analyzed by employing quantitative data on the linear regression analysis module built-in JASP. As the moderation model investigates the covariation of working in a separate office and working from home, independent and moderator variables were opted in the are named “covariates”, and the moderation effect variable was also created with covariates. Since the dependent variable, work-life balance, was four factors loaded, four different linear regression models were designed with the same covariates and setup. Parallel with the moderation analysis, the analysis is run after adjustments were set on the pane. The end results revealing the moderation relationship of different models were combined and showed in Table 17. The linear regression model created for the physical working environment model analyses the influence of working from home on work-life balance in the existence of a separate office moderator with a 95% confidence level.

Table 17 demonstrates that the moderation relationship is significant only for PLEW and WIPL work-life balance factors. The analysis results of the working from home and work-life balance relationship, shown in Table 11, indicate no significant relationship between working from home and the PLEW factor. However, Table 17 shows that the relationship is significant and positive with the existence of a separate office moderator. According to the moderation analysis, the positive influence of

working from home on PLEW for those working from a separate office at home is 0.10 units more than those who do not work from a separate office at home. The relationship between working from home and the PLEW factor of work-life balance is positive when employees work from a separate office at home.

Additionally, the analysis revealed that the moderation path for the WIPL factor was significant with a high confidence level ($p<0.001$). Table 11, where the direct relationship between working from home and work-life balance is displayed, shows that one unit increase in employees' remote work results in a 0.19-unit decrease in work interference to personal life, which improves the work-life balance. Besides, Table 17 demonstrates that the negative influence of working from home on WIPL for ones working from a separate office at home is 0.22 units greater than those not working from a separate office at home. Namely, for employees who use a separate office while working from home, the positive influence of remote work on work-life balance is greater than for those who do not use a separate office at home. Hence, for people who work from their separate office rooms at home, work-life balance is affected positively, and H5a is partially supported for PLEW and WIPL factors.

Table 17. Moderation Analysis for Physical Working Conditions

		Moderator		WLB Factor	Estimate	p-value
Working from home	→	Separate Office	→	WEPL	0.051	0.562
Working from home	→	Separate Office	→	PLEW	0.102	0.037
Working from home	→	Separate Office	→	WIPL	-0.218	<0.001
Working from home	→	Separate Office	→	PLIW	0.067	0.495

Furthermore, remote work affects work-life balance differently for genders, and the work-life balance of female employees is negatively impacted during remote work (Carlson et al., 2020; Crosbie & Moore, 2004). This thesis suggests that working from home influences work-life balance more negatively for female employees than male employees (H5b). The linear regression model was designed to calculate moderation for women, and the results are shown in Table 18. The analysis found that one unit increase in working from home leads to a 0.46-units higher decrease in WEPL for women than for men. Work-personal life enhancements are enabled through moods and emotion transfers between work and family roles, which women are more likely to assemble than men (Andrews & Bailyn, 1993; Pradhan, 2016). The analysis results confirm that physical distance from work causes women to experience lower work-to-personal life enhancements compared to men. As drops in enhancement factors are interpreted as disrupted work-life balance levels, the relationship between working from home and work-life balance is moderated by gender in such a way that female employees' work-life balances are more imbalanced compared to males when working from home. Thus, H5a is partially supported for the WEPL factor only.

Table 18. Moderation Analysis for Gender

		Moderator		WLB Factor	Estimate	p-value
Working from home	→	Gender	→	WEPL	-0.460	<0.001
Working from home	→	Gender	→	PLEW	-0.213	0.124
Working from home	→	Gender	→	WIPL	0.110	0.426
Working from home	→	Gender	→	PLIW	0.251	0.071

In addition to quantitative data analysis, the qualitative data gained via in-depth interviews accommodate insights for remote worker's working from home practices and work-life balance. Nine out of twelve participants work from home and half of them reported work interference to personal life, and the other half reported enhancement between work and home. Most of the remote worker participants work from either their bedroom or their living room, only three of them have a separate office room at home. Working from home is more preferred among women participants, and that work interference to personal life is observed for the ones who work from their bedroom, while work enhancement to personal life is observed for the ones who have a separate office at home. A female participant living with her parents has a desk in her bedroom where she spends most of her remote workdays. Even though she prefers working from home to office days, her work-life balance is damaged due to uninterrupted connectedness to work:

> I work in my bedroom since I live with my parents, and we do not have much space at home. I had a study desk in my bedroom from my childhood and college days, and I relocated my desk not to see the bed to suit feng shui. With Covid, it is almost impossible to switch off the work mode. The workday ends around 7 pm, but my laptop is always open at home. I even go to bed with my laptop, and whenever I see a Slack message or an e-mail notification, I read and reply.

She adds that she is only disconnected from work at dinners with her family. Before and after the meal, her eyes are constantly on her phone to catch up with work. Additionally, a married female participant with two kids and a very supportive husband works from a desk she bought for remote working in her big bedroom. Even though she prefers to work from home most of the time, she complains about lengthened working hours at home and zoom fatigue, a term referring to particular exhaustion caused by being on videoconference all day (Bailenson, 2021).

> At the beginning of the pandemic, we used to have late night meetings so that at some point, the company communicated “no meetings after 7.30 pm”, which is quite after the workday. As we overworked for weekends, we started to get more demands and could not say no. You are remotely connected to everyone, with multiple topics and issues squeezed into the agenda. Switching between zoom meetings every half hour leaves no time to relax. When I am done with the work for the day, my brain is fully consumed, and I have no energy left.
>
> People in my company prefer not to go to the office since it is located outside the city. However, after long lockdowns, office days became crucial for socializing and team working. Employees of teams requiring full office work question their positions, and I am worried that it will be harder to fulfill those positions in the future. Multiple mini offices in different city parts would help create a space to collaborate and socialize.

On the contrary, another female participant living with her sibling used to work in her living room but moved to a bigger place in need of a separate room that she could use as an office. She prefers working from home since skipping commuting and preparation part, and she has more time for her own. She set a routine at home and finds working from home more productive. Her working-from-home experience improves her personal life by sparing more time for herself:

> We are very connected in my company; we use multiple tools for remote working, and plenty of notifications and messages pop up during the day. However, when my work is over, I leave the office room to cook, go out, or relax on my couch. At the beginning of the pandemic, the workdays used to string out to lunchtime and evening. However, as a team, we became aware of it and started to value the timing. Since we do not go to the office, I have dinner with my friends and walk during lunch hour. When I work from the office, I cannot concrete on my work and chat with my colleagues; working from the office is good for socializing.

When it comes to male participants, it is observed that working from the office is preferred to remote work, and work interference with personal life is quite common. A male participant living in his parent's house and working from his bedroom sets his agenda following where he will be working. He mentions that the meetings and workdays get longer for remote workdays, while precise shuttle hours

cut the overwork off at the office. His work life interferes with his private life since he frequently must cancel his plans on home office evenings:

> My company has a hybrid work policy; I organize concentration requiring and individual tasks for remote workdays, however strategic and teamwork tasks as well as celebrations for office days. Office work is crucial for interactive meetings and celebrating special occasions, which helps the team's mental health. The days I work from the office have a more planned meeting agenda than home office days. However, at the office, you have to stick to lunch or shuttle hours, whereas the agendas of home office days might become longer than planned.

Another single male participant lives alone and works at an office desk in the living room, where he dines, watches movies, and exercises. Despite his company's flexible workplace policy, he usually prefers to go to the office. For the days he works from home, the extremely frequent online meetings where varied topics are discussed within the workday consume his energy and create exhaustion:

> Due to jammed online meetings, I usually need more time to read and answer the messages or e-mails and review the detailed works. Therefore, I do such tasks after working hours. At home, you have to set a meeting to discuss a mall issue or spare time to explain carefully by texting instead of running into the person at the office.

On the other hand, a male participant married with two kids works in his separate office room at home and states that closing the door of his office room sets him apart from the crowdedness at home. Even he enjoys fully remote work during the summer when he can work from his vacation house. However, he states that work-life extends to personal and family time while working from home:

> I plan my week and inform my team which days I will work from the office as an open invitation. Office work is important for team gatherings and socializing. Before leaving the office, I call my wife to tell her when I will be at home, and they usually do not wait for me for dinner. However, online meetings at home usually get longer than expected, and I cannot leave even when my family waits for me at the dining table. Although my opinion about

> late messages or e-mails is not to answer, I always find myself reading them. Even if I don't reply, all my attention goes to the notification, and my focus shifts.

To summarize the findings, quantitative analysis showed that as working from home increases, work-life balance is improved due to reduced work-to-personal life interference. Besides, qualitative data gathered via in-person or online in-depth interviews shows that working from home negatively affects work-life balance, as most participants declared that their work interferes with their personal life. Although some participants mentioned that the time left by not commuting and being able to spend more time with loved ones caused enhanced personal life during working from home, most participants experienced work interference with personal life caused by extended workdays, zoom fatigue, and continuous work-related Slack or e-mail notifications. This duality in results of quantitative and qualitative analysis provides mixed results for the working from home and work-life balance relationship.

Both linear regression analyses of quantitative data and the comments of in-depth interview participants supported that the relationship between working from home and work-life balance is moderated by physical working conditions and gender. Firstly, quantitative analysis partially supported that the physical working environment positively moderated the relationship between working from home and work-life balance in such a way that employees who work from a separate office at home have lower work interference to personal life than those who do not. Another path supported physical working environment moderation path is that personal life enhancement to work is greater for employees who work from a separate office at home than those who do not. Followingly, the findings of the qualitative analysis revealed that working in a separate office at home enables them to disconnect

themselves from other people at home, which limits personal life to work interference, and eases switching work mood off, which limits work to personal life interference. For others, working from a separate room and quitting when the work is over also increases work-to-personal life enrichment with more free time when working from home, which they enjoy with reading books, seeing friends and family, and self-care.

Secondly, the quantitative analysis provided partial support for the negative moderation influence of gender on the relationship between working from home and work-life balance in such a way that female employees experience more imbalanced work-life than male employees. Besides, in-depth interview findings proposed that as remote work rises, the work interference with personal life increases more for male participants than for female participants. Common drawbacks included life due to longer workdays, zoom fatigue, and always being available online.

Finally, this thesis only employs quantitative analysis to test the hypotheses. The findings of quantitative data are used for insights, practical implications, and future research recommendation areas. Table 18 summarizes the results of hypothesis tests and supported factors; H1, H2a, H5a, and H5b are partially supported with significant results for one or two factors, while H2b is strongly supported with significant results for three factors, H3a and H3b are supported, and no support was found for H4a and H4b.

Table 19. Results of Study Hypotheses

Number and Code		Hypothesis	Analysis Result	Supported WLB Factor (if any)
H1	H1	Work-life balance is related to working from home.	Partially Supported	WIPL
H2	H2a	Work-life balance is positively related to organizational commitment.	Supported	WEPL and WIPL
	H2b	Work-life balance is positively related to job satisfaction.	Strongly Supported	WEPL, PLEW and WIPL
H3	H3a	Working from home is positively related to organizational commitment.	Supported	N/R
	H3b	Working from home is positively related to job satisfaction.	Supported	N/R
H4	H4a	Work-life balance mediated the relationship between working from home and organizational commitment.	Not Supported	-
	H4b	Work-life balance mediated the relationship between working from home and job satisfaction.	Not Supported	-
H5	H5a	The relationship between working from home and work-life balance is positively moderated by the physical working environment in such a way that employees who work from a separate office at home have better work-life balance than those who do not.	Supported	PLEW and WIPL
	H5b	The relationship between working from home and work-life balance is negatively moderated by gender in such a way that female employees who work from home have worse work-life balance than male employees who work from home.	Supported	WEPL

CHAPTER 6

CONCLUSION AND DISCUSSION

6.1 Conclusion

The purpose of the study was fragmented into two main areas while exploring working from home practices after the coronavirus pandemic. Firstly, the relationship between working from home and work-life balance, their direct effects on organizational commitment and job satisfaction, and work-life balance mediated relationships were questioned. Secondly, the effects of physical working environment and gender on the relationship among working from home and work-life balance were investigated. This thesis aims to contribute to remote work and work-life balance research by providing a perspective for employee work attitudes and factors effecting the relationship. The pragmatic paradigm framework employed in research designed enabled to gain insights of working from home practices during and after the coronavirus.

Primary findings suggest that post-pandemic working from home practices have a direct positive influence on work-life balance as well as organizational commitment and job satisfaction. The results are consistent with recent remote work and work-life balance studies (Brunelle & Fortin, 2021; Ipsen et al., 2021; Putra et al., 2020). Work-life balance is harmonized by work and nonwork areas. The enhancements between work and personal life improve work-life balance, while any inference between them damages it. The quantitative analyses revealed that working from home enhances work-life balance as an increased level of working from home leads to decreased work interference with personal life. And the results indicate that

working apart from the office, indeed, contributes to job satisfaction and organizational commitment. Despite the employers' question marks regarding the physical distance, working from home increases the sense of job-related pleasure and fulfillment (Brunelle & Fortin, 2021; Covington-Ward, 2017; Shareena & Shahid, 2020), sense of belongingness due to augmented employee motivation (Harpaz, 2002), and retention rates (Glass & Finley, 2002).

Additionally, improved work-life balance escalates organizational commitment (Ipsen et al., 2021) and job satisfaction (Lourel et al., 2009). The findings from statistical analysis are similar to the work-life balance literature's conclusions for employee work attitudes. The more work intervention to personal life, the lower organizational commitment and job satisfaction. Yet, the more work enhancement to personal life, the more organizational commitment, and job satisfaction. Moreover, personal life enrichment to work life contributes to job satisfaction. In other words, any enhanced interaction between work and personal life is linked to job satisfaction. Another result of this study is that, although working from home and work-life balance directly influence organizational commitment and job satisfaction, the mediation effect of work-life balance is not supported. That is to say, the direct influence of working from home on employee work attitudes is greater than the influence of a mediator.

The pragmatic paradigm approach was utilized in the second part of the study, where quantitative and qualitative data collection and analysis were concurrent in time yet separate in methods. As the statistically supported positive influence of working from home on work-life balance was discussed before, the effects of the physical working environment and gender on the relationship were also revealed. Firstly, having a separate office at home is vital for a better work-life balance during

post-pandemic working. The study showed that employees with a separate office to work from home experienced better work-life balance than employees who work elsewhere at home. The findings align with the importance of having an adequate workspace at home where remote workers can focus on their tasks without noise and distractions (Shirmohammadi et al., 2022). The necessity of an adequate home office area for the remote worker to maintain a healthy work-life balance is commonly discussed (Akuoko et al., 2021; Carillo et al., 2021; Craig, 2020).

Furthermore, the influence of working from home on work-life balance differs across the genders. Albeit early COVID-19 studies revealed that fathers working from home are more involved in household duties (Carlson et al., 2020; Lyttelton et al., 2020), female employees shoulder the home-related and childcare responsibilities during and after coronavirus pandemic remote working (Del Boca et al., 2020). And the increased household duties at home led remote female workers to suffer from work-life balance (Adisa, 2021). This study showed that the influence of working from home on work-life balance is greater for female employees as they experience more damaged work-life balance when working from home than their male counterparts. On the other hand, in-depth survey findings provided a considerable number of insights about how the physical working environment at home is shaped and its effects on a workday, how remote work influences work-life balance, and a comparison between remote and office work. For remote workers, zoom fatigue, extended workdays, and work-related mobile notifications in the evening trigger work interference with personal life. Additionally, employees emphasize working from the office by virtue of socialization.

6.2 Theoretical implications

As the theoretical foundation, Parson's person-environment fit theory (1909) provides an understanding of the study's findings. The harmony between the individual and the environment is crucial to reach desired outcomes (Parsons, 1909). Parallelly, organizational commitment and job satisfaction increase if the employee's work-life balance is harmonized. The match between the work environment perceptions and the employees' subjective standards is considered the main driver of employee work attitudes (Organ & Near, 1985). As the coronavirus pandemic disrupted the long history of office work and suddenly moved offices to employees' houses, the new workspace setup enhances work-life balance, organizational commitment, and job satisfaction.

Overall, the findings of the study support that working from home positively influences work-life balance and develops organizational commitment and job satisfaction. Interactions between work and personal life are effective on employee work attitudes. Moreover, employees working from their separate offices at home go through a better work-life balance than those working elsewhere at home. Finally, working from home causes more damaged work-life balance for women than men. To conclude, the harmony between the remote worker and the physical working environment at home is sustained to create positive employee work attitudes. And women suffer from balancing the fit between themselves and their working environment at home.

6.3 Practical implications

The study provided significant findings for researchers and clear implications for organizations, management, and remote workers. The findings align with the remote

work literature, and the person-environment fit theory implemented was shown to be complementary. The analysis outcomes supported that work-life balance and employee work attitudes are positively related to increased levels of working from home. Organizational commitment and job satisfaction are associated with desirable job outcomes (Wasti, 2002), decreased job-changing intention for employees, lower turnover rates, reduced HR costs for companies, improved retention, and consequently decreased hiring costs (Glass & Finley, 2002). With the end of strict regulations and uncertainty due to the pandemic, business life has started adapting to the pandemic-free world. Organizations that aim to improve their employees' work-life balance, organizational commitment, and job satisfaction, but stay away from remote working practices firmly, may offer the remote work option for a few days a week. It is important to note that as remote work frequency rises, desired outcomes tend to increase too. However, the organizations might want to keep prioritizing office work in mind for social events, celebrations, and team gatherings. If the nature of the job or business is not adoptable for remote working, employers can discuss implementing work-life balance practices to cultivate job satisfaction and organizational commitment.

From an employee perspective, considering the previous literature and this study’s findings on enhanced levels of work-life balance driven by working from a separate office at home, awareness of a particular workspace area at home becomes crucial for remote workers. If employees cannot find a separate room to work, subtle physical clues to define working boundaries might be preferred when working from sofa at living room or dining table. (Liu, 2020). In addition to clearing the desk area at the end of the workday and creating a routine to switch from work mood, noise-canceling tech gadgets might be used to isolate oneself from the environment.

6.4 Limitations

There have been several limitations in terms of the scope of this cross-sectional study. Firstly, due to cross-sectional research design, data driven via online survey and in-depth interview were inefficient to analyze the changes in variables over time. A longitudinal study would work better to show how the relationship develops and changes in a larger time framework.

Secondly, the quantitative and qualitative sample size was small and limited to the author's network in LinkedIn. A post inviting the connections to participate the study was share and an invitation message was sent to up to 1,000 connections but the distribution of people aged from 25 to 34 and not parent participants are predominant. This results in the subjectivity of findings representing mostly the young adults with no kids. Moreover, the study targeted the Turkish employees who have access to internet connection and technological online tools to participate. Therefore, the findings could be affected by socioeconomic environment and could be varied if implied in different countries. Due to language barrier and sampling, the study only focused on only Turkish participants which limits the generalizability of the findings. More of a multicultural research design and greater samples are needed. Thirdly, there was also a time limitation. The data were collected in March and April 2022, a period counted as the end of COVID-19 pandemic, people experimented remote working for a significant amount of time and both employers and employees had time to adapt to remote work and improve the experience. Consequently, it cannot be assumed that the situation will remain unchanged over time, or in the case of other "forced" remote work arrangements.

6.5 Future research

This study contributes to the post-pandemic literature focused on working from home and work-life balance by demonstrating a positive relationship between the duo and their positive influences on organizational commitment and job satisfaction. Considering that the mediating role of work-life balance in the relationship between working from home and work attitudes are failed, future studies on mediation might examine the relationship by implementing a similar research design in line with the propositions (e.g., Jaansen et al., 2004; Sullivan, 2012). Most literature on employee outcomes and work attitudes and their determinants studies conventional office setups. Despite that the pandemic is faded, working from home is here to stay. Since starting from the normalization period, many global and local companies have opted to implement a hybrid workspace policy; future research can examine if the conclusions apply to hybrid and flexible workplace settings. Considering that the COVID-19 pandemic transformed homes and rooms to classrooms for millions, another study can also investigate the impact of remote education and work-life balance relationship.

Moreover, a longitudinal study that analyses different periods can reveal the long-term effects of working from home on various outcomes. Findings can be beneficial to deepen the literature and to achieve better results for employees and employers. Lastly, the gender-wise differences in work-life balance during remote work can be explored deeply by studying the circumstances impacting the relationship. Achieving gender equality is one of the United Nations Sustainability Goals. As the business world implements more remote work practices, it is crucial to understand the relationship and provide insights to help women employees to improve their work-life balances.

APPENDIX A

QUESTIONNAIRE

Working from Home Practice after Covid-19

(Answer scale: 1= never, 2= rarely, 3= sometimes, 4= often, 5= always)

1. I am working from home after Covid-19.

Physical Working Conditions at Home

(Answer scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. I have a separate study room that I use when working from home.
2. I don't have a separate study at home, but I do have a workspace at home. (e.g. a separate desk in the guest room or living room)
3. I work at home in a place that is used for different purposes other than work. (such as dining table, kitchen)

Work-Life Balance

(Answer scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. When I'm done, I'm too tired to do the things I want to do.
2. My job makes it difficult for me to maintain the private life I want.
3. I neglect my personal needs because of the demands of my job.
4. My private life is damaged by my job.
5. I am unable to perform important personal activities because of the time I spend at work.
6. My private life consumes the energy I need to do my job.
7. My job suffers because of things that happen in my private life.
8. I would devote more time to work if things were not going on in my private life.
9. I am too tired to be productive at work because of what is going on in my private life.
10. While working, I am worried about what I have to do outside of work.
11. I have a hard time finishing my work because of dealing with problems in my private life.
12. My job gives me strength to carry out activities that are important to me outside of work.
13. Thanks to my job, my mood in my private life improves.
14. What I do at work makes it easier for me to deal with personal tasks.
15. Everything in my private life makes me feel better at work.
16. My private life gives me strength to do my job.
17. My private life helps me rest and feel ready for the next day's work.

Organizational Commitment

(Answer scale: 1 = Strongly disagree, 2 = Somewhat disagree, 3 = Disagree,

4 = Neither agree nor disagree, 5 = Agree, 6 = Somewhat agree, 7 = Strongly agree)

1. I really feel as if this organization's problems are my own.
2. I do not feel a strong sense of belonging to my organization.
3. I do not feel ''emotionally attached'' to this organization.
4. I do not feel like ''part of the family'' at my organization.
5. This organization has a great deal of personal meaning for me.

Job Satisfaction

(Answer scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly agree)

1. I feel fairly satisfied with my present job.
2. Most days I am enthusiastic about my work.
3. Each day of work seems like it will never end.
4. I find real enjoyment in my work.
5. I consider my job rather unpleasant.

Demographic Variables

1. Gender

a. Female

b. Male

c. Other

d. Do not want to answer

2. Age

a. 24 and under

b. Between 25 and 34

c. Between 35 and 44

d. Between 45 and 54

e. Between 55 and 64

f. 65 and over

3. Marital Status

a. Single

b. Married

c. In a partnership

d. Divorced

4. Which describes your household structure the best?

a. Living alone

b. Living with housemates/friends

c. Living with my partner

d. Living with my partner and kids

e. Living with my parents/siblings

5. Children

a. None

b. 1

c. 2 or more

6. Education

a. Primary school

b. High school

c. Junior college

d. Bachelor

e. Master

f. Postgraduate

7. Professional experience

a. Less than 2 years

b. 2-4 years

c. 5-9 years

d. 10-14 years

e. 15-19 years

f. More than 20 years

8. Type of your organization

g. Public company

h. Private company

i. Own company

9. Age of your organization

a. Less than 2 years

b. 2-10 years

c. 11-20 years

d. More than 21 years

e. I don’t know

10. Size of your organization

a. Small enterprise (less than 10 employee)

b. Medium enterprise (10-249 employee)

c. Large enterprise (more than250 employee)

d. I don’t know

11. Industry of your organization

a. Energy

b. Mineral/Material

c. Industry/Manufacturing

d. Retail/Consumer Products

e. Trade

f. Health

g. Finance

h. Technology

i. Telecommunication

j. Government Policy

k. Real estate

12. Work type

a. Full time

b. Part time

c. Freelance

APPENDIX B

QUESTIONNAIRE (TURKISH)

Covid-19 Sonrası Uzaktan Çalışma

(Cevap ölçeği: 1 = hiçbir zaman, 2 = nadiren, 3 = bazen, 4 = çoğunlukla ve 5 = her zaman)

1. Covid-19 sonrası evden çalışıyorum.

Evdeki Fiziksel Çalışma Ortamı

(Cevap ölçeği: 1= kesinlikle katılmıyorum, 2 = katılmıyorum, 3 = kararsızım, 4 = katılıyorum ve 5 = tamamen katılıyorum)

1. Evden çalışırken kullandığım ayrı bir çalışma odam var.
2. Evde ayrı bir çalışma odam yok, ama evde bir çalışma alanım var. (örneğin misafir odasında ya da salonda ayrı bir çalışma masası)
3. Evde mesai dışında farklı amaçla kullanılan bir yerde çalışıyorum. (örneğin yemek masası, mutfak gibi)

İş-Hayat Dengesi

(Cevap ölçeği: 1 = kesinlikle katılmıyorum, 2 = katılmıyorum, 3 = kararsızım, 4= katılıyorum ve 5 = tamamen katılıyorum)

1. İşim bittiğinde yapmak istediğim şeyleri yapmak için çok yorgun oluyorum.
2. İşim, istediğim özel hayatı sürdürmemi zorlaştırıyor.
3. İşimin istekleri nedeniyle kişisel ihtiyaçlarımı ihmal ediyorum.
4. Özel hayatım işimden dolayı zarar görüyor.
5. Çalışırken harcadığım zamandan dolayı önemli kişisel faaliyetleri gerçekleştiremiyorum.
6. Özel hayatım işimi yapmam için gerekli olan enerjiyi tüketiyor.
7. Özel hayatımda olan şeyler yüzünden işim zarar görüyor.
8. Özel hayatımda süregelen şeyler olmazsa, işe daha fazla zaman ayırırdım.
9. Özel hayatımda olup bitenler nedeniyle işte verimli olamayacak kadar yorgun oluyorum.
10. Çalışırken, iş dışında yapmam gerekenler nedeniyle endişeli oluyorum.
11. Özel hayatımdaki sorunlarla uğraşmaktan işimi bitirmekte zorlanıyorum.
12. İşim, iş dışında benim için önemli faaliyetleri gerçekleştirmem için bana güç veriyor.
13. İşim sayesinde özel hayatımdaki ruh halim daha iyi oluyor.
14. Çalışırken yaptıklarım, kişisel ve günlük işlerle başa çıkmamı kolaylaştırıyor.
15. Özel hayatımdaki her şey iş yerinde daha iyi hissetmemi sağlıyor.
16. Özel hayatım bana işimi yapmam için güç veriyor.
17. Özel hayatım, ertesi günkü işler için dinlenmeme ve kendimi hazır hissetmeme yardımcı oluyor.

Organizasyonel Bağlılık

(Cevap ölçeği: 1 = kesinlikle katılmıyorum, 2 = biraz katılmıyorum,

3= katılmıyorum, 4 = kararsızım, 5= katılıyorum, 6 = biraz katılıyorum,

7 = tamamen katılıyorum)

1. Organizasyonum sorunların gerçekten kendi sorunlarımmış gibi hissediyorum.
2. Organizasyonuma güçlü bir aidiyet hissi duyumsamıyorum.
3. Bu organizasyona "duygusal olarak bağlı" hissetmiyorum.
4. Organizasyonumda "ailenin bir parçası" gibi hissetmiyorum.
5. Bu organizasyonun benim için çok fazla kişisel anlamı var.

İş Memnuniyeti

(Cevap ölçeği: 1 = kesinlikle katılmıyorum, 2 = katılmıyorum, 3 = kararsızım, 4 = katılıyorum ve 5 = tamamen katılıyorum)

1. Mevcut işimden oldukça memnun hissediyorum.
2. Çoğu günler işimle ilgili hevesliyim.
3. Her iş günü hiç bitmeyecekmiş gibi gözüküyor.
4. İşimde gerçek bir keyif buluyorum.
5. İşimi gerçekten tatsız buluyorum.

Demografik Değişkenler

1. Cinsiyetiniz

a. Kadın

b. Erkek

c. Diğer

d. Belirtmek istemiyorum.

2. Yaşınız

a. 24 ve altı

b. 25-34 yaş

c. 35-44 yaş

d. 45-54 yaş

e. 55-64 yaş

f. 65 yaş ve üzeri

3. Medeni durumunuz

a. Bekar

b. Evli

c. Partnerlik içerisinde

d. Ayrılmış

4. Hangisi ev hayatınızı en iyi tanımlar?

a. Tek başıma yaşıyorum.

b. Ev arkadaşım/arkadaşlarımla yaşıyorum.

c. Partnerim ile yaşıyorum.

d. Partnerim ve çocuklarım ile yaşıyorum.

e. Ailem (anne-baba-kardeş-çocuk) ile yaşıyorum.

5. Çocuk sayısı

a. Yok

b. 1

c. 2 veya daha fazla

6. Eğitiminiz

a. İlköğretim mezunu

b. Lise mezunu

c. Yüksekokul mezunu

d. Üniversite mezunu

e. Yüksek lisans mezunu

f. Doktora mezunu

7. İş Tecrübeniz

a. 2 yıldan az

b. 2-4 yıl

c. 5-9 yıl

d. 10-14 yıl

e. 15-19 yıl

f. 20 yıl ve fazlası

8. En güncel çalıştığınız kurum tipi

a. Kamu kurumu

b. Özel şirket

c. Kendi işim

9. En güncel çalıştığınız kurumun yaşı

a. 2 yıldan az

b. 2-10 yıl

c. 11-20 yıl

d. 21 yıldan fazla

e. Bilmiyorum

10. En güncel çalıştığınız kurumun büyüklüğü

a. Küçük ölçekli kurum (10 çalışandan az)

b. Orta ölçekli kurum (10-249 çalışan)

c. Büyük ölçekli kurum (250 çalışandan fazla)

d. Bilmiyorum

11. En güncel çalıştığınız kurumun sektörü

a. Enerji

b. Maden/Malzeme

c. Sanayii/İmalat

d. Perakende/Tüketim Ürünleri

e. Ticaret

f. Sağlık

g. Finans

h. Teknoloji

i. Telekomünikasyon

j. Kamu hizmetleri

12. En güncel işinizin çalışma tipi

a. Tam zamanlı

b. Yarı zamanlı

c. Freelance

APPENDIX C

IN-DEPTH INTERVIEW QUESTIONS

Team and Company

1. Are there company policies regarding remote working? (working time, location, contact methods and times) Which is your favorite? What do you think should change? What would you like to be different?
2. Do you know what to do at work every day/week?
3. Do you think you have enough communication with the team and the leader? How often do you meet physically or digitally?
4. Does your organization provide remote work fringe benefits? Like food, internet, technology or ergonomics support. Which one is your favorite? What would you like to be different?
5. What are your organization's policies on work-life balance? (such as meeting-free days, work phone, flexible leaves, flexible working hours, kindergarten assistance)

Working from home routine

6. Do you have a separate and suitable workspace at home? If so, where?
7. Is it easy for you to get out of work/study mode at the end of work?
8. Can you stick to a certain work routine? It's like starting and ending at certain times.
9. Do you take regular breaks and meal breaks while working from home? What about in the office?

Time-based Job Demands

11. You received a short email outside of business hours. Will you answer or wait for the next morning? Does working at home or in the office make a difference in this scenario?

12. You received an e-mail containing a long file in the evening. What would your organization/team expect you to do?

13. Does your organization/team expect you to work weekends? What time is it?

Family Demands

14. Do you think your family/partner supports your success in business life?

15. Who is responsible for routine household chores? Do you divide the work with your family/partner? Does your family/partner support you?

16. You've had a busy day, and you must work in the evening. Who does the housework that needs to be done in the evening? What would your family/partner expect from you?

APPENDIX D

IN-DEPTH INTERVIEW QUESTIONS (TURKISH)

Ekip ve Kurum

1. Uzaktan çalışma ile ilgili şirket politikaları var mı? (çalışma saati, yeri, iletişim yöntemleri ve zamanları) En sevdiğiniz hangisi? Değişmesi gerektiğini düşündüğünüz neler var? Daha farklı neler olmasını isterdiniz?
2. Her gün/hafta işte ne yapacağınız belli mi?
3. Ekip ve lider ile yeterli iletişim kurduğunuzu düşünüyor musunuz? Fiziksel veya dijital ortamda ne sıklıkla bir araya geliyorsunuz?
4. Kurumunuz uzaktan çalışma yan hakkı sağlıyor mu? Yemek, internet, teknoloji veya ergonomi desteği gibi. En sevdiğiniz hangisi? Daha farklı neler olmasını isterdiniz?
5. İş-hayat dengesi konusunda kurumunuzun politikaları neler? (toplantısız günler, iş telefonu, esnek izinler, esnek çalışma saatleri, kreş yardımı gibi)

Evden Çalışma Rutini

6. Evde ayrı ve uygun bir çalışma alanınız var mı? Varsa neresi?
7. Mesai sonunda iş/çalışma modundan çıkmak sizin için kolay mı?
8. Belirli bir çalışma rutinine sadık kalabiliyor musunuz? Belirli saatlerde başlayıp bitirmek gibi.
9. Evden çalışırken düzenli ara ve yemek arası veriyor musunuz? Peki ya ofiste?
10. Evden çalışırken ofisteki kadar verimli hissediyor musunuz? Ne olsa daha verimli hissederdiniz?

Zamana dayalı iş talepleri

11. Mesai saati dışında kısa bir e-posta aldınız. Cevaplar mısınız yoksa ertesi sabahı bekler misiniz? Bu senaryoda evde veya ofiste çalışmanız farklılık yaratıyor mu?

12. Akşam saatinde uzun bir dosya içeren e-posta aldınız. Kurumunuz/ekibiniz sizden ne yapmanızı beklerdi?

13. Kurumunuz/ekibiniz hafta sonu çalışmanızı bekliyor mu? Kaç saat?

Ailevi talepler

14. Aileniz/partnerinizin iş hayatınızdaki başarınızı desteklediğini düşünüyor musunuz?

15. Rutin ev işleri kimin sorumluluğunda? Aileniz/partneriniz ile iş bölümü yapıyor musunuz? Aileniz/partneriniz size destek oluyor mu?

16. Yoğun bir gün geçirdiniz, akşam da çalışmanız gerekiyor. Akşam yapılması gereken ev işlerini kim yapar? Aileniz/partneriniz sizden ne beklerdi?

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