A STUDY ON IMPACT OF REMOTE WORK ON JOB SATISFACTION WITH GENDERED CONTEXT: THE MEDIATING ROLE OF WORK FAMILY INTERFACE

Raj Sharma [1]
Research Scholar
Manipal University Jaipur
Dr. Shweta Mishra [2*]
Assistant Professor
Manipal University Jaipur
Dr. Sonal Sidana [3]
Assistant Professor
Manipal University Jaipur
Dr. Lokesh Agarwal [4]
Assistant Professor
Lovely Professional University, Punjab

1. First Author 2. Corresponding Author 3. Co-author 4. Co-author

ABSTRACT

Purpose – The main purpose of this paper is to observe and examine the inter-relationship between work family interface and three dimensions (work and family demands, overall family support and personal dilemmas) in the moderating context of remote working conditions at global level.

Design/methodology/approach – In total, 20 remote workers are engaged in the study who participated in individual in-depth interview and evaluated using thematic analysis as a research tool. A conceptual research model is used in the study. Work family interface theory is drawn upon in the study.

Findings – The themes indicated a positive relationship between family & work demands and personal dilemmas with the work family interface and a negative relationship between overall support of family and work family conflicts. Financial support, moral support or emotional support decreases the level of work family conflicts in remote working conditions.

Research implications / limitations– The findings highlight the significance of overall family support in remote working conditions and contributed to the narrow knowledge of cultural and personal dimensions which affect positively work family conflict in remote work environment.

Practical implications – The conclusions provide the basic evidence that as the level of family & work demand and personal dilemmas raises, work family conflict also increases mainly in female remote workers while as the level of overall family support raises, work family conflict decreases. Overall family support plays a significant role in remote working conditions mainly in female workers which also affect their level of job satisfaction as well.

Originality / Value – The present study does the unique contribution in the human resource literature of emerging era. Firstly, the study exhibits the remote working conditions. Secondly, the study shows that the remote work moderates the relationship between cultural and personal dimensions and work family conflicts.

Keywords – Remote work, Overall family support, Family & work demand, Work family conflicts, Personal dilemmas.
Paper type – Research Paper

1 INTRODUCTION

Over this past year, there have been multiple studies demonstrating productivity gains with remote work. Though, productivity increased in between 2020 and 2021 by 1.8% when compared with an average annually growth of 1.4% from 2005 to 2019, but the challenges to female workers also increased onto a great extent. Sometimes, inter-parental conflicts affect child-parent relationship correlation (Sherill et al., 2017) and cognitive state of child as well (Westrupp et al., 2018). Gender is such an attribute where male and female of the society are expected to identify themselves with as they live through the social exposure and cultural actualizations (Mishra and Bhatnagar, 2018). Henceforth, study of gender is must in context with remote work nowadays.

As we know that work family interface is a wider concept where there is a bidirectional flow of work, from work to family and family to work (Frone, Yardley, & Markel, 1997). India is facing rapid commuting work family interface due to different causes such as a move from joint to nuclear families, an urge of better lifestyle, an increment of dual career couples and advancements in technologies. These aspects are well known to increase the complicacies in this work-family-dynamism (Lyness & Erkovan, 2016; Gajendra & Harrison, 2007).

In the present era, there are 51% of females engaged in the personnel or manpower while 82% of males. The level of women's participation in the workforce has a major impact over improvement and inclusiveness of women and shows the attainment of women (Anak, 2019). The present study explores the significance of overall family support in remote working environment especially working from home, majorly, in female workers along with exhibiting the relationship between cultural and personal issues with work family conflict in remote work culture.

2 GENDER ISSUES
2.1 Family and Work Demands
The WFI (Work Family Interface) theory is all about the explanation of job attitudes and behaviors. According to this theory, the two major factors encompassed the BFI (Business family interface), enrichment (as positivity between family and business) and interference (as conflict between the two domains). Henceforth, these two factors explore the possible positive and negative spillover between business and family (Hsu et al., 2016). The study took a significant step towards this viewpoint. Family and work demands expects double accountability from the workers which increases ultimately the work family conflict in remote working environment majorly in females. A level of frustration is created sometimes which affects their level of job satisfaction as well. Therefore, it is hypothesized:

H1. Remote work moderates the relationship between family and work demands and work family conflicts, in such a way that the relationship is positive and greater in remote working conditions.

2.2 Overall family support
Family support has a significant effect on reducing the family-work-conflicts which shows a kind of negative relationship between remote work and job satisfaction in working mothers. Along with this, higher the collective sharing in the family, it would result in decreasing the extent of work family conflict (Soeharto et al., 2020). The numerous researchers have viewed the significance of moral family support in the emotional subsistence of entrepreneurs (Prasad et al., 2013). Financial and moral family support from families can improve female workforce performance in less economically developed countries as compared to more economically developed countries (Welsh et al., 2018). Therefore, we hypothesized:

H2. Remote work moderates the relationship between overall support of family and work family conflict, in such a way that the relationship is negative and greater in remote working conditions.

2.3 Personal dilemmas
The existing literature suggests that gendered individual problems and issues influence female workforce business performance in a contradictory way (Baughn et al., 2006; Mari et al., 2016). Women mostly have more responsibilities towards household chores as well as childcare and family care activities comparatively (Sullivan and Meek, 2012). Personal problems such as health issues, inter- partner conflict, unhealthy home environment etc., also affect the working of women in remote culture which moderates the work family interface and affects the level of job satisfaction as well. Therefore, we hypothesized:

H3. Remote work moderates the relationship between level of personal dilemma and work family conflict, in such a way that the relationship is positive and greater in remote working conditions.

The study design is outlined in Figure 1.

METHOD
Research design
DEPENDENT VARIABLE (Work family interface) – The interface between working and non-working part takes place when they are not balanced at workplace and in personal life (Greenhaus & Beutell, 1985). Work family interface is a form of inter-role interface in which the expectations, demands and accountabilities are created by the job interfere with family duties and responsibilities (Netmeyer et al., 2005).

INDEPENDENT VARIABLE (Family and work demand, Overall family support, Personal dilemma) – The family duties comprise some of the major important affairs affecting women pioneering activities, especially in the condition of

developing countries (Jennings and Brush, 2013). Moral support and financial support of family is very important and intently related to the level of business family equilibrium (Rehman and Roomi, 2012; Alon and Shenor, 2017).

MODERATING VARIABLE (Remote Work) - The essence of remote work permits an employee to do his work at flexible work location and in 2016, the limit of remotely working people in the U.S. increased to 43% (Darley, 2017).

Remote work is defined as "work arrangement in which employees performs their regular work at the site other than the ordinary workplace, supported by technological connections" (Fitzer, 1997). So, this study used the expression "remote work" and based on the literature which also uses telecommuting, teleworking or remote working as per their choice in defining the term, in accordant with the preferred definition of remote work by Fitzer, (1997).
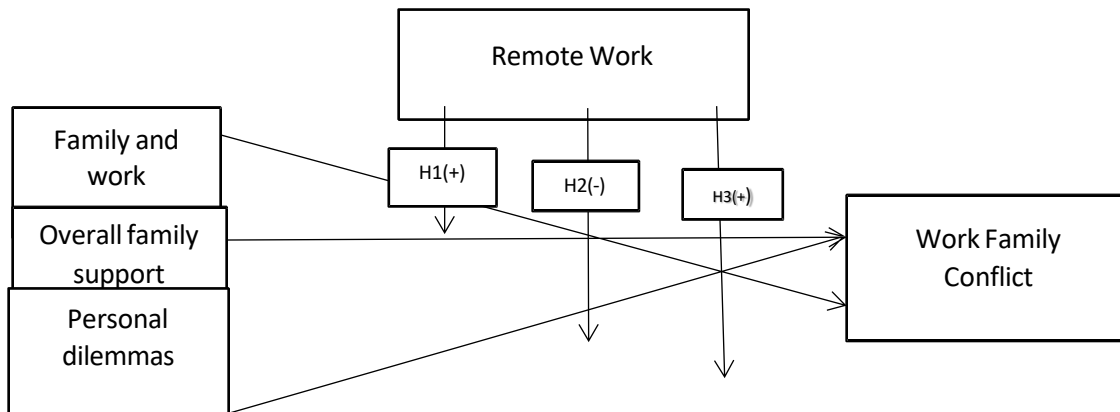

Figure-1

Sampling procedure with participants
A proper union of maximum variance and snowball sampling (Patton, 2002) was used in the study. As per times ascent, the companies which offer fully remote work in India are Inter amazon, United health group, Oyo, Astra Zeneca, Chargebee etc. Respondents were chosen up from them, they all were involved in full time paid employment.
Table 1 summarizes the participants' demographic profile.

Participants	Age	Occupation	Male/female
1	24	Financial Manager	Male
2	26	Administrative Supporter	Female
3	28	Business Developer	Female
4	30	Customer Problem Solver	Male
5	29	Data Analyst	Male
6	22	Team Manager	Female
7	25	System Designer	Male
8	27	Informatory Agent	Female
9	35	Program Manager	Female
10	24	Assistant Manager	Female
11	25	Administrative Agent	Female
12	27	Fashion designer	Female
13	28	Verification Manager	Male
14	30	Operational Head	Female
15	26	Validation Engineer	Female
16	28	Technical Expert	Male
17	29	Lead Creator	Female
18	32	Team Leader	Female
19	36	Informatory Assistant	Female
20	26	Layout Engineer	Male

Table 1

Research methodology

To build concord, the author of study connected electronically. An individual in-depth interview was conducted with the respondents. A pre-informed communication was done electrically to let them know about the nature of this study. All the respondents agreed and signed the consent forms to have their responses recorded. They were regularly motivated to speak over their perspectives also. On standard basis, the interviews continued for an hour with a positive resolution, when nothing was left out to share more.

Data Analysis

For analysis of data, a six-step thematic analysis (Braun and Clarke, 2006) is used in the study. Firstly, the familiarization of data was done in which a thorough overview of all the collected data was taken. The in-depth interviewers were examined and re-examined to extend its familiarity with the selected data. Next, coding was done in the second step. In the third step, the entire analysis for coding was done initially to construct likely themes that show the racial and societal aspects, then the themes were defined properly to give its proper meaning and after reviewing in previous step. At last, report was produced through ending write up for the conclusions and discussion in the succeeding section.

Limitations and future research areas -

It is important to highlight that the selected sample for the study is made up by individuals who are remote workers even now. The organizations are chosen up who have declared this aspect forever. So, henceforth, it is relevant to verify if the effects found are replicated or any change in the scenario of remote working. To analyze rigorously the effect of teleworking, it is mandatory to create an experimental design. Although, this aspect is not at all applicable to teleworking at all times. This is so because, individuals have not completed their telework, they are still working on another limitation of the study, that is female remote workers are investigated majorly. Male group is also large in number, facing the same problem. It would have assured that every teleworker had a proper counterpart showing the counterfactual.

The study analyzed the limited sectors. Future research should include some more factors apart from these cultural and social factors which affect work family conflict. Moreover, future research can also investigate the mediating relationship among the variables since the study investigated moderating relationship. Cross-sectional studies can also investigate the co-relation of these relationships over years.

CONCLUSION

Here in the study, we examined the moderating relationship of remote work with cultural and social factors and work family conflicts. Furthermore, we investigated here female remote workers who have the major impact of remote work comparatively. The findings of the study suggested the significant relationships amongst the variables. The results show that overall family support can help the remote workers in real.

The present study makes the unique contribution in the human resources literature and social science. Firstly, it links the cultural and social factors with the family conflict. Secondly, it presents the moderating relationship of remote work between them. Thirdly and lastly, it shows major role of female remote workers comparatively who are suffering due to the deficiency of family overall support which includes financial support, emotional support and moral support as well.

Basically, the role of women is highly expected in the society. The outlook of excessive family expectations may affect the performance as well as job satisfaction (Edelman et al., 2016). It has been therefore suggested the association of cultural and social factors for remote workers plays a significant role in work family outcomes which can't be ignored.

1. Bajpai, N., Prasad, A., & Pandey, P. (2013). Work life balance retention (WLBR) model–A weapon to retain hi-tech employees. *International Journal of Management Sciences and Business Research*, *2*(12)
2. Baughn, C. C., Chua, B. L., & Neupert, K. E. (2006). The normative context for women's participation in entrepreneruship: A multicountry study. *Entrepreneurship theory and practice*, *30*(5), 687-708..
3. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, *3*(2), 77-101.
4. Edelman, L. F., Manolova, T., Shirokova, G., & Tsukanova, T. (2016). The impact of family support on young entrepreneurs' start-up activities. *Journal of business venturing*, *31*(4), 428-448.
5. Fitzer, M. M. (1997). Managing from afar: Performance and rewards in a telecommuting environment. *Compensation & benefits review*, *29*(1), 65-73.
6. Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work–family interface. *Journal of vocational behavior*, *50*(2), 145-167.
7. Furlong, E., Darley, A., Fox, P., Buick, A., Kotronoulas, G., Miller, M., ... & Maguire, R. (2019). Adaptation and implementation of a mobile phone–based remote symptom monitoring system for people with cancer in Europe. *JMIR cancer*, *5*(1), e10813.

8. Gajendra, R., & Harrison, D. (2007). The Good, The Bad and The Unknown About Telecommuting. *Journal of Applied Psychology*, *92*.

9. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, *10*(1), 76-88

10. Hsu, D. K., Wiklund, J., Anderson, S. E., & Coffey, B. S. (2016). Entrepreneurial exit intentions and the business-family interface. *Journal of Business Venturing*, *31*(6), 613-627

11. Jennings, J. E., & Brush, C. G. (2013). Research on women entrepreneurs: challenges to (and from) the broader entrepreneurship literature?. *Academy of Management Annals*, *7*(1), 663-715.

12. Lyness, K. S., & Erkovan, H. E. (2016). The changing dynamics of careers and the work-family interface. *The Oxford handbook of work and family*, 376-388.

13. Mishra, P., & Bhatnagar, J. (2019). Individual, organizational and social level antecedents of work-family enrichment: Does gender acts as a moderator?. *Journal of Asia Business Studies*.

14. Netemeyer, R. G., Maxham III, J. G., & Pullig, C. (2005). Conflicts in the work–family interface: Links to job stress, customer service employee performance, and customer purchase intent. *Journal of marketing*, *69*(2), 130-143

15. Rehman, S., & Roomi, M. A. (2012). Gender and work-life balance: a phenomenological study of women entrepreneurs in Pakistan. *Journal of small business and enterprise development*

16. Schall, M. A. (2019). *The relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity* (Doctoral dissertation, San Jose State University).

17. Sherrill, R. B., Lochman, J. E., DeCoster, J., & Stromeyer, S. L. (2017). Spillover between interparental conflict and parent–child conflict within and across days. *Journal of Family Psychology*, *31*(7), 900

18. Sullivan, D. M., & Meek, W. R. (2012). Gender and entrepreneurship: a review and process model. *Journal of managerial psychology*

19. Suswanto, A., & Soeharto, E. N. T. D. (2022). Job Satisfaction and Marital Satisfaction Work Family Conflict In Mothers Who Work As Teachers. *Psikostudia: Jurnal Psikologi*, *11*(1), 69-78.

20. Vahedi, A., Krug, I., Fuller-Tyszkiewicz, M., & Westrupp, E. M. (2018). Longitudinal associations between work-family conflict and enrichment, inter-parental conflict, and child internalizing and externalizing problems. *Social Science & Medicine*, *211*, 251-260.

Appendix: Remote Work's impact and Work Family Interface
Themes, categories and codes for social values affecting work family interface.
The purpose of the study is to examine the remote work's impact and role of work family interface.

Identities associated with work family interface
1. Increases the level of work family interface (demands):
   - More Family Accountabilities (emic)
   - Time Consuming (etic)
   - Personal Problems (emic)
2. Decreases the level of work family interface (capital):
   - Overall financial support (emic)
   - Work life balance (etic)

Social and Cultural Values
   - Traditional beliefs (emic)
   - Moral Support (emic)
   - Financial Support (emic)
   - Emotional Support (etic)
   - Boundaries Creation (emic)

Work and Family Demand
   - Overtime (etic)
   - Household chores (emic)
   - Confrontation avoidance to retain harmony (etic)
   - Obedience towards family (emic)
   - Accountability towards Work (etic)