



# The Influence Of Remote Work On The Performance Of Remote Workers: The Mediating Role Of Work-Family Conflict And Work-Life Balance

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## ABSTRACT

The objective of this study is to assess the influence of remote work on the performance of employees. The present study additionally examined the intermediary function of work-family conflict and work-life balance in the relationship between remote work and performance. The present study employs a quantitative research methodology. The utilization of questionnaire instruments for data collection techniques. The research sample consisted of 230 individuals who were engaged in remote employment. The data analysis was conducted utilizing the Partial Least Squares (PLS) method. The findings of the study indicate that the implementation of remote work has a significant impact on the performance of employees. Furthermore, the impact of remote work on performance is partially and competitively mediated by work-life balance. Furthermore, it should be noted that the presence of work-family conflict does not serve as a mediator for the relationship between remote work and performance.

## INTRODUCTION

The swift advancement of technology has brought about convenience in all domains of life, including the implementation of remote work systems. Remote employment enables employees to perform their tasks without the necessity of physically being present at the office (Fawziah and Irwansyah, 2020). The concept of implementing permanent remote work arrangements holds the potential to yield advantages for both businesses and employees (Al Riyami et al., 2023). The advantages of remote work are indeed tangible, including the reduction of operational expenses associated with maintaining physical office spaces. The practice of telecommuting from home has been found to have a favorable impact on employee job productivity, leading to an increase in overall performance. Remote employment can potentially influence the equilibrium between work and personal life, leading to a decrease in familial discord. The practice of remote work has numerous advantages for both organizations and their employees. One notable benefit is the

potential for increased productivity among those working from home. Additionally, this arrangement allows employees to effectively manage their work and familial obligations, hence mitigating employee turnover rates for enterprises (Subari and Sawitri, 2022).

Nevertheless, it is important to acknowledge that distant labor may not yield exclusively favorable outcomes in all respects. Asbari et al., (2020) found that employees frequently encounter challenges in maintaining clear boundaries between their work and family life, resulting in a tendency to work from home. According to Kazekami, (2020) family situations, such as the presence of young children at home, might serve as an unavoidable distraction that hinders individuals from maintaining focus on their profession.

Furthermore, a significant number of employees perceive themselves as being burdened with excessive workloads, which has the potential to result in emotional distress, heightened anxiety levels, and interpersonal conflicts within their familial relationships. These factors, in turn, have the potential to adversely affect their ability to maintain a harmonious equilibrium between their professional and home lives. According to the study conducted by Eddleston and Mulki's, (2017) a significant number of employees experience difficulty in disengaging from work while working remotely, leading to heightened levels of stress and burnout.

Nevertheless, there is a lack of comprehensive understanding regarding the effects of long-term remote work on performance, work-family conflict (WFC), and work-life balance (WLB). Hence, the primary aim of this research was to assess the influence of telecommuting on employee performance while examining the intermediary functions of work-family conflict (WFC) and work-life balance (WLB) in the relationship between telecommuting and performance. The subsequent section provides a concise overview of the existing literature, the employed research techniques, the obtained results, and subsequent discussion, as well as the final conclusions.

## **LITERATURE REVIEW**

Performance refers to the outcomes produced by individuals or groups within an organization, in alignment with their designated authorities and responsibilities, with the aim of accomplishing the objectives of the organization in a lawful manner, while adhering to moral and ethical principles (Minarika, Purwanti and Muhidin, 2020). The extent to which individuals exhibit their abilities significantly influences their overall contribution to the organization. The primary focus of enhancing organizational performance lies in the endeavor to increase the performance of both individuals and groups (Vinet and Zhedanov, 2011). The performance of employees has a noteworthy influence on their overall contribution to the organization. The demand for optimal employee performance has become a fundamental component of any organization, as a company's success is inherently related to the performance displayed by its staff (Vinet and Zhedanov, 2011). When endeavoring to enhance employee performance, it is crucial for managers or leaders within an organization to consider several contributing factors that could potentially have a favorable influence on the overall success rate of the firm.

## **REMOTE WORK**

Remote work, sometimes referred to as telework, virtual work, and flexible working, involves the act of working at a location other than a conventional office environment (Allen, Golden and Shockley, 2015). The concept of remote work is not novel within the realm of employment. The adoption of remote work arrangements facilitates the sustainability of employees. During the practice of remote work, employees experience enhanced comfort levels while carrying out their work-related tasks. According to Rahmadani, Samsir and Widayatsari, (2022), the impact of utilizing different communication channels, internet networks, and workloads in remote work settings has been seen to influence employee performance outcomes in comparison to individuals working in conventional office contexts.

The practice of remote work provides individuals with the benefit of flexible working hours, enabling them to customize their schedules according to their unique requirements. This design proves advantageous in attaining a harmonious equilibrium between professional and personal spheres. The ability to effectively manage time and prioritize tasks is crucial in attaining a healthy equilibrium between one's professional and personal spheres. Furthermore, the cultivation of a conducive atmosphere that encourages adaptability and caters to the requirements of individuals with familial responsibilities can substantially aid to the attainment of a gratifying equilibrium between work and personal life (Al Riyami et al., 2023)

The practice of telework possesses the capacity to either impede or enhance the dynamics between work and home life. The adoption of remote work is an opportunity to enhance employee flexibility, enabling them to allocate time for recreational pursuits and meet familial obligations. Nevertheless, it is crucial to recognize that this configuration may potentially pose significant difficulties. The incorporation of flexible work arrangements enables those engaged in remote work to efficiently allocate and oversee their time, resulting in a decrease in the clash between work obligations and familial duties. On the other hand, when employees are unable to effectively manage their time, it can result in the occurrence of work-family conflict (Kossek, Lautsch and Eaton, 2006)

- H1: Remote Work Has a Significant Effect on Employee Performance
- H2: Remote Work Has a Significant Effect on Work-Family Conflict
- H3: Remote Work Has a Significant Effect on Work-Life Balance

### **WORK-FAMILY CONFLICT**

The concept of work-family conflict (WFC) revolves around the influence of an individual's occupational obligations on the dynamics of their household. job-to-family conflict arises when the obligations and demands of the job sphere exert a negative influence on the family sphere (Al Riyami et al., 2023). Work-family conflicts frequently occur when one's professional obligations demand a higher level of dedication or focus in comparison to their familial duties (Minarika, Purwanti and Muhidin, 2020).The existence of conflicts between an individual's professional and personal domains possesses the capacity to impact levels of productivity and diminish overall performance. The achievement of an individual is contingent upon not alone their monetary affluence, but also the caliber of their familial connections. Insufficient time management has the potential to give rise to interpersonal conflicts stemming from limited occasions for familial reunions, while also playing a role in the emergence of feelings of depression and anxiety, as well as subpar professional performance (Gragnano et al., 2020).

- H4: Work-Family Conflict Has a Significant Effect on Employee Performance

### **WORK-LIFE BALANCE**

The proper attainment and management of work-life balance is a significant pursuit for individuals, as it encompasses the maintenance of equilibrium between one's occupational obligations and personal sphere. The notion of work-life balance, as understood by employees, necessitates the intentional coordination of one's professional obligations with personal and familial duties. In the realm of organizational dynamics, the establishment of a favorable work culture represents a substantial endeavor for corporations, as it necessitates the fostering of an atmosphere that fosters employee engagement and dedication to their occupational obligations (Rahmadani, Samsir and Widayatsari, 2022).According to Asya Anaya and Putri Mega Desiana, (2023) the attainment of work-life balance necessitates an individual's capacity to exert control over their schedule, location, and manner of work in order to enhance performance, while also facilitating personal rejuvenation and engagement in non-work pursuits. Organizations provide many types of support to their employees, including the establishment of efficient communication channels and the implementation of flexible work arrangements. This is done with the understanding that content and productive employees who can create a balance

between their personal and professional lives are more likely to enhance their overall performance.

- H5: Work-Life Balance Has a Significant Effect on Employee Performance

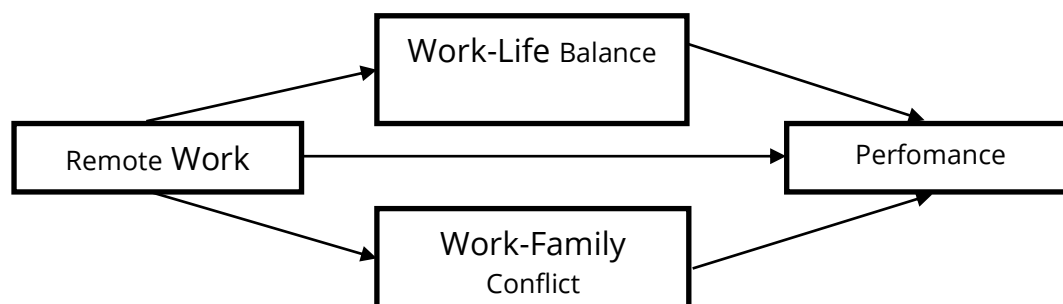
### Work-Life Balance and Work-Family Conflict

According to a recent study conducted by Subari and Sawitri, (2022), implementation of remote work practices holds promise in enhancing the overall quality of family and personal life, while also fostering higher levels of employee motivation. The attainment of work-life balance has the capacity to not alone enhance productivity, but also yield a favorable influence on work performance and overall satisfaction. In a study conducted by Minarika, Purwanti and Muhidin, (2020) it was shown that the attainment of a positive work-life balance can result in enhanced morale, heightened job satisfaction, and a heightened sense of accountability in both the professional and personal spheres. Consequently, this equilibrium might have a substantial impact on the productivity of employees.

Remote employees may encounter difficulties in effectively managing and reconciling their professional obligations with their familial duties. Within the context of this framework, the notion of remote work has the potential to provide both advantageous and disadvantageous outcomes for individuals in terms of their professional and personal domains. According to a study conducted by Zamani et al., (2021), there is evidence to show that remote work might induce stress. This stress arises from the perceived depletion of resources as individuals attempt to balance their work and home duties. Furthermore, the continuous presence in the home environment can worsen work-family disputes. The inherent characteristic of remote work enables individuals to carry out their professional responsibilities from many locations, including the comfort of their own homes. The presence of family members in the home office leads to the merging of work and personal spheres, resulting in conflicts surrounding the management of time, interpersonal relationships, and behavioral expectations.

- H6: Remote Work Has a Significant Effect on Employee Performance Through Work-Life Balance
- H7: Remote Work Significantly Affects Employee Performance Through Work-Family Conflict

**Figure 1. Research Design**



### METHODS

The present study employs a quantitative methodology and centers its investigation on remote workers in Indonesia as the primary target demographic. The study included a total of 123 individuals who were employed as remote workers. The data utilized in this study are primary data, and the process of sample selection is conducted using purposive sampling approaches. The process of data gathering is conducted through the utilization of questionnaires as research instruments. The data analysis was conducted utilizing the Partial Least Squares (PLS) approach, employing the WarpPLS software.

The measurement of the remote work component in this study was conducted using five items that were derived from a previous study by (Al Sumaiti, 2010). The measurement of

performance is conducted by the utilization of a set of 10 items, which have been developed based on the empirical research conducted by (Talukder, Vickers and Khan, 2016). The measurement of work-family conflict is conducted through the utilization of a set of eighteen items that encompass six distinct dimensions. This measurement framework was initially established by (Carlson, Kacmar and Williams, 2000). The measurement of work-life balance components was conducted using four measures that were derived from a previous study conducted by (Brough, Timms and Driscoll, 2014).

## RESULTS

Table 1 displays the demographic characteristics of the workforce. Among the 230 employees who participated in the poll, 108 individuals (47%) identified as male, while 122 individuals (25%) identified as female. Fifty-five percent of the participants, namely 126 respondents, fell within the age range of 25 to 35 years. Twenty-seven percent, or 63 respondents, were between the ages of 18 and 25. The remaining 18 percent, which equates to 41 respondents, were over the age of 35. Most of the participants, comprising 67%, possessed a bachelor's degree, while 17% held a diploma, and the remaining 16% had attained a master's or doctorate degree. According to the data, 31% of individuals engaged in remote work had less than one year of professional experience. In contrast, 37% of remote workers have accumulated a duration of experience ranging from one to two years. Furthermore, 32% of remote workers have acquired more than two years of professional experience. A breakdown of remote workers' occupations reveals that 16% engage in education by offering private classes, while 12% are involved in accountant/finance roles. Additionally, 9% work in administration, while 8% pursue careers in digital marketing, graphic design, data analysis, content creation, and translation. A smaller percentage, 7%, are engaged in copywriting and programming or software development. Furthermore, 6% work as editors, 4% as data entry specialists, and 1% as consultants.

**Table 1. Demographic Characteristic of Respondents**

Categories	Description	Frequency (n=230)	Percentage (%)
Gender	Male	108	47%
	Female	122	53%
Age (years)	18 - 25	63	27%
	25 - 35	126	55%
	> 35	41	18%
Educational Background	D3/D4 (Diploma)	39	17%
	S1 (Bachelor)	155	67%
	S2/S3 (Master/Doctor)	36	16%
Start Doing Remote Work (years)	< 1	71	31%
	1 -2	85	37%
	> 2	74	32%
Job Description	Digital Marketing	19	8%
	Graphic Design	18	8%
	Data Analyst	18	8%
	Content Creator	18	8%
	Accountant/Finance	28	12%
	Translator	18	8%
	Copywriting	15	7%
	Data Entry	10	4%
	Programmer/Software Developer	15	7%
	Editor	13	6%
		20	9%

Administration	36	16%
Private Class	2	1%
Consultant		

Source: Data Processed, 2023

The findings shown in Table 2 indicate that all the variables examined in this research exhibit a Cronbach's alpha coefficient greater than 0.6 and a Composite Reliability value surpassing 0.7. Hence, it is justifiable to assert that all the constructions encompassed inside this study model can be seen as dependable. The findings presented in Table 2 demonstrate that each element within the study framework displays a strong internal consistency.

**Table 2. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance	0.974	0.975	0.977	0.812
Remote Work	0.941	0.943	0.955	0.810
Work-Family Conflict	0.922	0.928	0.934	0.561
Work-Life Balance	0.904	0.919	0.932	0.775

Source: Data Processed, 2023

**Table 3. Hypothesis Testing**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Remote Work -> Performance	0.820	0.817	0.029	28.619	0.000
Remote Work -> Work-Family Conflict	-0.160	-0.168	0.070	2.287	0.011
Remote Work -> Work-Life Balance	0.126	0.135	0.054	2.359	0.009
Work-Family Conflict -> Performance	-0.031	-0.034	0.036	0.859	0.195
Work-Life Balance -> Performance	0.113	0.112	0.027	4.125	0.000

Source: Data Processed, 2023

The findings in Table 3 demonstrate a statistically significant relationship between remote work and employee performance, as indicated by a t-statistic value of 28.619, which is above the essential threshold of 1.66. In addition, the calculated p-value of 0.00 is lower than the specified significance level of 0.05, hence suggesting statistical significance. The results of this study indicate that the practice of remote working has a statistically significant and favorable influence on the performance of employees. This aligns with the first hypothesis, and the theory proposed in this study is deemed acceptable.

The presented table indicates that distant work in relation to Work-Family Conflict has a statistically significant p-value of 0.011. The t-statistic value of 2.287 is found to be statistically significant as it is above the essential threshold of 1.66. Additionally, the original sample value of -0.160 provides evidence suggesting that distant work is associated with a negative influence on

work-life conflict. The findings of this study indicate that the practice of remote work exerts a detrimental and statistically significant impact on the occurrence of work-family conflict. This finding aligns with the second hypothesis, which posits that remote work has a notable influence on work-family conflict. As a result, hypothesis 2 is supported.

The p-value for the relationship between remote work and work-life balance, as indicated in Table 2, is 0.009. The t-statistic value of 2.359 is found to be statistically significant, as it is above the essential threshold of 1.66. Additionally, the original sample value of 0.126 provides evidence suggesting that remote work has a favorable impact on work-life balance. The findings of this study indicate that the practice of remote work exerts a favorable and substantial impact on the equilibrium between work and personal life. Thus, it may be concluded that hypothesis 3 in this study is deemed acceptable. The findings pertaining to the impact of work-family conflict on employee performance revealed a p-value of 0.195, surpassing the predetermined significance level of 0.005. The calculated t-statistic value of 0.859 is found to be lower than the crucial threshold of 1.66. Additionally, the original sample value of -0.031 indicates that work-family conflict has a negative influence. The findings of this study indicate that there is no substantial effect of work-family conflict on employee performance, and in fact, it has a detrimental effect. This statement is inconsistent with the findings of hypothesis 4, which suggest that work-family conflict exerts a substantial influence on employee performance. Therefore, the fourth hypothesis in this investigation is deemed unsatisfactory.

The findings from the analysis of the work-life balance test on performance are presented in the following table. The obtained p-value is 0.000, indicating a statistically significant result. Additionally, the t-statistical value of 4.125 exceeds the critical threshold for significance, as well as the initial sample value of 0.113. The findings of this study indicate that there is a notable correlation between work-life balance and employee performance, with a discernible beneficial effect. The findings of this investigation are consistent with hypothesis 5. Therefore, the fifth hypothesis in this investigation is deemed acceptable.

**Table 4. Mediation Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Remote Work -> Work-Family Conflict -> performance	0.005	0.006	0.007	0.690	0.245
Remote Work -> Work-Life Balance -> Performance	0.014	0.016	0.009	1.665	0.048

*Source: Data Processed, 2023*

According to the data presented in Table 4, the statistical analysis reveals that there is no significant association between remote work and employee performance when considering the influence of work-family conflict. This conclusion is supported by a p-value of 0.245 and a t statistic of 0.690. The findings of the study indicate that there is no significant relationship between remote work and employee performance when mediated by work-family conflict. Therefore, this study concludes that there is no statistically significant relationship between distant work and employee performance when considering the mediating factor of work-family conflict. The findings of this investigation do not align with the proposed hypothesis 6. Therefore, the sixth hypothesis is deemed invalid.

According to the findings presented in Table 4, there is a significant relationship between remote work and employee performance when mediated by Work Life Balance. This significance is indicated by a p-value of 0.048 and a t statistic of 1.665. The findings of this study indicate a significant relationship between remote work and employee performance, mediated by the

construct of Work Life Balance. Therefore, this study examines the impact of remote work on employee performance by focusing on the concept of Work Life Balance. This finding is consistent with the seventh hypothesis. Therefore, the theory is deemed acceptable.

## DISCUSSION

The empirical evidence suggests that the implementation of remote working arrangements holds promise for enhancing employee performance. According to Rahmadani, Samsir and Widayatsari, (2022), the practice of remote work offers employees the advantage of increased comfort during their professional activities, which in turn can positively influence their overall performance. Individuals who possess the ability to flexibly manage their time and choose their work location possess an indirect form of control over their work schedules and the allocation of their time inside their employment. Remote work enables employees to conveniently carry out office tasks from the comfort of their homes, affording them more opportunities to spend quality time with their families and attend to familial responsibilities. The successful execution of remote work necessitates an individual's adeptness in effectively allocating time between professional responsibilities and familial obligations. According to Greenhaus and Powell, (2006), , individuals who possess good time management skills are capable of efficiently allocating their time to many responsibilities, including spending quality time with their family, performing effectively in their career, and engaging in other activities. The more effectively a someone works remotely, the greater the potential for an improved work-life balance. However, when individuals allocate a greater amount of their working hours to remote work, they typically encounter increased levels of stress related to work-family conflicts across all four categories. The combination of job demands, and familial pressures might lead to increased stress levels and potential conflicts within the household. The allocation of time between work and family, as well as the nature of work that hinders attending to family needs, and workplace behavioral issues that spill over into the family domain, can all contribute to the impact on family life (Al Riyami et al., 2023).

This study further demonstrates that employees who possess the ability to effectively manage the demands of both their professional responsibilities and familial obligations are more likely to perform their work duties proficiently and achieve the desired level of productivity. According to Al Riyami et al., (2023), employees are able to effectively manage their office work and familial responsibilities due to the equilibrium they maintain. Conversely, the present study reveals that employees who possess the capacity to effectively manage and navigate excessive work and family obligations experience heightened levels of stress. Extended periods of time spent in the domestic environment can give rise to a multitude of obligations, which are likely to result in heightened levels of stress due to conflicts arising from various roles. The coexistence of individuals inside a shared workspace can potentially impede an individual's ability to maintain focus and concentration during work-related tasks. The presence of a time imbalance in the workplace can disrupt home activities and impact the roles of persons within the family, leading to the emergence of tension and conflict within the familial unit (Virginia and Etikariena, 2021). However, by effectively managing one's time, it is possible to reduce the frequency of conflicts that arise. Therefore, this will not have a significant influence on its overall performance.

The findings additionally indicate that remote work has an impact on employee performance by influencing their work-life balance. The enhancement of employee productivity can be attributed to the significant influence of work-life balance, hence resulting in a favorable effect on the overall organizational performance (Isa and Indrayati, 2023). According to Bataineh, (2019), employees who successfully manage the demands of both their professional responsibilities and personal obligations are more likely to achieve the desired level of work outcomes and cultivate a higher standard of work ethics. When individuals experience a high level of satisfaction in achieving a harmonious equilibrium between their professional and personal lives, they are more likely to cultivate a strong work ethic. This work ethic is driven by



the desire to enhance one's own abilities and skills, with the aim of making valuable contributions and delivering optimal service.

The implementation of remote work necessitates that employees contend with the concurrent demands of their professional and familial responsibilities, so imposing a significant strain on them throughout their work hours. The management of several roles necessitates the ability to effectively navigate the tensions that develop from conflicts between these positions, which are a consequence of the demands placed upon them (Yuile et al., 2012). The remote work system entails utilizing one's residence as a designated workspace. The incongruities between the behavior and presence of individuals in the context of remote work give rise to challenges for employees in effectively carrying out their work tasks. Despite the concurrent pressures of work and family obligations, it is unlikely that such demands will significantly impact an individual's overall performance. According to De Tiroina and Sulaiman, (2021), the implementation of remote work, which offers flexibility in work arrangements, has the potential to enhance employee performance by mitigating the challenges posed by work and family demands.

## CONCLUSION

According to the findings of various studies, remote work has a significant influence on employee performance. The presence of flexibility in the workplace contributes to a sense of ease and has implications for both work-life balance and work-family conflict. The achievement of work-life balance has been found to positively impact employees' work ethic and performance. Remote work offers individuals the opportunity to achieve a harmonious equilibrium between their personal and professional lives. To enhance employee productivity and maximize performance outcomes. Excessive job and familial obligations can result in individuals experiencing heightened levels of stress, ultimately leading to the emergence of conflicts within the workplace. However, achieving balance in one's life through effective time management can help mitigate conflicts.

## LIMITATION

The present study is subject to several constraints in terms of sample acquisition from remote workers. Furthermore, it is anticipated that future research will explore additional variables that may act as mediators in the relationship between distant work and employee performance.

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