How Work from Home can Improve Job Satisfaction of IT Sector Employees? Putting Work Life Balance and Work Enrichment into The Picture

Farida Faisal
Associate Professor, University Institute of Management Sciences, Arid Agriculture University, Rawalpindi
farida.faisal@uaar.edu.pk

Isma Zareef
MS Scholar, University Institute of Management Sciences, Arid Agriculture University, Rawalpindi

&

Nazia Rafiq
Assistant Professor, Department of Anthropology, Arid Agriculture University, Rawalpindi

Abstract

The aim of this paper is to establish a more nuanced understanding of relationship between Work-From-Home (WFH) and Job Satisfaction (JS), by looking at the mediating role of Work-Life-Balance (WLB) and Work Enrichment (WE). The Person-Environment (P-E) fit theory underpins this research, which suggests that occupational factors such as WFH and environmental factors such as WLB and WE, can play an important role in enabling employees to achieve positive outcomes. Primary data were gathered from 352 employees of IT and Telecom sector in Pakistan through an online survey. Instrument reliability and validity was established and hypotheses were tested by performing Structural Equation Modelling (SEM) using SmartPLS 4.0. Our results show that WFH leads to satisfaction when family and work resources are well aligned and complimentary. Implications for IT businesses regarding design of strategies to improve employee outcomes of WFH are discussed.

Keywords: Work from Home, Job Satisfaction, Work Life Balance, Work Enrichment, P-E fit Theory, IT/Telecom Companies, Pakistan.

Introduction

Work-From-Home (WFH) arrangements were adopted extensively during the COVID-19 pandemic lockdowns, and since then this digitally enabled form of work setting is becoming a global norm. For highly competitive, innovation driven IT businesses, besides allowing access to a broader talent pool online, WFH offers travel-related and electricity cost-cutting opportunities. A global talent pool can result in a more diverse workforce and access to specialized skills that may not be locally available (Bloom et al., 2015). By eliminating the need for daily commutes, remote work contributes to a decrease in carbon emissions and environmental pollution. This supports sustainability goals and helps in the fight against climate change (Awais, Saghir, & Niaz, 2024; Hook, Sovacool, & Sorrell, 2020). At the same time, the debate over effectiveness of WFH in post-COVID times is far from settled because organizations are still figuring out appropriate hybrid work designs for boosting productivity while remaining aligned with staff expectations.

For IT employees, WFH may offer several benefits such as online work, flexible working hours and avoidance of daily travel. Yet there are also downsides such as communication difficulty, distractions, isolation, and mental stress. Literature on the impact of WFH on employee outcomes remains ambivalent, with most studies showing a positive impact on Job Satisfaction (JS) and Work-Life-Balance (WLB) (Kowalski et al., 2022; Putra et al., 2020) and some studies showing blurring of work boundaries and difficulty in maintaining WLB (Bloom et al., 2020; Grant et al., 2013; Ugwu et al., 2022).

Striking a balance between work and personal life is particularly relevant for IT sector employees who face the risk of burnout due to intense work demands. Purwanto et al. (2020) argue that working from home can increase productivity through better management of workload and reducing work-life conflict. Employee's value flexibility and trust associated with WFH, resulting in higher morale and retention rates

(Bentley, 2016). Flexible work arrangements empower individuals, especially women, to balance their career goals with family responsibilities, resulting in a more inclusive and diverse workforce (Hill et al., 2008). On the flip side, WFH makes it difficult to separate professional and personal time, leading to longer working hours and work continuing into evening time and off days. WFH arrangements may also cause work intensification, where employees take fewer breaks, perceiving the burden of "always being on".

Other than WLB, IT sector employees also seek Work Enrichment (WE) as it provides opportunities for learning and growth. Organizations that prioritize WE demonstrate their commitment to employee well-being and development. This is done by designing structures in a way that gives employees more autonomy, responsibility, and opportunities for self-awareness and growth (Liu et al., 2019) Telecommuting can contribute to WE through increased control over work tasks (McNall et al., 2009). At the same time there is lack opportunity of informal learning and mentorship which come along with face-to face interactions. Nevertheless, it is plausible that WFH culminates in JS indirectly with WLB and WE being the linking instrumentalities. Our paper tests this proposition empirically.

Further, Le et al. (2020) pointed out a dearth of studies on WLB in Asia. Therefore, we have conducted this investigation in Pakistan's IT and Telecom sector. WFH was extensively adopted by the Pakistani telecom companies during the COVID-19 pandemic and remains partially enforced as hybrid work designs are being tried. Pakistan's IT sector has been growing at 20-30% annually and IT exports were $3.5 billion in 2023. This includes services such as software development, IT-enabled services (ITES), and Business Process Outsourcing (BPO). The IT sector growth is enabling diversification of Pakistan's economy away from overreliance on agriculture and textiles. Pakistan's IT services are highly competitive both in terms of cost and quality, allowing for outsourcing from companies based in the US, Europe, and the Middle East. Most importantly, 60% of the population in Pakistan is below the age of 30. The IT sector provides young Pakistanis opportunities for good jobs, enabling upward social mobility and reducing unemployment. The Government of Pakistan is cognizant of the fact that IT and telecommunications sector acts as key drivers of progress and innovation. Therefore evidence based research to guide policies for further development of this sector is direly needed (SBP, 2023).

Our paper provides a concise review of HR literature related to our study variables, followed by the methodology adopted to collect and analyze empirical data. Paper ends with discussion on findings and implications for the IT sector.

Literature Review

Although studies related to WFH have often used the Job Demands-Resources (JD-R) and Self-Determination Theory (SDT) as underpinning theories, we believe that the Person-Environment (P-E) Fit theory provides the most appropriate theoretical framework for modeling all of our study variables. P-E Fit means that "people have an innate need to adapt to their environment and seek an environment that matches their personal characteristics". The theory suggests that when there is a good fit between a personal, environmental and occupational factors, employees are more likely to experience positive outcomes (Van Vianen, 2018).

Personal Factors

The theory emphasizes that individuals have unique characteristics such as personality, skills, belief, values and feelings. As long as there is no friction in the interaction of these personal factors within the work environment, employees will feel satisfied (Brown et al., 2005). The outcome variable of our study, i.e. JS can be seen as a personal factor.

Environmental Factors

The work environment also plays a crucial role in establishing good fit for the employee. Factors such as work hours, workload, flexibility, and organizational culture can positively impact an individual's ability

to balance their work and personal life (Allen et al., 2013). The mediating variables in our study, i.e. WLB and WE, can be considered as environmental factors.

Occupational Factors

P-E fit occurs when there is a match or compatibility between the person and the occupational factors (including task characteristics, organizational culture, and available resources). When there is a good fit, individuals are more likely to experience reduced work-family conflict, lower stress levels, and higher life satisfaction (Brown et al., 2005). The independent variable of our study, i.e. WFH can be seen as an occupational factor.

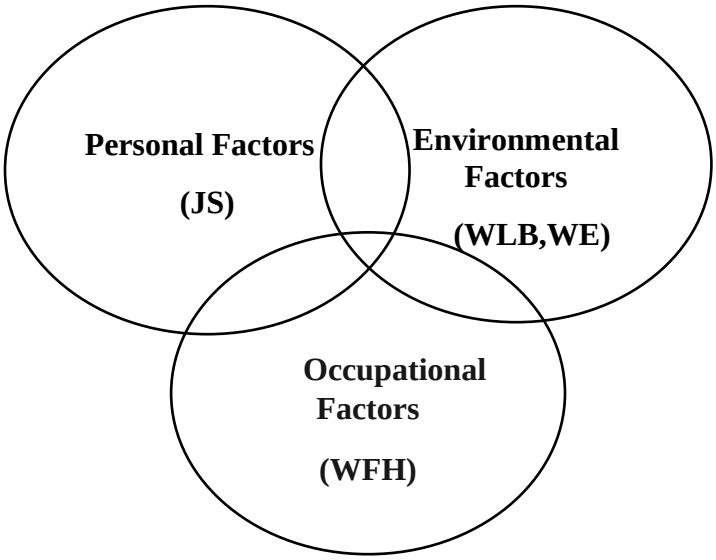

Figure 1: Diagrammatic Representation of P-E Theory

"Work-From-Home" is a structure that allows personnel and work tasks to be shared across settings away from a central place of business or physical, organizational location (Kumar, 2023). WFH became charted territory as a result of the COVID-19 pandemic and stay-at-home orders requiring work to be done online (Baker et al., 2020). Telecommuting or remote working are alternate terminologies for digitally enabled form of WFH.

“Job Satisfaction” is an employee’s degree of contentment with working conditions including good supervision, salary and relations with coworkers (Le et al., 2020). A good indicator of the significance of JS in today's businesses is the new management model that emphasizes treating employees as human beings with needs, wants, and personal desires (Chan et al., 2016).

Numerous research findings in different context have shown that WFH has had a positive impact on JS. Bloom et al. (2015) conducted a study in China and discovered evidence suggesting that remote work increased JS among participants. The increased autonomy and flexibility associated with remote work arrangements were identified as key factors contributing to this positive outcome. Similarly, Golden et al, (2008) conducted their study within the United States that emphasized the positive impact of WFH on JS, highlighting reduced stress from commuting and the ability to better integrate work and personal life. Grant et al. (2013) conducted surveys and interviews with remote workers across various industries in New York City explored the psychological factors affecting remote workers' JS, well-being, and WLB. Their findings while warning about effects of fewer work boundaries and difficulty in maintaining quality of home life, supported the idea that remote work arrangements provide individuals with greater control over their work environment and schedules. Collectively, these studies demonstrate the positive impact of WFH on JS.

H1: Work from home positively impacts job satisfaction.

Work is defined as "paid employment", and life is defined as "activities outside of work." The meaning of balance is the difference "between fun and serious activities" thus accomplishing fulfilling "work-life balance". Haar and Brougham (2022) associate WLB with an individual's ability to successfully shuffle their vital responsibilities in general, like work, family, and other numerous jobs in their day-to-day existence. According to Shaikh et al. (2019), the term WLB refers to the achievement of job-related desires that are arranged and shared between the individual and his or her job-related partners in the work and family space. Employees having low WLB will likely have lower work devotion if there is a lack of harmony between their personal and official duties. Le et al. (2020) supported WLB, boundary management, or maintaining clear lines between work and personal life. By allowing employees to have greater control over their work schedules and personal commitments, telecommuting helps lower stress levels and enhances satisfaction with the integration of work and personal life (Golden & Veiga, 2005; Nawaz & Awais, 2018).

H2: Work from home positively impacts Work life balance.

Enrichment is huge and merits thought (Lui et al., 2022). WE is a concept that emphasizes improving the nature of work and further developing representative fulfillment and inspiration drawn from one's job. Carlson et al. (2006) divide the WE concept into two dimensions namely: Work-Family-Enrichment (WFE) and Family-Work-Enrichment (FEW). WFE can be measured along three sub-dimensions (development, affect, and capital). Similarly, FEW is conceptualized as having three sub-dimensions (development, affect, and efficiency). Families can provide resources that lead to workplace productivity gains; and jobs can provide resources for family-based productivity gains (García et al., 2023). As indicated by McNall et al. (2009), enrichment is a cycle by which personal work invigorates professional work. WFE occurs when experiences in the work role improve the quality of family life. This positive interaction can result from skills, perspectives, flexibility, and emotional support gained at work that enhance family interactions and relationships (Greenhaus & Powell, 2006).

H3: Work from home positively impacts Work Enrichment.

McNall et al. (2023) established that employees who can avail flextime and compressed work facilities, experience work to home enrichment, which is also linked to higher job satisfaction. Gašić and Berber (2023) stated that WE through flexible work arrangements can significantly increase employee engagement, mediating the association between these arrangements and reduced turnover intentions. According to an earlier study conducted by Brown et al. (2005), employees who perceive their jobs as offering chances for learning and growth tend to have higher levels of JS. As employees acquire new skills, expand their knowledge, and take on challenging tasks, they experience personal and professional development, which contributes to their overall JS (Brown et al., 2005). A Meta-analyses-based study conducted by Humphrey et al. (2007), discovered a positive correlation between task variety and JS. Employees who have the opportunity to engage in a diverse range of tasks and activities tend to report higher levels of JS compared to those with more repetitive or monotonous job roles (Humphrey et al., 2007). This suggests that FWE which can prepare an individual to handle task variety better, will also lead to JS.

IT workers are challenged with complex problem solving which can be attained through enrichment of their work. WE can potentially enable satisfying and remunerating work insights, noteworthy work fulfillment and expert development for IT sector workers.

H4: Work Enrichment positively impacts Job Satisfaction.

Grzywacz and Bass's (2003) research focused on understanding the dynamics of work, family, and mental health within the context of the American workforce. This research indicates that attaining a favorable WLB has a positive effect on JS. People who can efficiently handle their work and personal duties tend to have higher JS levels compared to those who find it challenging to juggle these areas of their lives. Additionally achieving a positive WLB has been consistently proven by research to have a positive impact

on JS in European countries, where issues related to WLB and employee well-being have been extensively studied (Allen et al., 2000; Grant et al., 2013).

For people working in IT sector there is constant change and uncertainty, therefore WLB maybe essential for reducing stress, enhancing health, increasing productivity, fostering engagement, and cultivating a positive organizational culture, all of which may contribute to IT workers' satisfaction with their jobs.

H5: Work life balance has a positive impact on job satisfaction.

H6: Work Life Balance mediates the relationship between work from home and job satisfaction.

H7: Work enrichment mediates the relationship between work from home and job satisfaction.

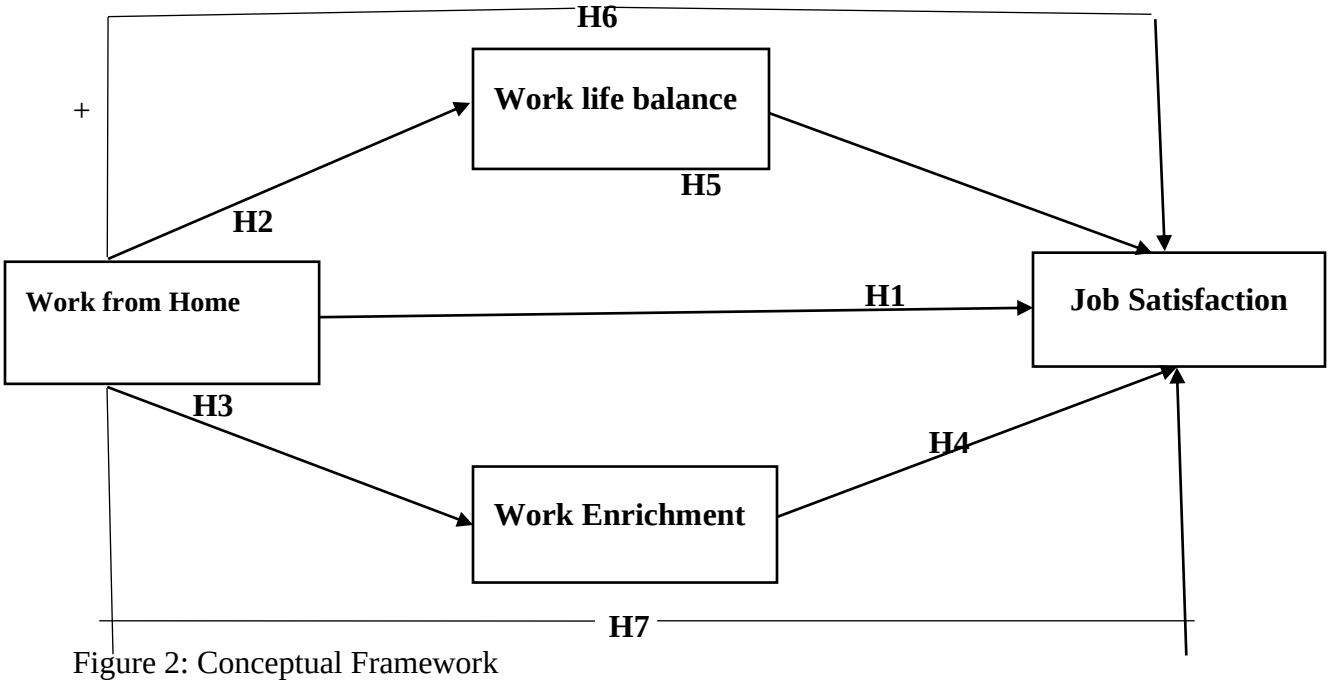

Figure 2: Conceptual Framework

Methodology

The study targeted employees of IT and Telecom sectors (e.g. PTCL, Nayatel, Jazz, Telenor, Zong, PASHA etc.), who have WFH experience. A survey was conducted online using snowball sampling from 352 employees from twin cities of Pakistan (Rawalpindi and Islamabad). The sample size was based on the Item-to-Sample Ratio as suggested by Schwab (1980). The survey questionnaire was divided into two parts. Section 1 included demographic variables (i.e. gender, age, education, and job position) and Section 2 included construct measurement items using 5-point Likert scale. Number and source of items are given in Table 1.

Table 1: Research Instrument

Constructs	No. of items	Source
Work from Home	09	Kowalski et al. (2022)
Job Satisfaction	03	Kowalski et al. (2022)
Work Life Balance	04	Ugwu et al. (2022)
Work Enrichment	18	Carlson et al. (2006)

Data were analyzed through Structural Equation Modelling (SEM) performed using SmartPLS 4 software. Reliability and Validity was checked by using a formative measurement model whereas hypothesis testing was performed by using a structural model.

Results and Findings

Table 2: Sample Demographics

Gender	Male	183	51.9%
	Females	162	46.0%
	Prefer not to say	07	1.93%
Age	<-25	42	11.93%
	26-30	93	26.42%
	31-35	101	28.69%
	36-40	54	15.34%
	40>	62	17.61%
Marital Status	Married	218	61.93%
	Unmarried	134	38.06%
Educational Level	Bachelors	46	13.06%
	Masters	124	35.22%
	MPhil/MS	133	37.78%
	PhD	49	13.92%
Job Position	Entry-Level	118	33.52%
	Middle level	172	48.86%
	Top Management	62	17.61%

Table 2 illustrates a balanced sample in terms of gender (*51.9% males, 46.0% females*). The age distribution aligns with typical demographics of IT professionals, as many individuals in this field are young. Additionally, the sample reflects a balanced distribution in terms of education levels. Notably, middle-level managers are well-represented (*48.86%*).

Table 3: Normality of Data Distribution

Items	N	Mini	Maxi	Mean	SD	Skewness	kurtosis
WFH1	352	1	5	2.80	1.380	0.22	-1.20
WFH2	352	1	5	2.84	1.332	0.09	-1.18
WFH3	352	1	5	2.66	1.325	0.32	-1.03
WFH4	352	1	5	2.66	1.382	0.34	-1.12
WFH5	352	1	5	2.79	1.312	0.23	-1.09
WFH6	352	1	5	2.69	1.326	0.18	-1.11
WFH7	352	1	5	2.91	1.321	0.04	-1.16
WFH8	352	1	5	2.92	1.323	0.13	-1.12
WFH9	352	1	5	3.03	1.314	0.08	-1.12
JS1	352	1	5	2.88	1.136	0.13	-1.23
JS2	352	1	5	2.91	1.389	0.08	-1.26
JS3	352	1	5	2.88	1.362	0.16	-1.19
WLB1	352	1	5	2.94	1.378	0.07	-1.20
WLB2	352	1	5	2.77	1.340	0.27	-1.06
WLB3	352	1	5	2.77	1.378	0.28	-1.16
WLB4	352	1	5	2.85	1.409	0.17	-1.25
WE1	352	1	5	2.81	1.387	0.24	-1.18
WE2	352	1	5	2.71	1.410	0.30	-1.21
WE3	352	1	5	2.89	1.395	0.01	-1.29
WE4	352	1	5	2.71	1.332	0.25	-1.08
WE5	352	1	5	2.76	1.346	0.24	-1.13
WE6	352	1	5	2.76	1.347	0.31	-1.12
WE7	352	1	5	2.69	1.374	0.26	-1.13
WE8	352	1	5	2.71	1.389	0.14	-1.23
WE9	352	1	5	2.82	1.380	0.18	-1.23
WE10	352	1	5	2.80	1.391	0.08	-1.23
WE11	352	1	5	2.89	1.329	0.25	-1.13
WE12	352	1	5	2.76	1.346	0.24	-1.13
WE13	352	1	5	2.76	1.347	0.31	-1.11
WE14	352	1	5	2.69	1.374	0.26	-1.12
WE15	352	1	5	2.71	1.389	0.14	-1.13
WE16	352	1	5	2.82	1.380	0.25	-1.23
WE17	352	1	5	2.76	1.346	0.24	-1.13
WE18	352	1	5	2.76	1.347	0.21	-1.12

According to Hair et al. (2017), the ideal range of Skewness and Kurtosis values is between +1 to -1, beyond this acceptable range data cannot be considered normally distributed. As shown in table 3 our data is normally distributed so we can directly apply inferential techniques on it.

We conducted one way ANOVA tests to check for differences in WLB, WE and JS due to Gender and Job Positions. None of the F-values were significant i.e. having significance value less than 0.05.

We checked for Common Method Bias (CMB) in our data by means of Harman's single-factor technique (Podsakoff et al., 2003). As the single largest factor accounted for 39.29 % variance, which is less than the threshold value of 50%, thereby it was confirmed that CMB was not a problem.

Reflective-Reflective Measurement Model

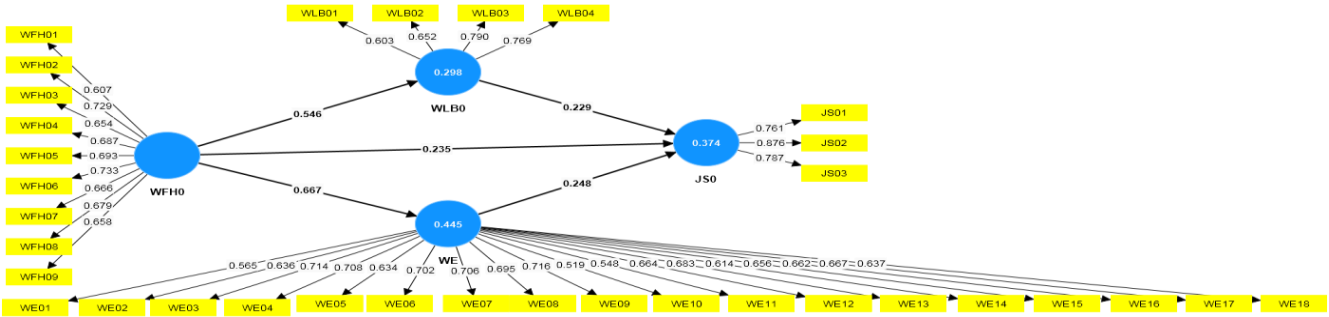

Table 4: Establishing Reliability

Variables	Items	Cronbach's Alpha	CR
WFH	09	0.854	0.856
JS	03	0.736	0.749
WLB	04	0.664	0.679
WE	18	0.920	0.923

According to Hair et al. (2017), a composite reliability scores greater than 0.7 indicates adequate internal consistency. As a general rule of thumb Cronbach's alpha 0.70 and above is good (Garson, 2016; Hair et al., 2011). As shown in table 4 all of our study variables were deemed to be internally consistent.

Table 5: Establishing Convergent validity

Construct and Items	Items Code	Factor Loading	AVE
Work from Home			0.7
I feel that quality of the work I carry out during working from home is better.	WFH1	0.607	
Working from home is personally beneficial for me at work.	WFH2	0.729	
Working from home motivates me to work better.	WFH3	0.654	
I have sufficient technical knowledge in completing work during working from home.	WFH4	0.687	
I have sufficient authority in carrying out work during working from home.	WFH5	0.693	
I have clear work targets when working from home.	WFH6	0.733	
My boss is concerned about my well-being during working from home.	WFH7	0.666	

I received technical assistant from my work place in completing work during working from home.	WFH8	0.679	
I can concentrate on getting work done even when there are distraction from family members during work from home.	WFH9	0.658	
Job satisfaction			0.5
I am satisfied with my current co-worker.	JS1	0.761	
I am satisfied and feel happy with my current boss.	JS2	0.876	
I am satisfied with my current salary.	JS3	0.787	
Work life balance			0.5
I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	WLB1	0.603	
I have no difficulty balancing my work and non-work activities.	WLB2	0.652	
I feel that the balance between my work demands and non-work activities is currently about right.	WLB3	0.790	
Overall, I believe that my work and non-work life are balanced.	WLB4	0.769	
Work Enrichment			0.5
I learn to appreciate different points of view through work, which helps me be a better family member.	WE1	0.565	
Due to work I gain knowledge and this helps me being a superior relative	WE2	0.636	
Work makes me acquire skills which helps me be a better family member	WE3	0.714	
My work puts me in a good mood and this helps me be a better family member	WE4	0.708	
Work causes me to feel cheerful and this assists me with being a superior relative	WE5	0.634	
I'm happier at work, which helps me be a better family member	WE6	0.702	
I'm a better family member and have more personal fulfillment as a result of my work	WE7	0.706	
Work gives me a sense of accomplishment which helps me be a superior relative	WE8	0.695	
Work provides me with a sense of success and this helps me being a superior relative	WE9	0.716	
My family helps me to learn, which makes me a better worker.	WE10	0.519	
Family work sharpens my skills and this helps me be a better worker	WE11	0.548	
My family encourages me to learn new things, which makes me a better employee	WE12	0.664	
Family puts me in a good mood and this helps me be a better worker	WE13	0.683	
My family makes me feel happy and this helps me be a better worker	WE14	0.614	

I'm always upbeat because of my family, which makes me a better worker	WE15	0.656
I can work efficiently because my family requires me not to waste time at work	WE16	0.662
I am able to be a better worker because my family encourages me to focus my work time	WE17	0.667
Family makes me be more engaged working and this assists me with being a superior worker	WE18	0.637

The ideal requirement for factor loading is >=0.7, but the minimum acceptable value for factor loading is 0.50 (Bakeman & Gottman, 1986). According to Garson (2016), the minimum requirement for AVE is 0.5. As shown in Table 5, factor loadings and AVE lie in acceptable range which confirms the convergent validity of our study constructs.

Table 6: Establishing Discriminant Validity

HTMT	JS	WE	WFH	WLB
JS				
WE	0.653			
WFH	0.661	0.750		
WLB	0.717	0.760	0.719	

According to Hair et al. (2017) the HTMT value must be less than 0.90 to establish discriminant validity. As shown in Table 6 the values of the HTMT ranged from 0.653 to 0.760 in our sample which is acceptable and therefore it shows that our study constructs are different from each other.

Structural Model

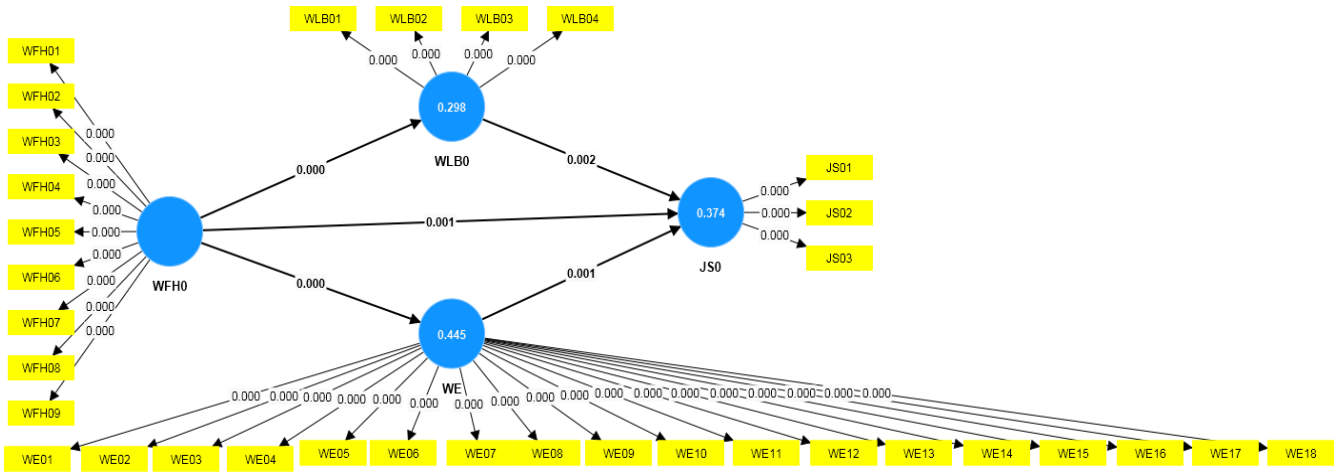

Table 7: Ruling out Multi-collinearity

Inner model List	VIF
WE->JS	2.099
WFH->JS	1.917
WFH->WE	1.000
WFH->WLB	1.000
WLB->JS	1.661

According to Garson (2016) if the variance inflation factor (VIF) values are less the 5, this indicates that there are no difficulties caused by horizontal or vertical collinearity in the model. As shown in Table 7 the values of VIF are in acceptable range.

Table 8: Establishing Goodness of Fit

Construct	R-Square	R- Square Adjusted
JS	0.374	0.369
WE	0.445	0.443
WLB	0.298	0.297

According to Kock (2014) the coefficient of determination (R-Square) represents the goodness of fit of the regression model and also indicates the extent to which the independent variables explain the variability of the dependent variable collectively. The value range of R-Square lies between 0 to 1. Higher values are representative of a good model fit for data. R-Square values are 0.37, 0.45 and 0.3 for JS, WE and WLB respectively establishing that the data we collected fit the model well

Table 9: Establishing Predictive Relevance

Variable	Q-Square
JS	0.266
WE	0.435
WLB	0.287

Q-Square measures a model's capacity to forecast the predicted value of a dependent variable based on a predictor variable (Thompson et al., 2015). Table 9 shows that values of Q-square are higher than the threshold (i.e. > zero) (Hair et al., 2014) which means that our model is useful for prediction about levels of Job Satisfaction.

Table 10: Hypothesis Testing (Direct Paths)

Construct	beta	SD	T-statistic	p-values	Decision
WFH>JS	0.235	0.070	3.354	0.001	H1 Accepted
WFH>WLB	0.546	0.052	10.578	0.000	H2 Accepted
WFH>WE	0.667	0.038	17.614	0.000	H3 Accepted
WE>JS	0.248	0.073	3.371	0.001	H4 Accepted
WLB>JS	0.229	0.074	3.111	0.002	H5 Accepted

Table 10 shows results of path analysis based on the structural model. Here all the direct paths are significant as all p-values are less than 1% and all T-statistics are above 2. Therefore Hypotheses 1 to 5 are accepted.

Table 11: Hypothesis Testing (In Direct Paths)

Construct	Beta	SD	t-statistic	p-values	C-I LL-UL		Decision
WFH-WLB-JS	0.125	0.041	3.090	0.002	0.06	0.25	H6 Accepted
WFH-WE-JS	0.165	0.050	3.331	0.001	0.04	0.20	H7 Accepted

Tables 11 show results of path analysis related to mediation effects. We find that WLB and WE mediate the effect of WFH on JS. Hypotheses 6 and 7 are accepted because within the 95% Confidence Intervals (CI) the Lower Limit and the Upper Limit do not straddle a 0 [LL= 0.06, UL= 0.25] [LL= 0.04, UL=0.20], which according to Preacher and Hayes (2008) is an indication of mediation. As both the direct and indirect effects are significant, this shows partial mediation exists and not complete mediation (Reuben & Kenny, 1986).

Discussion and Implications

In line with most of the research pertaining to our study variables in the past, we have found positive effect of WFH on JS in our sample. Further, we have demonstrated the mechanism through which WFH creates a positive outcome, by considering the mediating impact of WLB and WE. This nuanced understanding of WFH is explained through the lens of the P-E fit theory. While many previous studies on WFH were

based on either the JDR Model (Haar & Brougham, 2022; Wood et al., 2023) or SDT (Schade et al., 2021; Tudu & Singh, 2023) we find that WLB and WE are those environmental considerations which are not clearly explained through these theories. So, in terms of the effectiveness debate and cultural development within the organization brought about by WFH, there was a gap in literature which we addressed.

From an effectiveness perspective, as the nature of work in the information technology sector is very demanding, by providing a more hospitable and fulfilling work environment remote work has the potential to boost employee morale and retention in this sector. The job of IT professionals is highly stressful leading to potential conflicts and stress. However, our research findings imply that IT workers would expect to improve their WLB by working from home, because this arrangement gives them more flexibility, lessens stress, and gives them more time to focus on their personal interests and relationships. In the context of Pakistan's IT and telecom sector, WFH opens new avenues for finding gainful employment without having to leave the country, thereby reducing stress due to unemployment and separation from family.

In terms of developing a collaborative organizational culture which is geared towards innovation and agility, it is needed for survival in the IT and Telecom sector. IT work involves constant learning and adaptation, which explains why WFH leads to WE in this sector. By encouraging experimentation, fostering collaboration, facilitating work-life integration, focusing on meaningful work, and providing access to learning resources, telecommuting can enrich work of telecom workers. For young Pakistanis working in the IT sector, exposure to international clients, enables development of soft skills like communication, negotiation, and time management in addition to technical skills.

The trend towards remote working in the IT industry is likely to continue as technology continues to advance, making it an important aspect of modern employment practices. Our research suggests that balance and empowerment are critical factors which IT employees seek based on which they judge their WFH experience. It is the fit between home and office demands which satisfies a worker and as earlier literature suggests, satisfied workers will be more productive and less likely to quit their jobs. In short, if telecom firms seek to improve output, reduce their turnover and improve the learning potential of their staff, WFH is a useful organizational arrangement.

Limitations and Future Research Directions

Generalizability of our research findings suffers due to nature of our data, which was not longitudinal. Sampling was non-probability. These methodological limitations may be addressed in future research. Further there is need to develop a deeper understanding of the potential negative outcomes of WFH, if a lack of WLB and WE is perceived by the workers. For this purpose, future research can consider factors such as work-life strain and boundary enactment.

References

Abid, S., & Barech, D. K. (2017). The impact of flexible working hours on the employees' performance. *International Journal of Economics, Commerce and Management, 5*(7), 450-466.

Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest, 16*(2), 40–68.

Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology, 5*(2), 278.

Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology, 66*(2), 345-376.

Awais, M., Saghir, R., & Niaz, M. H. (2024). Effect of COVID-19 on the Finances & Supply Chain in the Health Sector: A Case of Pakistan. *Human Nature Journal of Social Sciences*, *5*(3), 65-74.

Bakeman, R., & Gottman, J. M. (1997). *Observing interaction: An Introduction to Sequential Analysis*. Cambridge university press.

Baker, S. R. (2020). COVID-Induced Economic Uncertainty.

Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International, 13*(3), 209-223.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173.

Bentley, T. A., Teo, S. T., McLeod, L., Tan, F., Bosua, R., & Gloet, M. (2016). The role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied Ergonomics, 52*, 207-215.

Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics, 130*(1), 165-218.

Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale. *Journal of Vocational Behavior, 68*(1), 131–164. https://doi.org/10.1016/j.jvb.2005.02.002

García-Salirrosas, E. E., Rondon-Eusebio, R. F., Geraldo-Campos, L. A., & Acevedo-Duque, Á. (2023). Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work–Life Balance. *Behavioral Sciences, 13*(11), 916.

Garson, G. D. (2016). Partial least squares. Regression and structural equation models.

Gašić, D., & Berber, N. (2023). The mediating role of employee engagement in the relationship between flexible work arrangements and turnover intentions among highly educated employees in the republic of Serbia. *Behavioral Sciences*, *13*(2), 131.

Golden, T. D., & Veiga, J. F. (2005). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology, 90*(2), 273–283.

Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, *93*(6), 1412.

Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations, 35*(5), 527-546.

Grzywacz, J. G., & Bass, B. L. (2003). Work, family, and mental health: Testing different models of work-family fit. *Journal of Marriage and Family*, *65*(1), 248-261.

Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work-family balance: Implications for practice and research. *Advances in Developing Human Resources, 9*(4), 455–471.

Haar, J., & Brougham, D. (2022). Work antecedents and consequences of work-life balance: A two-sample study within New Zealand. *International Journal of Human Resource Management, 33*(4), 784 807. https://doi.org/10.1080/09585192.2020.1751238

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of Market Research* (pp. 587-632). Cham: Springer International Publishing.

Hair Jr, J., Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2023). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. saGe publications.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139-152.

Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology, 92*(5), 1332.

Hook, A., Sovacool, B. K., & Sorrell, S. (2020). A systematic review of the energy and climate impacts of teleworking. *Environmental Research Letters, 15*(9), 093003.

Kock, N. (2014). Advanced mediating effects tests, multi-group analyses, and measurement model assessments in PLS-based SEM. *International Journal of e-Collaboration*, *10*(1), 1-13.

Kowalski, K. B., Aruldoss, A., Gurumurthy, B., & Parayitam, S. (2022). Work-From-Home Productivity and Job Satisfaction: A Double-Layered Moderated Mediation Model. *Sustainability (Switzerland), 14*(18). https://doi.org/10.3390/su141811179

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences OF INDIVIDUALS'FIT at work: A meta-analysis OF person–job, person–organization, person–group, and person–supervisor fit. *Personnel Psychology*, *58*(2), 281-342.

Kumar, A. (2023). A Literature Review on Work from Home and Job Satisfaction Under the Mediating Effects of Work-Life Balance. *Pacific Business Review*, *15*(11), 21–27.

Landivar, L. C., Ruppanner, L., Scarborough, W. J., & Collins, C. (2020). Early signs indicate that COVID-19 is exacerbating gender inequality in the labor force. *Socius*, *6*, 2378023120947997.

Le, H., Newman, A., Menzies, J., Zheng, C., & Fermelis, J. (2020). Work–life balance in Asia: A systematic review. *Human Resource Management Review*, *30*(4), 100766.

Liu, P., Wang, X., Li, A., & Zhou, L. (2019). Predicting work–family balance: a new perspective on person–environment fit. *Frontiers in Psychology*, *10*, 1804.

Lui, S. S., Ng, H., & Lo, F. L. (2022). Work enrichment: Enhancing job satisfaction and motivation. *Journal of Organizational Behavior, 43*(2), 235-256. DOI: 10.1002/job.2567.

McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *Journal of Psychology: Interdisciplinary and Applied*, *144*(1), 61–81. https://doi.org/10.1080/00223980903356073

McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2023). Flexible Work Arrangements, Job Satisfaction, and Turnover Intentions: The Mediating Role of Work Enrichment. *Journal of Applied Psychology*, *108*(4), 732-745.

Nawaz, K., & Awais, M. (2018). Family Work Conflict and Job Satisfaction: A Study of Banking Sector in Pakistan. *Foundation University Journal of Business & Economics*, *3*(1), 29-41.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology, 88*(5), 879

Powell, G. N., & Greenhaus, J. H. (2006). Is the opposite of positive negative? Untangling the complex relationship between work-family enrichment and conflict. *Career development International*, *11*(7), 650-659.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, *40*(3), 879-891.

Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020). Impact of work from home (WFH) on Indonesian teachers' performance during the Covid-19 pandemic: An exploratory study. *International Journal of Advanced Science and Technology*, *29*(5), 6235-6244.

Putra, K. C., Pratama, T. A., Linggautama, R. A., & Prasetyaningtyas, S. W. (2020). The impact of flexible working hours, remote working, and work life balance to employee satisfaction in banking industry during covid-19 pandemic period. *Journal of Business and Management Review, 1*(5), 341-353.

DP, S. (1980). Construct validity in organizational behavior. *Res Organ Behav*, *2*, 3-43.

Schade, H. M., Digutsch, J., Kleinsorge, T., & Fan, Y. (2021). Having to work from home: Basic needs, well-being, and motivation. *International Journal of Environmental Research and Public Health, 18*(10), 5149.

Shaikh, S. S., Shah, S. A. S., Katpar, N. K., & Shah, S. K. B. (2019). Factors affecting work-life balance of women working in NGOs of Pakistan. *The Women-Annual Research Journal of Gender Studies*, *11*(11).

Stat Bank of Pakistan (SBP) (2023), half year report, https://www.sbp.org.pk/reports/half/arFY23/SpecialSection.pdf

Tudu, B., & Singh, S. (2023). Conceptualizing the moderating effects between work from home and individual performance–developing a conceptual framework using the self-determination theory. *Current Psychology*, *42*(33), 29149-29160.

Ugwu, F. O., Enwereuzor, I. K., & Mazei, J. (2023). Is working from home a blessing or a burden? Home demands as a mediator of the relationship between work engagement and work-life balance. *Applied Research in Quality of Life*, *18*(1), 341-364.

Van Vianen, A. E. (2018). Person–environment fit: A review of its basic tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*(1), 75-101.

Wood, S., Michaelides, G., Inceoglu, I., Niven, K., Kelleher, A., Hurren, E., & Daniels, K. (2023). Satisfaction with one's job and working at home in the COVID-19 pandemic: A two-wave study. *Applied Psychology*, *72*(4), 1409-1429.