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Technological Infrastructure and Remote work: Assessing the Moderating Influence on the Relationship Between Work Life Balance Practices and Employee Performance in the Banking Sector of Islamabad, Pakistan



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Dedication

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Abstract

The banking sector in Islamabad, Pakistan, faces a growing need to balance employee well-being with high performance. This research investigates the impact of work-life balance practices on employee performance, exploring the mediating role of remote work and the moderating effect of technological infrastructure.

A quantitative research design was employed, utilizing surveys distributed to 385 employees from various banks. Data was analyzed through Statistical package for Social Sciences (SPSS). The findings reveal a positive association between work-life balance practices and employee performance. The analysis also demonstrates that remote work mediates this relationship. Interestingly, technological infrastructure was not found to moderate the work-life balance practices and remote work connection. However, independent analysis showed direct positive relationships between technological infrastructure and both work-life balance practices and remote work opportunities separately. These results suggest that banks in Islamabad can enhance employee performance by implementing work-life balance initiatives that facilitate remote work opportunities. Additionally, investing in a robust technological infrastructure can further strengthen these positive influences, even though it doesn't directly affect the interplay between work-life balance and remote work.

This research aims to contribute to the understanding of work-life balance practices in the Pakistani banking context. By examining the mediating role of remote work and the moderating effect of technological infrastructure, the study offers valuable insights for banks seeking to improve employee work life balance and performance. The findings can inform the development of effective work-life balance initiatives alongside robust remote work policies supported by strong technological infrastructure. This can ultimately lead to a more engaged and productive workforce within the Islamabad banking sector.

Keywords: Work-life balance, remote work, technological infrastructure, employee performance, banking industry, Pakistan

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Chapter 1

Introduction

1.1 Background of Study

The world's rapid economic expansion and progress have given rise to new commercial opportunities for all types of enterprises. The trend towards globalization has made it difficult for firms to hold onto their competitive advantage. The financial industry has also been impacted by this tendency. The banking industry is becoming increasingly competitive, changes in corporate operations affect employee perception and company culture. The organizational structures have evolved because of downsizing, mergers and acquisitions, and major technological advancements. Employees nowadays are more invested in their work than they were ten years ago. Employees faced difficulty in striking a balance between their work and job responsibilities owing to extended working hours, high job pressure, demanding tasks, and the utilization of advanced technology (Abbas, 2020)

Employees in the banking industry are required to juggle two tasks in two distinct locations, such as the office and their homes, on a regular basis. The Human Crisis survey (People and crisis, 2020), UNI Global Union discovered that more than 80% of banking and insurance organizations across 26 countries reported workers' health declining over the previous two years. Due to intense job pressure, they are now referred to as working in a fearful and stressful environment.

The modern workplace is undergoing a significant transformation, driven largely by advancements in technology and the increasing adoption of remote work arrangements. This change has posed companies and staff with opportunities as well as challenges. One of the primary areas of focus in this changing landscape is the delicate balance between work and personal life, also known as work-life balance. Traditionally, work-life balance has been defined as a situation in which people can successfully split their time and energy between work and personal interests without abandoning either. (Sirgy, 2017) A healthy work-life balance is believed to be critical to employee well-being and productivity. According to research, people who achieve a good work-life balance report lower stress levels, higher job satisfaction, and enhanced productivity. Work-life imbalance, on the other hand, can result in burnout, lost motivation, and, eventually, a drop in employee performance. (Schaufeli, 2020).

Moreover, the broad adoption of remote work models was spurred on by the COVID-19 outbreak. Employees working remotely have the flexibility to work from a location outside of a traditional office setting. While remote work offers potential benefits for achieving work-life balance, such as reduced commuting time and greater control over work schedules, it also presents unique challenges. Remote workers may find it challenging to unplug after work due to the blurring of work and personal life limits, which can exacerbate work-life conflict (Shirmohammadi, 2022)

Technological infrastructure plays a pivotal role in enabling and facilitating remote work. Robust communication tools, project management platforms, and cloud-based storage solutions are essential for effective collaboration and task completion in a remote setting. However, inadequate, or unreliable technology can hinder communication, create frustration, and ultimately, negatively impact employee performance. (Khan, 2023)

Understanding the interplay between work-life balance, technological infrastructure, employee performance, and remote work is critical for organizations to develop effective strategies that support their workforce and optimize business outcomes. While there is existing research in these areas, further investigation is needed to explore the nuanced relationships between these variables in the context of the evolving remote work landscape especially in banking industry of Pakistan which is known for long working hours and less adoption towards remote work which is ultimately affecting work life balance. There are several studies on the subject been conducted in Pakistan, and increased efforts are being recommended to the larger organizations, particularly the banking sector where longer working hours are a particular norm, to re-establish a work-life balance for the benefit of the workforce's social and family lives. (Nagaprakash , 2024)

1.2 Research Gap

The banking sector in Pakistan has traditionally relied on a physical office environment for optimal employee performance. However, the rise of technological advancements and the increasing demand for work-life balance have opened doors for remote work arrangements. While work-life balance practices have been shown to improve employee performance in various industries (Preena, 2013), their impact in the context of Pakistan's banking sector with a remote workforce remains unclear. Additionally, the moderating effect of technological infrastructure on this relationship needs to be explored. The financial sector in Pakistan, has

traditionally relied on a physical office environment for work. However, the global trend towards remote work raises intriguing questions for the Pakistani banking sector. Limited research exists on the specific implications of remote work on Pakistani bank employees. And how it can ultimately improve work life balance practices and employee performance. (Hiyam, 2023)

There is a research gap since the effect of implementation of work-life balance practices on employee performance in Pakistan's banking industry using remote work lacks which might improve performance. (Prasad, 2023) Also, how can technological infrastructure be moderating the relationship of employee performance and remote work can be researched since it has received relatively little research. (Prasad, 2023) Hence, the research aims to address the gap in the study of (Prasad, 2023) by exploring the impact of work life balance practices on the employee performance with mediating role of remote work and moderating role of technological infrastructure but this research is particularly focusing on Islamabad, Pakistan. Since, in Islamabad many national and international banks have their headquarters or major operations. This concentration allows for a comprehensive study of the banking sector, providing access to a variety of organizational practices and employee experiences. Moreover, in recent years, Islamabad has seen a growing acceptance and implementation of remote work, particularly in response to the COVID-19 pandemic. This shift provides a real-time context for studying how remote work influences work-life balance and employee performance in the banking sector; therefore, Islamabad boasts a relatively advanced technological infrastructure compared to other cities in Pakistan. It has robust internet connectivity, modern office facilities, and a growing number of tech-savvy professionals. This infrastructure is crucial for remote work, making it an ideal setting to study the impact of technological advancements on employee performance and work-life balance. Therefore, the study addresses a gap by investigating the impact of work life balance on employee performance, with a focus on the mediating role of remote work and moderating role of technological infrastructure in banking sector of Islamabad, Pakistan.

1.3 Problem Statement

The traditional reliance on physical office environments in Pakistan's banking sector, including capital city Islamabad, faces challenges and opportunities with the rise of remote work. While work-life balance practices have shown positive impacts on employee performance in various industries, their effects within Pakistan's banking sector remain unclear. Furthermore, the

moderating role of technological infrastructure on the relationship between remote work and employee performance is underexplored. This research aims to address this gap by investigating the impact of work-life balance practices on employee performance, focusing on the mediating role of remote work and the moderating role of technological infrastructure.

1.4 Research Questions

- What is the impact of work life balance on employee performance?
- Does remote work mediate the relationship between work life balance practices and employee performance?
- Does technological infrastructure moderate the relationship between work life balance practices and remote work?
- To what extent work life balance practices are related to remote work and subsequently affecting employee performance and is this relationship moderated by technological infrastructure?

1.5 Research Objectives

- To examine the impact of work life balance practices on employee's performance.
- To investigate the mediating role of remote work on work life balance practices and employee performance
- To investigate the moderating role of technological infrastructure on work life balance practices and remote work
- To examine the moderating effect of technological infrastructure on the relationship between remote work and work-life balance, subsequently influencing employee performance

1.6 Significance of Study

Conducting a study on the impact of work-life balance policies on employee performance mediated through remote work and moderated by technological infrastructure in Pakistan's banking industry is significant as it has the potential to enhance the well-being of employees and elevate overall organizational performance. Remote work arrangements are becoming increasingly popular due to technological advancements and employee demands for work-life balance. This study will provide valuable insights specific to the Pakistani banking context, which is crucial for navigating this evolving work landscape. While work-life balance practices have been shown to benefit employee performance, the role of technological infrastructure in

a remote work setting for Pakistani banks remains unexplored. This research will shed light on how technology can strengthen or weaken the positive impact of work-life balance initiatives. The findings of this study have implications for different stakeholders in Pakistan's banking sector, as well as different countries where work-life balance programs have yet to be adopted. The findings of the study assume importance as they can furnish policymakers within organizations with valuable insights into work-life balance and its consequences on employee performance. Investigating the effects of work-life balance practices on employee performance can provide a comprehensive understanding of the most effective ways for tackling these challenges. As a result, the study's findings may be valuable in developing and implementing work-life balance solutions that improve both employee well-being and organizational performance.

1.7 Scope of Study

The study will focus on a specific group of banking personnel, such as all staff members in banks in Islamabad, Pakistan. Islamabad, being the capital of Pakistan, houses numerous head offices and major branches of national and international banks. This concentration of financial institutions allows us to gather data from a diverse range of banking operations and practices. This study has explored the impact of the work life balance practices and employee performance place with mediating and moderating role remote work and technological infrastructure. Although this research has primarily concentrated on the banking sector of Islamabad, other industries facing the same challenges may use the research insights for their benefit. The research has provided suggestions that may be used by the organizations to initiate work life balance practices and remote work that is supportive and ultimately this study may contribute to the development of Islamabad's banking sector.

1.8 Organization of Study

The organization of this study comprises six chapters. Chapter 1 introduces the concepts of work-life balance, employee performance, remote work, and technological infrastructure. This chapter includes the study's background, problem statement, research gap, research objectives, research questions, significance of the study, and scope of the investigation. Chapter 2 presents a comprehensive literature review, providing an overview of work-life balance, remote work, technological infrastructure, employee performance, and key findings from existing research. Chapter 3 outlines the theoretical framework, including the identification and operational

definitions of variables, and offers theoretical support for the study. Chapter 4 details the research methodology, encompassing the research design, target population, sample size, and sampling design, as well as the data collection tools, processes, and analysis, along with ethical considerations. Chapter 5 presents the results and discussion. Finally, Chapter 6 concludes the study and offers recommendations based on the findings.

Chapter 2

Literature Review

This study analyzed past literature and views on the variables relevant to this research, including work-life balance practices, remote work, technological infrastructure, and employee performance. The development of remote work arrangements is causing a fundamental shift in the global workplace. Remote work, driven by technological improvements and shifting workplace expectations, allows employees to execute their jobs from a location outside of a traditional office setting (Haque, 2023). While offering potential benefits for both employees and organizations, implementing remote work effectively requires careful consideration of its impact on employee performance and the moderating influence of factors like technological infrastructure and work-life balance practices. This review delves into existing research on these areas to provide a comprehensive foundation for further investigation in the Pakistani banking sector.

2.1 Concepts, Definitions and Insights from Existing Research

2.1.1 Work Life Balance Practices

Work-life balance (WLB) refers to maintaining a healthy balance between your professional obligations and your personal life. It is a complicated and multidimensional belief that is impacted by many different things, such as societal norms, organizational policies and practices, and personal traits.

For employees to feel satisfied, like they belong, and be committed to the company, work-life balance is essential. For work-life balance policies to be successful, all stakeholders must collaborate. Workers have a responsibility to maintain a healthy balance between their personal and work lives. Achieving work-life balance requires effective time management and avoiding detrimental spillover, claims (Marseno, 2021). This study focused on the advantages, drawbacks, and actions that employers can take to support work-life balance, which can result in happier workers, higher output, and higher employee retention rates. However, the employer cannot be the only factor in achieving work-life balance. Workers must also make efforts to maintain a healthy work-life balance. Work-life balance is also facilitated by employees' ability to manage their time well and their willingness to maintain a healthy balance between their personal and professional lives. Most studies on work life balance, the researchers discovered after reviewing the literature, have only looked at the initiatives and policy measures

implemented by businesses and employers. Previous studies on work-life balance have looked at how employees feel about policies and practices that are started by their employers. Research on employee-initiated projects and actions to sustain work life balance practices, however, is lacking. This points to a big research opportunity for the future.

Since several authors have defined work-life balance in different ways, there is no consensus on what it is. Work-life balance isn't just about individual well-being. It involves a two-way street where employers actively work with employees to create arrangements that benefit both the business (meeting its needs) and the employees' personal lives (accommodating their needs outside of work) (Barrera, 2019). This idea makes it very evident that both the employer and the employee bear responsibility for maintaining a balance. Some authors, like (Kirchmeyer, 2000) define it as achieving fulfillment across all aspects of life (work, family, hobbies, etc.). This requires careful allocation of resources like energy, time, and commitment. However, other viewpoints argue that the responsibility for creating this balance shouldn't solely fall on the employee.

A positive association between work-life balance and family can improve an employee's well-being (Philipp et al., 2015). Work-life balance, as described by (Gulbahar et al., 2014), is a fair allocation of work and life. Supporting work-life balance in large enterprises is a long-term effort. The findings of this study show a substantial relationship between organizational commitment and work-life balance. Furthermore, according to (Khatri and Behl, 2013), the concept of work-life balance is based on the premise that a successful life should include both paid job and personal time, rather than viewing them as competing objectives.

Recently, work-life balance has emerged as a key concern for the welfare of employees. As to the findings of (Haar et al., 2014), it is a person's assessment of their ability to manage multiple responsibilities in life. The definitions demonstrate that work life balance is a balance between family and career, and numerous researchers have shown that the concept of work includes the formal tasks being assigned to employees in order objectives .When it is shown that life consists of a variety of activities that aren't often related to work, such housework and childcare; in these situations, work-life balance is reached when there is harmony between life and work.

According to (Lockwood ,2003), working adults must adapt to build support networks at home, at work, and in society to maintain work-life balance. However, the strain between work and family not only lowers the quality of household life, but it also impedes professional progress in both genders. The effects on women could include fewer options for careers, less opportunities for professional growth and a challenging decision between a fulfilling career and a family. But men, in contrast, balance their roles as family and employees. They are forced to give up their morals, both personal and professional, to determine how to effectively balance work and family life. Telecommuting, family leave programs, childcare facilities, Job sharing, compressed work week, flexible working hours are certain initiatives through which work life balance can be improved.

This research by (Chimani et al., 2015) evaluated the impact of work life balance on employee's productivity. The methodology was an explanatory study employing the mono method technique and post-positivist philosophy. The work-life balance model was created using an inductive approach and a foundational literature review. After identifying the work-life balance practices and their corresponding constructs. Increasing awareness and implementing these practices widely must be the future's main priorities. Such practices and their actual impact on work-life balance require official monitoring and assessment. Moreover, similar studies can be conducted in other fields besides banking. Lastly, a qualitative approach can be used in future research to obtain additional information and confirm the results of the quantitative approach.

(Alexandra, 2008) implies the need for a deeper comprehension of the connection between work-life balance practices and organizational performance. She lists several additional possible ways that work-life balance policies could affect organizational results, such as: Improved social exchange processes: Workers are more likely to respond positively with increased commitment and job satisfaction and other positive attitudes and behaviors if they believe that their company supports their needs for a work-life balance, Enhanced cost savings: Work-life policies can assist companies in cutting expenses related to healthcare, employee attrition, and absenteeism, concentration and productivity at work are more common among workers who maintain a healthy work-life balance, decreased employee turnover; workers are more likely to stick with an organization if they believe it supports their needs for a work-life balance.

(Mwangi, 2018) examines literature on the connection between work-life balance and employee performance in higher education institutions. Given that workers in this industry

frequently balance a few demands from both their personal and professional lives, the author makes the case that work-life balance is critical to worker performance. (Mwangi ,2008) stated that Individuals who maintained a healthy work-life balance were more likely to be productive, have lower stress and burnout rates, and be happier in their jobs. There was another study which suggested that academic staff members who maintained a healthy work-life balance were more likely to publish books and research articles.

The word "work-life balance" has replaced the word "work-family balance" in recent years (Hudson Resourcing, 2005). This change in meaning results from the realization that childcare is not the only significant non-work activity accountability, and the matter can be applied to any unpaid undertakings or duties and to a wide variety of workers, including men, women, parents, and non-parents, individuals, and pairs. Other pursuits in life that should be balanced with work may involve learning, exploring, engaging in sports, volunteering, growing personally, or senior care.

The study conducted by (Melayuansari ,2019) examined the connections between perceived work-life balance, employee performance, and employee loyalty within the context of female employees. The study discovered employee performance is positively impacted by work-life balance, Performance is positively impacted by employee loyalty. The relationship between work-life balance and employee performance is mediated by employee loyalty. Additionally, the study discovered that for female employees working in foreign environments, the mediating effect of employee loyalty is larger. This is probably because working in foreign contexts presents additional difficulties for female employees, like language hurdles, cultural differences, and family relocation.

According to a study by (Sharma et al.2021), employee performance in India's banking industry is significantly improved by work-life balance. As stated in a study by (Mordi et al., 2013) organizational culture is crucial in moderating the link between employee performance and work-life balance in Ghana's banking industry. From the point of view in a study by (Al-Ghamdi et al., 2012), in the Saudi Arabian banking industry, managerial support for work-life balance is crucial for mediating the relationship between work-life balance and employee performance.

2.1.2 Employee Performance

(Rahaman et. al, 2021) explored Employee performance (EP) and analyzed that it is a crucial factor in influencing organizational success. They also highlighted the various factors that contribute towards employee effectiveness, and a growing area of interest is work-life balance (WLB). They explored the concept of employee performance, highlighting its key determinants and the impact of work life balance initiatives. They found that when employees achieve a healthy balance between work demands and personal lives, they experience reduced stress, improved well-being, and increased motivation, leading to better performance. Employees who find their work fulfilling and feel valued by their employers tend to be more engaged and productive. Factors contributing to job satisfaction include opportunities for growth, recognition for achievements, and a supportive work environment. Hence, they concluded that by considering the various determinants of employee performance and implementing strategies that promote work life balance, organizations can create an environment that empowers employees to excel and achieve organizational goals.

(Diamantidis & Chatzoglou, 2018) highlighted that Employee Performance is a crucial determinant of organizational success. They further explored various factors influencing employee performance, drawing on the insights from the research on firm/environment, job-related, and employee-related factors affecting performance. They discovered that organizations that invest in training and development programs provide employees with the skills and knowledge they need to excel in their roles, while supportive leadership that provides clear direction, feedback, and encouragement promotes a positive work environment and motivates employees to perform well.

Well-designed jobs that offer challenge, variety, and autonomy tend to be more motivating and lead to higher performance. Work life balance and increased engagement can help them perform better and hence employee performance would be increased.

Moreover, Employee behavior toward their work serves as a gauge for how well they did on the job (Mwebi and Kadaga, 2015). But they asserted that a variety of criteria, particularly the work standards specific to each firm, must be taken into consideration to assess their work-related behavior, which may vary depending on the position. Additionally, employee performance was defined by (Dissanayaka et. al, 2011) as finishing the specified task within the allotted time. This demonstrates that the organization's goals have been met.

High performance levels among employees allow organizations to make the most of their talents. Employees were inspired to contribute their energy and efforts as a result, which could have a favorable effect on the company (Obiageli et al., 2015). However, (Elnaga and Imran, 2013) emphasized that employee performance should be continuously assessed to take corrective action for any unrealistic expectations.

2.1.3 Technological Infrastructure

The term "technological infrastructure" describes the communication, software, and hardware systems that enable an organization's functions (Melania, 2007). A strong technology foundation is essential while working remotely since it makes communication, teamwork, and resource access much easier and safer. Components of technological infrastructure include hardware, software, network, and connectivity. Hardware includes physical devices needed for remote work, such as laptops, tablets, smartphones, printers, scanners, and secure access devices. Software encompasses various applications and programs used for communication such as video conferencing, instant messaging, for collaboration, project management tools, document sharing platforms, for task completion; productivity software, industry-specific applications are used. A reliable and secure internet connection is essential for remote employees to access resources, share files, and participate in real-time communication. Additionally, secure access to the organization's network is crucial to maintain data security and compliance. The world's lifestyles have been influenced by technology. Due to the abundance of learning resources available, most people in the world nowadays look for assistance through technology. (Tabasum Niroo, 2021) Technological infrastructures may make the processes efficient and fosters remote work, However, continuous communication offered by these same tools can blur the distinctions between work and personal time, resulting in work-life conflict (Mark et al., 2018). Organizations must strike a balance by promoting responsible technology use and setting clear boundaries to prevent work from encroaching on personal time.

(Shetty, 2022) identifies challenges faced by the banking sector due to technological adoption. Potential job losses are faced due to automation and increased competition from FinTech startups are noteworthy concerns however banks have positive contributions of technology to banking efficiency, profitability, and customer service. Online and mobile banking platforms have revolutionized accessibility, allowing for 24/7 transactions and improved convenience.

Technological infrastructure and remote work are somehow interrelated. (Madadha et. al, 2022) also emphasized on adoption of telecommuting (remote work) within the banking industry, specifically using the Technology Acceptance Model (TAM) as a framework, a well-established model in technology adoption research, to analyze employee perceptions towards telecommuting. TAM considers factors like perceived usefulness and perceived ease of use when predicting technology adoption.

2.1.4 Remote Work

Remote work enables individuals to fulfill their jobs from a location other than a regular office setting (Lynn et al, 2023). This includes working from home, co-working locations, or any other location with a secure internet connection. Telecommuting, often known as telework or telecommuting, is a work arrangement in which employees perform their job responsibilities from a location other than the usual office setting. This flexibility enables employees to work from home, shared offices, coffee shops, or any other location with a reliable internet connection. Advances in technology, particularly communication and collaboration tools, have aided the emergence of remote work models in recent years.

The concept of remote work in banks was very unusual and came very late. It was during Covid when government-imposed lock down where businesses were stopped however in smart lockdown essential businesses had to work with limited staff and the banking industry was one of them. Most of the organizations first operated from their homes. In this regard, one of the best examples of remote working is the National Bank of Pakistan, which enabled its HR department to operate remotely. (Tabasum, 2021)

The key challenge that the companies faced was to find out how their workers felt about working from home and whether they could or not. What difficulties might they encounter while working remotely? How might employees' performance be affected by working from home, given that they are not accustomed to such a work environment? Would they be happy or unhappy? How will working remotely affect their ability to balance work and life? Could they adequately balance their work and lives? What would happen if working from home had an adverse influence on their mental health, leading to symptoms of worry, stress, or depression? What kind of devices do they need in their homes? Given that staff are not accustomed to working from home, how will they be trained? What steps the management should take to ensure that their staff members are properly trained. The question of whether the

training would be helpful to them also comes up. Would the training enable the staff to perform well? Would the training improve their level of job satisfaction or not? (Tabasum, 2021).

(Urbaniec et. al, 2022) also highlighted the effect of the COVID-19 pandemic on organizational adoption of remote work. The pandemic acted as a catalyst for remote work implementation, driven by business continuity needs. It also emphasized the critical role of effective management practices during a crisis and how Supportive leadership, clear evaluation methods for remote work, and providing necessary resources were found to be crucial for success both organizations and employees.

Remote work contributes to job satisfaction, effective work management, increased employee responsibility, improved work-life balance, and enhanced psychological and physical well-being. Creating specialized training programs to ensure efficient communication and enhance employee performance under remote work arrangements. (Rahim & Yousif, 2023).

Globally, a few notable data about remote work in 2023 will help us understand the current and next trends as we go through the ever-changing post-pandemic work setting. As of today, 12.7% of full-time employees work remotely, indicating how quickly remote work environments may be adopted. At the same time, a significant 28.2% of employees have adopted both types of work splitting their workload between the office and their home to maintain both flexibility and a physical presence in the workplace (Forbes Advisor, 2023) Even while working remotely is becoming more common, most employees around 59.1% remain in typical office environments. This statistic highlights the fact that although remote work is becoming more common, traditional in-office employment is still the norm. Roughly sixteen percent of businesses currently function entirely remotely, without having an actual office. These innovative businesses lead the way in the field of remote work, proving that it is feasible while setting an example for others to follow. Forbes advisor also gave the statistics of most common industries who have adopted remote work setting such as IT, marketing, project management, customer service but banking is not among them. (Forbes Advisor, 2023).

2.2 The Mediating Role of Remote Work in the Work-Life Balance and Employee Performance

Remote work offers several potential benefits for achieving work-life balance. Reduced commuting time, flexibility in scheduling work hours, and the ability to integrate personal tasks during the workday can all contribute to a better sense of control and reduced work-life conflict

(Haque, 2023). Remote work can improve employee performance by promoting a healthier work-life balance. Remote work reduces work-life conflict and increases control over work schedules, allowing employees to better manage their time and energy, leading to enhanced attention, motivation, and, ultimately, higher performance. (Al Riyami et al., 2023).

2.3 The Moderating role of Technological Infrastructure on Remote Work and Work-Life Balance Practices

Technological infrastructure plays a crucial role in mediating the impact of remote work on work-life balance. Reliable and user-friendly technology can empower employees to manage their work effectively from a distance. Access to robust video conferencing tools, secure cloud storage, and efficient collaboration platforms can facilitate communication, teamwork, and task completion, even when physically separated (Bellmann & Hubler, 2020).

However, inadequate technological infrastructure can have a detrimental effect. Slow internet connections, unreliable software, or a lack of necessary hardware can create frustration, hinder productivity, and blur the lines between work and personal life. Employees may find themselves working longer hours to compensate for technical difficulties, leading to work-life conflict (Raghuram, 2021).

2.4 The moderating role of technological infrastructure on Remote Work for Enhanced Work-Life Balance and Employee Performance

High-quality technical infrastructure can enable employees to manage their job successfully from a distance, resulting in a better work-life balance by allowing them to draw clear lines between work and personal life. (Bellmann & Hubler, 2020)

However, literature also suggests the moderating effect might not be as straightforward as it seems. While technology offers potential benefits, some research suggests a more nuanced picture. Studies like (Raghuram, 2021) highlight that factors like individual work styles and organizational culture might have a greater impact on achieving work-life balance with remote work. Additionally, concerns exist regarding the "always-on" work culture facilitated by technology, which can negate the benefits of flexible hours and blur the lines between work and personal life. Hence, employees are expected to work from home anytime without having control of office timings.

Chapter 3

Theoretical Framework

The theoretical framework will be establishing the links between the variables and concepts by describing and categorizing those that are pertinent to research.

3.1 Identification of variables

Work life Balance Practices

Work-life balance practices refer to the strategies and approaches individuals and organizations employ to achieve a healthy balance between work demands and personal life (Cornelia, 2024). These practices can be implemented at both the individual and organizational level.

Employee Performance

Employee performance refers to the effectiveness, efficiency, and accomplishment of tasks and duties associated with an employee's job (Cascio et. al, 2023). It encompasses the quality and quantity of work output, as well as adherence to organizational standards and goals.

Remote Work

Remote work is a work arrangement in which employees do their job from a location other than the usual office environment (Raghuram, 2021). This can include working from home, co-working spaces, or any other location with an internet connection that allows employees to carry out their job duties successfully.

Technological Infrastructure

Technological infrastructure is the foundational framework that enables the operation of technology systems. It's essentially the unseen building blocks that allow us to use technology in our everyday lives. It includes software, hardware, network, and connectivity.

3.2 Operational Definitions

Work Life Balance Practices

Work life balance practices denote the deliberate strategies, policies, programs, and initiatives implemented by an organization to support employees in effectively managing their professional responsibilities and personal life commitments. These practices aim to create an environment that enables employees to maintain harmony between work-related duties and

personal life activities. Work-life balance practices may include flexible work arrangements such as telecommuting, flexible hours, wellness programs etc. It is measured through employee surveys, policy evaluation, quantitative metrics such as absenteeism and turnover ratios. To measure this variable, 10 items scale was adapted from (McAuley et al., 2003) which was used by (Avadhani et al., 2022) as well. This scale measured three dimensions of work life balance i.e. work life balance as work interference with personal life, personal life interference with work and work personal life enhancement.

Employee Performance

Employee performance refers to the quantitative and observable outputs, accomplishments, behaviors, and results demonstrated by an individual inside a company over a given period. It encompasses the quality, quantity, effectiveness, and efficiency of tasks completed, goals achieved, and contributions made by the employee in alignment with the organizational objectives. It is measured through Key performance indicators (KPIs) to evaluate performance, including productivity, work quality, and meeting deadlines, interpersonal skills, innovation, Supervisor ratings and appraisals, 360-degree feedback. To measure this variable, 5 items scale was adapted from (Houldsworth & Jirasinghe, 2006). This scale caters to three dimensions of employee performance such as employee motivation, job satisfaction and self-efficacy.

Technological Infrastructure

The technological infrastructure of an organization is the set of hardware, software, networks, and facilities that support the deployment, management, and use of information technology (IT) services. It can be measured through different metrics such as performance, scalability, security, average application response time, ability of the infrastructure to handle increased workloads during peak remote work periods, and number of security incidents related to remote access to the infrastructure. This research uses Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) scales by (Davis,1989). These are 8-item scales which measure user perception of a technology's ease of use and usefulness.

Remote Work

A work arrangement where employees primarily perform their duties from a pre-defined set of locations outside of a traditional office setting such as homes, co-working spaces, etc. This can be measured through employee satisfaction, productivity, and team collaboration. We can track

specific output metrics in relevance to the job, for example in banking, for branchless banking job, tasks/emails completed by remote workers. Conducting surveys with remote employees to assess their well-being, engagement, and satisfaction with remote work arrangements could also be used. Analyzing the frequency and effectiveness of communication channels used by remote teams and considering meeting participation rates, project management tool activity, or employee surveys on communication clarity. Remote Work Flexibility Scale (RWFS) 10 items scale by (Golden and Raghuram, 2010) was used for this research which measures flexibility of remote work arrangements. This scale was then also modified and adapted by (Raghuram, 2021) for exploring remote work implications.

3.3 Theoretical support

3.3.1 Social Exchange Theory (SET)

Social Exchange Theory (SET), developed by George Homans, proposes that social interactions are guided by the principle of reciprocity i.e. the expectation that benefits received in an exchange should be reciprocated (Homans, 1974). In the context of this study, employees who perceive their organizations implementing work-life balance practices (flexibility, remote work, childcare support, etc.) feel a sense of obligation to reciprocate by contributing more effort and achieving higher levels of performance. This exchange fosters trust and loyalty, leading to increased satisfaction and reduced turnover intentions, ultimately benefiting the organization. Similarly, in our research context when employees will feel that employer is offering them work life balance, giving them options of remote work, making their work flows easy by investing in technology then in return employees will also reciprocate and contribute towards the bank and put in more efforts to increase their performance and organizational performance in broader perspective.

Moreover, according to SET, employees who perceive a positive work-life balance are more likely to be satisfied and engaged, leading to increased effort and ultimately, higher performance (Pradhan et. al, 2022). When work demands intrude upon personal life, it can lead to stress and decreased motivation, negatively impacting performance and vice versa. This positive and direct social exchange fosters a sense of reciprocity, leading employees to reciprocate by contributing higher levels of performance (Cropanzano et. al, 2005)

3.3.2 Resource Based View (RBV)

The Resource-Based View highlights the importance of a firm's unique resources and skills in maintaining a competitive edge. (Barney, 1991) Technological infrastructure, encompassing hardware, software, and communication tools, constitutes a crucial resource for organizations adopting remote work models.

Strong work-life balance practices, the ability to offer remote work opportunities, and a strong technological infrastructure can all be considered valuable resources for a bank. High-quality technological infrastructure provides employees with the tools and resources necessary to effectively perform their duties remotely. Reliable and user-friendly technology allows for seamless communication, collaboration, and access to information, irrespective of physical location. This, in turn, empowers employees to achieve a better work-life balance by managing tasks efficiently and reducing the need for extended work hours. These resources can attract and retain top talent, improve employee satisfaction and well-being, and potentially lead to higher productivity and innovation. If a bank implements exceptional work-life balance programs or possesses a unique technological infrastructure that facilitates efficient remote work, these resources become rarer and more difficult for competitors to imitate. This rarity can translate into a strategic advantage. Even if other banks can offer similar work-life balance programs or technological capabilities, it may be difficult for them to imitate the specific way these resources are implemented or the unique organizational culture that supports them. This inimitability further strengthens the competitive advantage.

3.4 Conceptual Framework

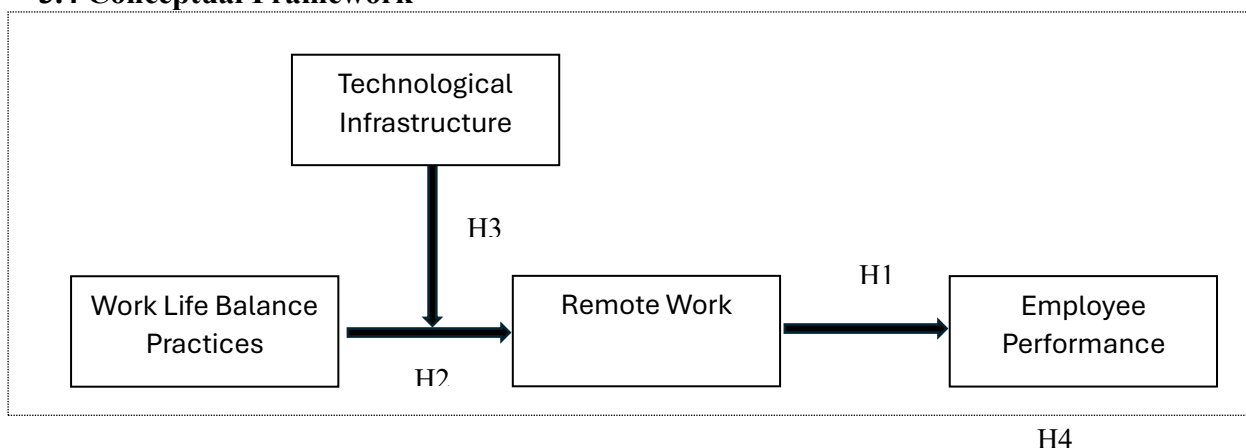


Figure 1: Conceptual Framework

3.5 Inter -Relationship

This research proposes a moderated-mediation model, where work-life balance practices directly affect employee performance (H1) and indirectly through remote work (H2). Technological infrastructure moderates the relationship between work-life balance practices and remote work (H3), ultimately influencing employee performance within the banking sector (H4)

H1: Work-life balance practices positively impact employee performance

According to (Casper et al.,2021), work-life balance improves employees' affective commitment to their organizations. Emotional ties to companies or employers, known as affective commitment, can make workers want to stick with the companies.

(Allen et. al, 2018) conducted a comprehensive meta-analysis examining the effects of work-life balance initiatives on various outcomes, including employee performance. Their findings indicated a significant positive relationship between the implementation of work-life balance practices and enhanced employee performance across multiple organizational contexts.

Moreover, (Greenhaus, 2007) explored that organizations that prioritize work-life balance initiatives create a supportive work environment conducive to higher job satisfaction, reduced turnover intentions, and ultimately improved employee performance. Their longitudinal study provided empirical evidence supporting the notion that organizations investing in work-life balance practices tend to experience greater levels of employee engagement and productivity over time.

H2: Remote work mediates the relationship between work-life balance practices and employee performance, such that improved work-life balance leads to better performance through the facilitation of remote work.

(Golden and Gajendran, 2019) conducted a meta-analysis examining the effects of remote work on various work-related outcomes, including employee performance. Their results indicated a positive relationship between remote work and performance, with remote employees exhibiting higher levels of task performance and job satisfaction compared to their office-based counterparts.

Moreover, (Bailey et. al, 2002) also conducted one of the pioneering studies exploring the relationship between telework (remote work) and work-life balance. Their findings suggested

that telecommuting contributes to greater autonomy and flexibility, enabling employees to better manage their work and personal responsibilities, ultimately enhancing work-life balance.

H3: Technological infrastructure moderates the relationship between work-life balance practices and remote work, such that the quality of technological support influences the effectiveness of remote work in maintaining work-life balance.

(Gohoungodji et al., 2022) suggests that technological support plays a crucial role in facilitating effective telework. High-quality technological infrastructure, such as reliable internet connectivity, collaborative software tools, and secure remote access to organizational systems, is essential for remote workers to perform their tasks efficiently and maintain communication with colleagues. They also focused on how the effectiveness of remote work in maintaining work-life balance is contingent upon the quality of technological support provided by organizations. Teleworkers who perceive their technological infrastructure as supportive and conducive to remote work may experience lower levels of work-life conflict and higher levels of satisfaction with their work arrangements.

H4: The moderating effect of technological infrastructure on the relationship between remote work and work-life balance subsequently influencing employee performance, with higher-quality technological infrastructure leading to improved performance through enhanced work-life balance.

According to a study by (Beauregard, 2009), effective work life balance practices lead to higher job satisfaction, reduced stress, and improved job performance. High-quality technological infrastructure can empower employees to manage their work effectively from a distance that can contribute to a better work-life balance by allowing employees to maintain clear boundaries between work and personal life. (Bellmann & Hubler, 2020)

However, literature also suggests the moderating effect might not be as straightforward as it seems. While technology offers potential benefits, some research suggests a more nuanced picture. Studies like (Raghuram, 2021) highlight that factors like individual work styles and organizational culture might have a greater impact on achieving work-life balance with remote work. Additionally, concerns exist regarding the "always-on" work culture facilitated by technology, which can negate the benefits of flexible hours and blur the lines between work and personal life.

3.6 Hypothesis

- H1: Work-life balance practices positively impact employee performance.
- H2: Remote work mediates the relationship between work-life balance practices and employee performance, such that improved work-life balance leads to better performance through the facilitation of remote work.
- H3: Technological infrastructure moderates the relationship between work-life balance practices and remote work, such that the quality of technological support influences the effectiveness of remote work in maintaining work-life balance.
- H4: The moderating effect of technological infrastructure on the relationship between remote work and work-life balance subsequently influencing employee performance, with higher-quality technological infrastructure leading to improved performance through enhanced work-life balance.

Chapter 4

Data and Methodology

This chapter discusses the study's research design, as well as the techniques and procedures that will be utilized to collect and process data, such as the tools used in the research and the approach taken to analyze the data.

4.1 Choice of Variables

4.1.1 Independent Variable: Work life balance Practices

Work life balance practices are the practices that organizations offer to help employees manage their personal and professional lives. This includes types of flexibility offered (flexible hours, telecommuting, parental leave policies, availability of support programs, and perceived work-life balance by employees. Examining the role of work life balance practices is necessary to understand how these practices can enhance employee performance. To measure work life balance practices, 10 items scale was adapted from (McAuley et al., 2003) which was used by (Avadhani et al., 2022) as well. This scale measured three dimensions of work life balance i.e. work life balance as work interference with personal life, personal life interference with work and work personal life enhancement.

4.1.2 Dependent Variable: Employee Performance

One of the main determinants of the success and efficacy of an organization is employee performance. It includes several dimensions, including goal achievement, task performance, and overall job efficiency. To measure employee performance, 5 items scale was adapted from (Houldsworth & Jirasinghe, 2006). This scale caters to three dimensions of employee performance such as employee motivation, job satisfaction and self-efficacy.

4.1.3 Mediating Variable: Remote Work

Since the COVID-19 outbreak, remote work has become more popular as a practical work life balance practice. It provides employees with more autonomy and flexibility, which may improve work-life balance and job performance. It is crucial to understand its role in whether it has connection with work life balance or whether its enhancing employee performance, which is the objective two of our research as well. Remote Work Flexibility Scale (RWFS) 10 items scale by (Golden and Raghuram, 2010) was used to measure remote work which

measures flexibility of remote work arrangements. This scale was then also modified and adapted by (Raghuram, 2021) for exploring remote work implications.

4.1.4 Moderating Variable: Technological Infrastructure

This variable is chosen as a moderator to explore how the quality of technological support can influence the relationship between WLB practices and remote work. The moderating role of technological infrastructure is based on the Resource-Based View (RBV), which suggests that superior resources can enhance the effectiveness of organizational practices (Barney, 1991). Technological infrastructure is measured by Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) scales by (Davis,1989). These are 8-item scales which measure user perception of a technology's ease of use and usefulness.

4.2 Population of study

The study's population comprises employees within the banking sector of Islamabad, Pakistan, who occupy a wide array of roles and hierarchies. This includes individuals working in different departments and holding various titles within multiple banks operating in the region. The focus is on encompassing a diverse group of workers to gain a comprehensive understanding of how work-life balance practices influence employee performance, considering the mediating role of remote work and the moderating role of technological infrastructure.

Determining the specific population size is challenging due to the dynamic nature of the banking industry and the absence of a centralized employment database specific to Islamabad's banking sector. However, according to the State Bank of Pakistan the total number of bank employees in Pakistan are 200,000. Considering that the estimated number of banking employees in Islamabad is 10,000 hence the entire workforce of banking sector in Islamabad Pakistan is estimated to be approximately 10,000.

4.3 Sampling Techniques

A stratified random sampling technique is used for this study. This method ensures that various subgroups within the population are adequately represented, providing a comprehensive understanding of the factors under investigation by dividing the population into strata and then randomly selecting samples from each stratum, the overall sample is more representative of the population. This increases the accuracy and generalizability of the findings.

Since, acquiring a comprehensive list of all 10,000 banking employees has proven challenging. Therefore, cluster sampling has grouped the population into natural clusters, specifically the banks operating in Islamabad. Hence, by using stratified random sampling, the study can effectively analyze how work-life balance practices, remote work, and technological infrastructure influence employee performance across different segments of the banking sector in Islamabad. This method enhances the validity and reliability of the research findings.

4.4 Units of analysis

The unit of analysis for this study is the individual employees within the banking sector of Islamabad, Pakistan. By using the Krejcie and Morgan table (1970), a sample size of 385 employees is collected. It ensures a 95% confidence level and a margin of error of 5%. It is striking a balance between statistical significance and practical feasibility within the banking sector of Islamabad.

4.5 Sources of data

Primary and secondary sources are used to investigate the relationship between work-life balance practices, remote work, technological infrastructure, and employee performance in the banking industry in Islamabad, Pakistan. Surveys and Questionnaire is the main source used along with the previous literature articles and reports.

4.6 Research Technique

Quantitative Analysis is being carried out where data was collected through questionnaire and the responses were quantified using the Likert scale. The structured questionnaire was designed to measure work life balance practices, remote work, technological infrastructure, and employee performance. The questionnaire was distributed through online platforms, participants were given a specified timeframe to complete the questionnaire to ensure data uniformity. The data was then analyzed through SPSS (Statistics 27) involving techniques such as descriptive statistics, Pearson correlation analysis, regression analysis, mediation analysis, moderation analysis and moderated mediation analysis using Process v4.0 by Andrew F. Hayes to transform all the data into useful information.

4.7 Research Philosophy

The research philosophy of the study is positivism. Positivism emphasizes objective measurement and quantifiable data. This study seeks to assess the relationship between work-life balance practices and employee performance, as well as the moderating effects of

technological infrastructure and mediating effects of remote work. These elements can be quantified through surveys and performance metrics, aligning well with the positivist approach. The study aims to analyze relationships and correlations between variables using statistical methods. Positivism supports the use of statistical tools to derive conclusions from empirical data. Positivism relies on empirical evidence gathered through structured methods such as surveys, experiments, and quantitative analysis. This approach ensures that the study's findings are based on observable and measurable phenomena, which is crucial for producing reliable and valid results. By focusing on empirical evidence, positivism minimizes researcher bias and ensures that conclusions are based on objective data rather than subjective interpretation.

Positivism recognizes the existence of an objective reality but realizes that researchers will never be able to fully access it due to human subjectivity and empirical observation constraints. Instead, it emphasizes the value of thorough empirical research while also emphasizing the role of context and interpretation. Positivism involves formulating hypotheses and testing them through systematic observation and measurement. The positivist approach often seeks to identify generalizable patterns and relationships that can predict outcomes. So, by applying this approach, the study can develop predictive models about how different factors influence employee performance in the banking sector moreover it supports the use of quantitative methods, objective measurement, and hypothesis testing. These elements are essential for systematically investigating the relationships between work-life balance practices, technological infrastructure, remote work, and employee performance in the banking sector of Islamabad. Hence, the study can produce robust, generalizable, and empirically validated findings that contribute to both academic knowledge and practical applications in the banking industry.

4.8 Measurements

Table 4.8 Measurements

S/No.	Variables	No. of items	Sourced By	Validated By	Scale Used
1	Work Life Balance Practices	10 items used	(McAuley et al., 2003)	(Avadhani et al., 2022)	1-5 Likert Scale
2	Remote Work	10 items used	(Golden and Raghuram, 2010)	(Raghuram, 2021)	1-5 Likert Scale

3	Technological Infrastructure	8 items used	(Davis,1989)	(Urbaniec et al., 2021)	1-5 Likert Scale
4	Employee Performance	5 items used	(Houldsworth & Jirasinghe, 2006)	(Suhaimi and Seman, 2019)	1-5 Likert Scale

Table 4. 8 shows how the variables were measured:

1. Work life balance practices were measured using 10 items scale adapted from (McAuley et al., 2003) which was used by (Avadhani et al., 2022) later as well. This scale measured three dimensions of work life balance i.e. work life balance as work interference with personal life, personal life interference with work and work personal life enhancement. Participants rated how work life balance practices are imparted in their organization, how does it affect their personal life and work performance.
2. Remote work was measured through Flexibility Scale (RWFS) 10 items scale by (Golden and Raghuram, 2010) was then modified by (Raghuram, 2021) which included remote work implications. Participants rated the measures flexibility of remote work arrangements, is their organization in support of remote work and how employee performance is enhanced through remote work.
3. Technological Infrastructure was measured through Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) scales adapted by (Davis,1989). These are 8-item scales which measure user perception of a technology's ease of use and usefulness. Participants rated how it is convenient for them to learn technology, is current technology in their organization efficient and how often organization take steps to update their technology.
4. Employee Performance was measured through adapted 5 items scale from (Houldsworth & Jirasinghe, 2006). Participants rate their perceptions regarding employee motivation, job satisfaction and self-efficacy.

4.9 Data Analysis

SPSS was used to analyze the data. Several statistical techniques, including descriptive statistics, were utilized to summarize the sample's demographic features. Reliability analysis was used to determine the internal consistency of scale variables. Correlation was used to investigate the degree and direction of links between all critical variables, such as work-life balance strategies, remote work, technological infrastructure, and employee performance.

Linear Regression analysis used to understand how the work life balance practices directly influence employee performance (H1) as well as (mediation and moderation analysis) was used to determine the direct and indirect effects between variables, specifically the direction and intensity of the association between (H2, H3 & H4). Therefore, the main tests used in this study can be summarized as follows:

1. Descriptive Statistics

Demographic characteristics of the participants, and measures of central tendency (mean, median) variability of variables.

2. Reliability Analysis

Internal consistency of the survey scales i.e. Work life balance practices, remote work, technological infrastructure, and employee performance.

3. Correlation Analysis

To explore the strength and direction of the relationships between all the key variables

4. Regression Analysis

To assess the direct relationship between work life balance practices and employee performance H1.

5. Hayes Process Macro Model 4, 1, and 7 (Mediation, Moderation and Moderated Mediation Analysis)

To test the mediation and moderation hypothesis H2, H3, H4

4.10 Ethical Considerations

The study adheres to ethical considerations ensuring that all participants are completely aware of the study's aim, methods, risks, and rewards. They have the right to give their voluntary assent to engage without any force or pressure. All the participants data /responses are anonymous to prevent their identities from being linked to their answers and the data collected is securely stored.

Chapter 5

Results and Analysis

5.1 Demographics

Table 5.1 provides an overview of the demographic characteristics of the 385 participants in this study. In terms of gender distribution, the sample was distributed almost equally, with the percentage of males reaching 62.3% compared to females 37.7%. This average balanced representation allows for a comprehensive examination of study variables from different gender perspectives. In terms of age groups, participants in the 24-30 age group and 31-40 age group constituted the largest group at 29.4% and 27.0% respectively, followed by the participants in the 41-50 age group at 21%. The youngest group below 24 constituted 10.1% and 51 & above age group constituted 12.5%. These age group distributions reflect the different life stages and occupational experiences in the study. In terms of banking experience, most participants have 4-7 years of experience (29.6%) followed by participants having 1-3 years of experience (21.3%) and more than 10 years of experience (21.6%). Participants having less than 1 year of experience account for 11.9%. These experiences in the study include individuals with varying levels of expertise and tenure.

Table 5.1 Demographics

Demographic Variable	Frequency (N)	Percentage (%)
Gender		
-Male	240	62.3%
-Female	145	37.7%
Age		
-Below 24	39	10.1%
-24-30	113	29.4%
-31-40	104	27.0%
-41-50	81	21.0%
-51& above	48	12.5%
Experience		
-Less than 1 year	46	11.9%
-1-3 years	82	21.3%

-4-7 years	114	29.6%
-7-10 years	60	15.6%
-More than 10 years	83	21.6%

5.2 Descriptive Statistics

The descriptive statistics provide an overview of the demographic characteristics of participants including age, gender, experience. In addition, summary statistics are provided for each key variable (work life balance practices, remote work, technological infrastructure, and employee performance). Table 5.2 shows number of respondents, minimum, maximum, mean, and standard deviation of all the variables. The mean value of 3.21 indicates that, on average, employees rate their work-life balance practices slightly above the midpoint of the scale, suggesting a moderate level of satisfaction with work life balance. The standard deviation of 0.87 shows a moderate spread around the mean, indicating some variability in how different employees perceive their work-life balance. Moreover, the mean score of 3.29 for Remote Work is also slightly above the midpoint, indicating that employees generally have a moderate to positive perception of their remote work opportunities. The standard deviation of 0.78 suggests a moderate level of variability in perceptions of remote work among employees. The mean value of 3.35 indicates that employees generally view the technological infrastructure of their organization positively, slightly above the midpoint of the scale. The standard deviation of 0.83 indicates a somewhat consistent perception of technological infrastructure among employees. The mean score of 3.78 for Employee Performance is higher than those for work life balance, remote work, and technological infrastructure, indicating that employees generally rate their performance quite positively. The lower standard deviation of 0.77 suggests that there is less variability in employee performance ratings compared to the other variables. The standard deviations indicate moderate variability in responses, with Employee Performance showing the least variability and Work Life Balance Practices showing the most.

Table 5.2 Descriptive Analysis

Variable	N	Min.	Max.	Mean	Std. Deviation
Work life Balance Practices	385	1	5	3.21	.87
Remote Work	385	1	5	3.29	.78
Technological Infrastructure	385	1	5	3.35	.83
Employee Performance	385	1	5	3.78	.77
Valid N (listwise)	385				

5.3 Reliability Analysis

Table 5.3 contains a reliability analysis of the variables. Cronbach's alpha coefficient of 0.940 shows that the items measuring Work Life Balance practices have a high degree of internal consistency. This coefficient indicates that the items on the work-life balance practices scale are highly correlated with one another, implying that they effectively measure the same underlying construct. A Cronbach's alpha value greater than 0.7 and close to 1.0 indicates that the scale's items are highly dependable in measuring the idea of work-life balance practices. The remote work scale has a Cronbach's alpha coefficient of 0.921, indicating strong internal consistency among the items measuring remote work. This coefficient indicates that the scale's items are highly correlated with one another, meaning that they accurately measure a similar underlying construct. The Technological Infrastructure scale has a Cronbach's alpha coefficient of 0.958, which shows an extraordinarily high level of internal consistency among the items measuring technological infrastructure. This coefficient indicates that the scale's items are highly associated with one another, implying that they effectively measure the same underlying construct. The Employee Performance scale has a Cronbach's alpha coefficient of 0.957, indicating that the items assessing employee performance are extremely consistent internally. This coefficient indicates that the scale's items are highly correlated with one another, meaning that they accurately measure a similar underlying construct. The items on each scale are quite consistent with one another, giving confidence that they are measuring the same underlying components.

Table 5.3 Reliability Statistics

Variable	Cronbach's Alpha	N of items
Work life Balance Practices	0.940	10
Remote Work	0.921	10
Technological Infrastructure	0.958	8
Employee Performance	0.957	5

5.4 Correlation Analysis

The correlation matrix shows the Pearson correlation coefficients between pairs of variables. The coefficients indicate the strength and direction of the relationships between the variables, with values ranging from -1 to 1. Positive values indicate positive relationships, and negative values indicate negative relationships. Asterisks (**) denote significance at the 0.01 level (two-tailed), meaning there is strong evidence that these correlations are not due to chance.

Table 5.4 provides the correlation between variables Work Life Balance practices, Remote Work, Technological Infrastructure, and Employee Performance. Work life balance practices and employee performance positively correlates at 0.548 which means that there is a strong positive correlation between work life balance practices and employee performance. This indicates that as work life balance practices improve, employee performance tends to increase. This relationship supports the hypothesis that promoting better work life balance can lead to higher employee performance.

Remote work and employee performance also correlates at 0.428 which indicates that there is a moderate positive correlation between remote work and employee performance. This suggests that remote work arrangements are associated with better employee performance. This finding aligns with the idea that flexible working conditions, like remote work, can enhance employee productivity and performance.

Moreover, technological infrastructure and employee performance positively correlates at $r = 0.532$ which suggests there is a strong positive correlation between technological infrastructure

and employee performance. This indicates that better technological infrastructure is associated with higher employee performance. This relationship highlights the importance of having robust technological systems in place to support employees, especially in remote work settings. The r value of 0.391 between work life balance practices and remote work specifies that there is a positive correlation between work life balance practices and remote work indicating that remote work options may contribute to a perceived improvement in work-life balance. This suggests that organizations that implement good work life balance practices are also likely to offer remote work options. Work life balance practices and technological Infrastructure also indicate a positive moderate correlation at 0.399. Remote work and technological infrastructure also correlate at 0.429 indicating that better technological support is associated with both improved work-life balance practices and more effective remote work options.

Table 5.4 Pearson Correlation Analysis

Variable	Work Life Balance	Remote work	Technological Infrastructure	Employee Performance
Work life Balance Practices	1			
Remote Work	.391**	1		
Technological Infrastructure	.399**	.429**	1	
Employee Performance	.548**	.428**	.532**	1

** . Correlation is significant at the 0.01 level (2-tailed).

5.5 Regression Analysis

Table 5.5 shows the regression between the variables. The R square value of 0.301 indicates that approximately 30.1% of the variance in Employee Performance can be explained by the independent variable, Work Life Balance Practices. This suggests that work life balance is a significant predictor, but other factors also influence employee performance. The correlation coefficient, R value of 0.548 indicates that a strong positive relationship between work life balance practices and employee performance. Adjusted R Square 0.299 is for the number of predictors in the model. It is slightly lower than R Square, which is typical and indicates the model's goodness of fit. Std. Error of the Estimate 0.64919 represents the average distance that the observed values fall from the regression line. A smaller value suggests a better fit of the

model to the data. The model indicates that Work Life Balance Practices significantly predict Employee Performance, explaining about 30% of the variance. The results support the hypothesis that better work life balance practices are associated with higher employee performance.

The ANOVA table shows that the regression model is statistically significant ($p < 0.05$), as indicated by the F-statistic of 164.607 with a corresponding p-value of 0.000. This suggests that the regression model, which includes Work Life Balance Practices as a predictor, significantly predicts Employee Performance.

The coefficient for Work Life Balance Practices is 0.483. This means that for every one-unit increase in Work Life Balance Practices, there is a predicted increase of 0.483 units in Employee Performance. The t-value of 12.830 for Work Life Balance Practices is highly significant ($p < 0.001$), indicating that the relationship between Work Life Balance Practices and Employee Performance is statistically significant.

The standardized coefficient (beta) of 0.548 indicates the strength and direction of the relationship between work-life balance practices and employee performance in standardized terms. A Beta of 0.548 confirms a strong positive relationship. The p-value for the coefficient is less than 0.05, indicating that work-life balance practices significantly predict employee performance.

Table 5.5 Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548a	.301	.299	.64919

a. Predictors: (Constant), Work Life Balance

Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	69.373	1	69.373	164.607	.000b

Residual	161.413	383	.421
Total	230.785	384	

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Life Balance Practices

Coefficients

Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1.(Constant)	2.235	.125		17.808	.000
Work Life Balance Practices	.483	.038	.548	12.830	.000

a. Dependent Variable: Employee Performance

5.6 Mediation Analysis

The model summary in table 5.6 for remote work (mediator) indicates that work-life balance practices explain approximately 15.27% of the variance in remote work. The F-statistic is significant ($p < 0.0001$), suggesting that the model is a good fit for the data.

The coefficients of remote work constant represent the baseline level of remote work when work-life balance is zero. The coefficient for work life balance (0.3477) indicates that for every one-unit increase in work-life balance, remote work increases by 0.3477 units. This relationship is statistically significant, suggesting that better work-life balance practices are associated with increased remote work. The results for employee performance indicate that work-life balance practices and remote work together explain approximately 35.47% of the variance in employee performance. The F-statistic is significant ($p < 0.0001$), suggesting a good model fit.

Table 5.6.1 summarizes the mediation model's total, direct and indirect effects. It indicates that the total effect of Work-Life Balance Practices on Employee Performance is 0.4834, which is statistically significant ($p < .0000$). This indicates that, without considering any mediators, an increase in work life balance is associated with an increase in employee performance.

When considering the mediator (Remote Work), the direct effect of work life balance on employee performance is 0.3963, which is also statistically significant ($p < .0000$). This proves that a portion of the relationship between work life balance and employee performance is direct. The indirect effect of work life balance on employee performance through Remote Work is 0.0870, with a 95% bootstrap confidence interval of (0.0501 to 0.1320), does not include zero, indicating that the mediation effect is statistically significant. This suggests that part of the effect of work life balance on employee performance is mediated through Remote Work. The mediation analysis supports the hypothesis that Work-Life Balance Practices influence Employee Performance both directly and indirectly through the mediator, Remote Work.

Table 5.6 Mediation Analysis

Model Summary for Remote Work (Mediator)

R	R Square	MSE	F	p
.397	.1527	.5201	69.0035	.0000

Table 5.6.1 Total, Direct and Indirect Effects of Work Life Balance on Employee Performance through Remote work

Effect Type	Effect	Std. Error	t value	p value	LLCI	ULCI
Total Effect	0.4834	0.0377	12.8299	.0000	0.4093	0.5574
Direct Effect	0.3963	0.0394	10.0680	.0000	0.3189	0.4737
Indirect Effect (via Remote work)	0.0870	0.0208			0.0501	0.1320

LLCI lower limit confidence interval

ULCI upper limit confidence interval

5.7 Moderation Analysis

The moderation analysis is examining whether technological infrastructure moderates the relationship between work-life balance practices and remote work.

The model, including the interaction term, significantly predicts remote work, as indicated by the significant F-value and p-value. The R-squared value of 0.2429 indicates that the model accounts for 24.29% of the variance in remote work and the model is statistically significant ($p < .001$).

The main effect of the model shows that the coefficients for Work life balance and Technological Infrastructure are both positive and significant, indicating that both work-life balance practices and technological infrastructure have a positive impact on remote work. The coefficient for work life balance is .3762 ($p=0.194$ significant) This suggests that work-life balance practices have a positive effect on remote work. The coefficient for technological infrastructure is .4358 which is also statistically significant. This indicates that technological infrastructure positively influences remote work.

Interaction effect of the Term (Work life balance practices x Technological Infrastructure) has a coefficient -0.0424 ($p = 0.3517$, not significant) The interaction term is not significant, indicating that the moderating effect of technological infrastructure on the relationship between work-life balance practices and remote work is not statistically significant.

Thus, main effect both work-life balance practices (WLB) and technological infrastructure (TI) independently have a significant positive impact on remote work (RW). However, interaction between work-life balance practices (WLB) and technological infrastructure (TI) is not significant, indicating that technological infrastructure does not moderate the relationship between work-life balance practices and remote work. While both work-life balance practices and technological infrastructure individually impact remote work positively, there is no significant interaction effect indicating that the relationship between work-life balance and remote work is contingent on the level of technological infrastructure.

Table 5.7 Moderation Analysis

Model Summary

Model	R	R Square	MSE	F	df1	df2	p
1	.4929	.2429	.4671	40.7463	3	381	.0000

Coefficients

Model	Coefficient	SE	t	p	LLCI	ULCI
Constant	1.0929	.4928	2.2176	.0272	.1239	2.0619
WLB	.3762	.1602	2.3486	.0194	.0163	.6912
TI	.4358	.1482	2.9405	.0035	.1444	.7272
WLB x TI	-.0424	.455	-.9325	.3517	-.1319	.0471

5.7.1 Main Effect of Work Life Balance on Remote Work: Supported. Work-life balance practices significantly and positively affect remote work.

5.7.2 Main Effect of Technological Infrastructure on Remote Work: Supported. Technological infrastructure significantly and positively affects remote work.

5.7.3 Moderating Effect of Technological Infrastructure on the Relationship Between Work Life Balance Practices and Remote Work: Not supported. The interaction term is not significant, indicating that technological infrastructure does not significantly moderate the relationship between work-life balance practices and remote work.

Table 5.7.1 Conditional Effects of the Focal Predictor at values of the Moderator

TI value	Effect	Std. Error	t	p	LLCI	ULCI
18.0000	.2711	0.0286	9.4643	.0000	.2148	.3274
29.0000	.1563	0.0189	8.2653	.0000	.1191	.1935
32.0000	.1250	0.0218	5.7292	.0000	0.821	0.1680

LLCI lower limit confidence interval

ULCI upper limit confidence interval

5.8 Moderated Mediation Analysis

The moderated mediation analysis examines whether the relationship between work-life balance practices (WLB) and employee performance (EP) is mediated by remote work (RW) and moderated by technological infrastructure (TI).

The direct effect of WLB on EP is significant ($B = 0.3963$, $p < 0.0001$), indicating that better work-life balance practices are associated with improved employee performance. Table 5.7.1 shows the indirect effect of Work life balance on employee performance through remote work is significant at all levels of Technological Infrastructure. This indicates that RW mediates the relationship between WLB and EP, such that better WLB leads to better EP via increased remote work.

The interaction term (WLB x TI) is not significant ($B = -0.0424$, $p = 0.3517$), indicating that Technological Infrastructure does not significantly moderate the relationship between WLB and RW.

Table 5.8.2 Index of Moderated Mediation shows that the index of moderated mediation is not significant (Index = -0.0106 , BootSE = 0.0127 , 95% CI (-0.0382 , 0.0121)), suggesting that Technological Infrastructure does not significantly moderate the indirect effect of Work life balance on employee performance through remote work.

The results indicate that work-life balance practices have a direct and positive impact on employee performance. Additionally, remote work serves as a mediator in this relationship, suggesting that improved work-life balance enhances employee performance by facilitating remote work.

However, the analysis does not support the hypothesis that technological infrastructure moderates the relationship between work-life balance and remote work. This implies that the quality of technological support does not significantly influence the effectiveness of remote work in the context of work-life balance practices.

The moderated mediation analysis also shows that the indirect effect of work-life balance on employee performance through remote work is not significantly moderated by technological infrastructure. This suggests that the mediation effect of remote work on the relationship

between work-life balance and employee performance is consistent across different levels of technological infrastructure.

Table 5.8 Moderated Mediation Analysis

Model Summary for Remote Work							
Model	R	R Square	MSE	F	df1	df2	p
1	.4929	.2429	.4671	40.7463	3	381	.0000

Coefficients for Remote Work						
Predictor	B	SE	t	p	LLCI	ULCI
(Constant)	1.0929	.4928	2.2176	.0272	.1239	2.0619
Work Life Balance Practices (WLB)	.3762	.1602	2.3486	.0194	.0613	.6912
Technological Infrastructure (TI)	.4358	.1482	2.9405	.0035	.1444	.7272
WLB x TI (Interaction)	-.0424	.0455	-.9325	.3517	-.1319	.0471

Model Summary for Employee Performance							
Model	R	R Square	MSE	F	df1	df2	p
1	.5956	.3547	.3899	104.984	2	382	.0000

Coefficients for Employee Performance

Predictor	B	SE	t	p	LLCI	ULCI
(Constant)	1.6902	.1544	10.9482	.0000	1.3867	1.9937
Work Life Balance Practices (WLB)	.3963	.0394	10.0680	.0000	.3189	.4737
Remote Work (RW)	.2504	.0442	5.6592	.0000	.1634	.3373

Table 5.8.1 Conditional Indirect Effects of Work Life Balance on Employee Performance through Remote Work at different levels of Technological Infrastructure

TI Value	Effect	Boot SE	BootLLCI	BootULCI
2.2500	0.0703	0.0240	0.0274	0.1221
3.6250	0.0557	0.0165	0.0259	0.0910
4.0000	0.0517	0.0172	0.0201	0.0874

Table 5.8.2 Index of Moderated Mediation

Index	BootSE	BootLLCI	BootULCI
-0.0106	0.0127	-0.0382	0.0121

5.9 Hypothesis Summary

Hypothesis	Results
H1: Work-life balance practices positively impact employee performance.	Supported
H2: Remote work mediates the relationship between work-life balance practices and employee performance, such that improved work-life balance leads to better performance through the facilitation of remote work.	Supported
H3: Technological infrastructure moderates the relationship between work-life balance practices and remote work, such that the quality of technological support influences the effectiveness of remote work in maintaining work-life balance.	Not Supported
H4: The moderating effect of technological infrastructure on the relationship between remote work and work-life balance subsequently influencing employee performance, with higher-quality technological infrastructure leading to improved performance through enhanced work-life balance.	Not Supported

Chapter 6

Conclusion and Recommendations

6.1 Discussion of Results

This study dove into the complex relationships between work life balance, remote work, technological infrastructure, and employee performance. The discussion is organized around key findings, each of which helps to fully understand the significance of study.

The findings support the existence of a mediation effect. Work-life balance practices positively influence employee performance, and a portion of this effect is mediated by remote work. This aligns with prior research highlighting the benefits of work life balance practices for employee well-being and productivity (Clark, 2017; Demerouti et al., 2009). Employees with better work-life balance are likely to experience reduced stress, improved focus, and higher engagement, ultimately leading to better performance. Additionally, remote work arrangements can provide employees with greater flexibility and control over their work schedules, potentially contributing to improved performance (Allen et al., 2017).

The study revealed a moderating effect of technological infrastructure on work life balance and remote work is not significant however the direct relationship between work life balance practices and remote work with technological is significant which aligns with the (Raghuram, 2021) findings that factors like individual work styles and organizational culture might have a greater impact on achieving work-life balance with remote work. This finding is novel and extends previous research on work life balance and remote work by incorporating the critical role of technology along with other factors.

The results also suggest that when technological infrastructure is limited, strong work life balance practices are particularly beneficial for employee performance, likely because they empower employees to manage their workload effectively despite constraints.

6.2 Conclusion

This study investigated the interplay between work-life balance practices (WLB), technological infrastructure (TI), remote work (RW), and their combined influence on employee performance (EP). Our findings contribute to the growing body of research on work arrangements in the digital age, revealing a complex interplay between these factors.

The results support a mediation effect where strong work life balance practices contribute to positive employee performance, and a portion of this effect is channeled through increased remote work usage i.e. remote work significantly mediates the relationship between work life balance practices and employee performance which suggests that the implementation of remote work facilitates the positive impact of work life balance practices on employee performance. Employees who can work remotely likely benefit more from work life balance practices, which in turn enhances their performance. This aligns with prior research highlighting the benefits of work life balance for employee well-being and productivity (Clark, 2017; Demerouti et al., 2009). When employees have a healthy work-life balance, they are likely to experience reduced stress, improved focus, and higher engagement, ultimately leading to better performance. Additionally, remote work arrangements can provide employees with increased flexibility and control over their work schedules, potentially contributing to improved performance outcomes (Allen et al., 2017).

The results suggest that both work-life balance practices and technological infrastructure independently have a significant positive impact on remote work, but technological infrastructure does not moderate the relationship between work-life balance practices and remote work which means that even when technological infrastructure is limited, strong work life balance practices are particularly crucial for employee performance. This is likely because strong work life balance practices empower employees to manage their workload effectively despite constraints. Employees with good work-life balance might be better equipped to cope with limitations in technology by setting clear boundaries, prioritizing tasks efficiently, and leveraging available communication tools to stay connected and productive.

Although according to our findings Technological Infrastructure does not moderate the relationship between work life balance and remote work, but it remains a crucial factor for the effective implementation of remote work. The significant direct effect of Technological Infrastructure on remote work highlights the need for robust technological support systems to facilitate remote work, which indirectly supports better performance through enhanced work life balance.

6.3 Practical Implications

The findings of this research study, highlighting the moderating role of technological infrastructure (TI) in the relationship between work-life balance practices (WLB), remote work

(RW), and employee performance (EP), offer valuable insights for organizations seeking to optimize their remote work environment. By understanding this interplay, organizations can develop practical strategies to enhance both employee well-being and performance.

- **Develop and promote clear work life balance policies:** Articulate expectations for communication outside of core work hours, encourage breaks and time off, and offer flexible work arrangements like compressed workweeks or split schedules. This empowers employees to manage their workload and maintain a healthy work-life balance, ultimately contributing to better performance and well-being.
- **Provide resources and training:** Equip employees with resources and training programs to manage stress, set boundaries, and disconnect effectively when needed. This fosters a culture of healthy work practices and reduces the risk of burnout, which can significantly impact performance.
- **Lead by example:** Senior leadership should model healthy work-life balance behaviors. This could involve avoiding late-night emails and respecting employee time off. Such actions set the tone for the entire organization and demonstrate a commitment to employee well-being.
- **Invest in communication and collaboration tools:** Robust communication platforms like video conferencing software, instant messaging tools, and project management applications can facilitate seamless communication and collaboration among geographically dispersed teams. This ensures employees stay connected, informed, and productive in a remote environment.
- **Provide training on remote work technologies:** Equip employees with the necessary skills and knowledge to leverage various work-from-home technologies effectively. This training could cover features and functionalities of communication tools, project management software, and other relevant applications.
- **Focus on accessibility and inclusivity:** Ensure all technological tools and platforms are accessible for employees with disabilities. This fosters a more inclusive remote work environment where everyone can participate and contribute effectively.
- **Conduct regular check-ins:** Regularly evaluate employee needs and well-being using surveys, focus groups, or one-on-one meetings. This allows organizations to identify potential issues with workload, technology, or work-life balance and address them proactively.

- Encourage open communication among staff to share workload concerns or technology limitations. This allows for early intervention and prevents issues from snowballing and impacting performance.
- Foster a results-oriented approach: Shift the focus from presenteeism to outcome-based performance evaluations. This emphasizes goal achievement and productivity rather than the number of hours worked, increasing employee autonomy, and potentially improving work-life balance.

6.4 Limitations

This study provides valuable data, but several limitations should be considered. The study's concentration on the banking sector in Islamabad, Pakistan, may limit the findings' applicability to other regions and businesses. Moreover, the timeframe for data collection was limited hence the study was cross sectional. Future studies could investigate comparable relationships in different contexts and sectors. The cross-sectional character of the investigation precludes causal assumptions. Longitudinal research could provide further information about the causal linkages between work-life balance practices, remote work, technology infrastructure, and employee performance. Future research using longitudinal designs and objective performance measures may improve causal inferences and widen the applicability of these findings.

6.5 Future Studies

Future research could delve deeper into the moderating effect of technological infrastructure by exploring specific functionalities of various technologies and their influence on remote work effectiveness. Longitudinal studies examining changes in work life balance practices, technology usage, and employee performance over time could offer a more nuanced understanding. Additionally, investigating potential boundary conditions, such as job type, personality traits, or organizational culture, leadership involvement/ higher managements acceptance towards remote work could provide a more comprehensive picture of how work life balance practices, technology, and remote work interact to influence employee performance.

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Technological Infrastructure and Remote work: Assessing the moderating influence on the Relationship between work life balance practices and employee performance in the banking sector of Islamabad, Pakistan

Thank you for participating in this research study.

This questionnaire investigates on Technological Infrastructure and Remote work: Assessing the moderating influence on the Relationship between work life balance practices and employee performance in the banking sector of Islamabad Pakistan

Please select the option that is most suitable to you for each question, ranging from "Strongly Disagree" to "Strongly Agree." Your honest and confidential responses are highly appreciated. Your responses will be kept strictly confidential and will only be used for research purposes.

* Indicates required question

Demographics

1. Gender *

Mark only one oval.

Male

Female

2. Age *

Mark only one oval.

Below 24

24-30

31-40

41-50

51 & above

3. Years of experience in Banking Sector *

Mark only one oval.

Less than 1 year

1-3 years

4-7 years

7-10 years

More than 10 years

Work Life Balance Practices

4. I can effectively manage both work responsibilities and personal commitments. *

Mark only one oval.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

5. Taking regular breaks during the workday improves my productivity. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. My work schedule allows for a healthy balance between work and personal life. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. My work schedule allows me to participate in important personal activities. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. My personal life has minimal negative impact on my work performance. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. When needed, I can adjust my work schedule to address personal needs. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. My employer offers flexible work arrangements that promote work-life balance. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. I feel comfortable discussing work-life balance challenges with my manager. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. Achieving a healthy work-life balance is crucial for my overall well-being. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. I feel supported by my employer in achieving work-life balance. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Remote Work

14. My job allows for regular remote work arrangements. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. I can collaborate effectively with colleagues when working remotely. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. I have control over my work hours when working remotely. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17. My supervisor trusts me to complete tasks effectively while working remotely. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. Remote work arrangements are integrated into the organizational culture and are viewed positively by management. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. Remote work reduces my overall work stress. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

20. I experience increased productivity with the flexibility of remote work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

21. Remote work allows for better management of my personal life. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

22. My supervisor is readily available for support when I work remotely. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

23. I have the necessary resources and equipment for productive remote work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Technological Infrastructure

24. Learning and using work technologies is a straightforward process for me. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

25. I am confident in my ability to utilize work technologies for my tasks. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

26. I rarely encounter difficulties using the technology available for my work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

27. The technology used at work is user-friendly and easy to learn. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

28. The technology at work helps me complete tasks more efficiently. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

29. Work technologies enable effective collaboration with colleagues. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

30. I believe the technology used at work is valuable for performing my job duties. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

31. Overall, the technology at work improves my ability to perform my job well. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Employee Performance

32. I am satisfied with the overall quality of my work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

33. I feel confident in my ability to perform my job effectively. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

34. I am motivated to achieve my work goals. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

35. I am satisfied with the quality of my work and my ability to meet or exceed performance expectations. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

36. I am motivated to perform my job to the best of my abilities. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

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Shweta

ORIGINALITY REPORT

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STUDENT PAPERS

PRIMARY SOURCES

1	fastercapital.com Internet Source	3%
2	B.M. Nwibere. "Work-life balance strategies and employees' engagement in the food and beverage industry in rivers state", DecisionTech Review, 2024 Publication	1%
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1st Half Semester Progress Report

Name of Student(s)	Shweta
Enrollment No.	01-321231-048
Thesis/Project Title	Technological Infrastructure and Remote work: Assessing the moderating influence on the Relationship between work life balance practices and employee performance in the banking sector of Islamabad, Pakistan

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	24-02-2024	Classroom	Previous Proposal & Research Topic	
2	09-03-2024	Classroom	Introduction Chapter 1	
3	16-03-2024	Classroom	Literature Review Chapter 2	
4	30-03-2024	Classroom	Theoretical Framework Chapter 3	

Progress Satisfactory



Progress Unsatisfactory



Remarks: The student excelled at responding to the evolving thesis demands by adapting and refining their work accordingly.

Signature of Supervisor: _____ Date: 20-05-2024

Name: Ms. Qurat Ul Ain Waqar



MBA

2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Shweta
Enrollment No.	01-321231-048
Thesis/Project Title	Technological Infrastructure and Remote work: Assessing the moderating influence on the Relationship between work life balance practices and employee performance in the banking sector of Islamabad, Pakistan

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	06-04-2024	Classroom	Research Methodology Chapter 4	
6	27-04-2024	Classroom	Data Analysis Chapter 5, 6	
7	18-05-2024	Classroom	Thesis Review	

APPROVAL FOR EXAMINATION

Candidates' Name: Shweta Enrollment No: 01-321231-048

Project/Thesis Title: **Technological Infrastructure and Remote work: Assessing the moderating influence on the Relationship between work life balance practices and employee performance in the banking sector of Islamabad, Pakistan** I hereby certify that the above candidates' thesis/project has been

completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 11% that is within the permissible limit set by the HEC for thesis/ project MBA. I have also found the thesis/project in a format recognized by the department of Business Studies.

Signature of Supervisor: _____ Date: 20-05-2024

Name: Ms. Qurat Ul Ain Waqar

SPSS Output

Reliability Statistics

Work Life balance Practices WLB

Reliability Statistics

Cronbach's	
Alpha	N of Items
.940	10

Remote Work RW

Reliability Statistics

Cronbach's	
Alpha	N of Items
.921	10

Technological Infrastructure TI

Reliability Statistics

Cronbach's	
Alpha	N of Items
.958	8

Employee Performance EP

Reliability Statistics

Cronbach's	
Alpha	N of Items
.957	5

Demographics

Gender of Respondents

	N	%
Male	240	62.3%
Female	145	37.7%

Age of Respondents

	N	%
Below 24	39	10.1%
24-30	113	29.4%
31-40	104	27.0%
41-50	81	21.0%
51 & above	48	12.5%

Experience of Respondents

	N	%
Less than 1 year	46	11.9%
1-3 years	82	21.3%
4-7 years	114	29.6%
7-10 years	60	15.6%
More than 10 years	83	21.6%

Descriptive Statistics

	Descriptive Statistics						
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error
WorkLifeBal	385	1.00	5.00	3.2132	.87934	-.274	.124
RemoteWork	385	1.00	5.00	3.2927	.78242	-.247	.124
TechInfra	385	1.00	5.00	3.3513	.83437	-.403	.124
EmplPerf	385	1.00	5.00	3.7881	.77524	-.960	.124
Valid N (listwise)	385						

Correlation Analysis

		WorkLifeBal	RemoteWork	TechInfra	EmplPerf
WorkLifeBal	Pearson Correlation	1	.391**	.399**	.548**
	Sig. (2-tailed)		.000	.000	.000
	N	385	385	385	385
RemoteWork	Pearson Correlation	.391**	1	.429**	.428**
	Sig. (2-tailed)	.000		.000	.000

	N	385	385	385	385
TechInfra	Pearson Correlation	.399**	.429**	1	.532**
	Sig. (2-tailed)	.000	.000		.000
	N	385	385	385	385
EmplPerf	Pearson Correlation	.548**	.428**	.532**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	385	385	385	385

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 ^a	.301	.299	.64919

a. Predictors: (Constant), WorkLifeBal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.373	1	69.373	164.607	.000 ^b
	Residual	161.413	383	.421		
	Total	230.785	384			

a. Dependent Variable: EmplPerf

b. Predictors: (Constant), WorkLifeBal

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	2.235	.125	17.808	.000
	WorkLifeBal	.483	.038	.548	12.830

a. Dependent Variable: EmplPerf

Mediation Analysis

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
 Y : EP
 X : WLB
 M : RW

Sample
 Size: 385

OUTCOME VARIABLE:
 RW

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.3907	.1527	.5201	69.0035	1.0000	383.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1756	.1394	15.6056	.0000	1.9015	2.4497
WLB	.3477	.0419	8.3068	.0000	.2654	.4299

OUTCOME VARIABLE:
 EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5956	.3547	.3899	104.9841	2.0000	382.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.6902	.1544	10.9482	.0000	1.3867	1.9937
WLB	.3963	.0394	10.0680	.0000	.3189	.4737
RW	.2504	.0442	5.6592	.0000	.1634	.3373

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
 EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5483	.3006	.4214	164.6073	1.0000	383.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.2349	.1255	17.8083	.0000	1.9881	2.4816
WLB	.4834	.0377	12.8299	.0000	.4093	.5574

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4834	.0377	12.8299	.0000	.4093	.5574

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3963	.0394	10.0680	.0000	.3189	.4737

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
RW	.0870	.0208	.0501 .1320

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

Moderation Analysis

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 1
Y : RW
X : WLB
W : TechIn

Sample
Size: 385

OUTCOME VARIABLE:
RW

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.4929	.2429	.4671	40.7463	3.0000	381.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	1.0929	.4928	2.2176	.0272	.1239	2.0619
WLB	.3762	.1602	2.3486	.0194	.0613	.6912
TechIn	.4358	.1482	2.9405	.0035	.1444	.7272
Int_1	-.0424	.0455	-.9325	.3517	-.1319	.0471

Product terms key:
Int_1 : WLB x TechIn

Test(s) of highest order unconditional interaction(s):	R2-chng	F	df1	df2	p
X*W	.0017	.8695	1.0000	381.0000	.3517


```

-----
      Focal predict: WLB      (X)
      Mod var: TechIn      (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

```

```

DATA LIST FREE/
  WLB      TechIn      RW      .
BEGIN DATA.
  2.2000   2.2500     2.6910
  3.3000   2.2500     2.9998
  4.0000   2.2500     3.1963
  2.2000   3.6250     3.1618
  3.3000   3.6250     3.4064
  4.0000   3.6250     3.5620
  2.2000   4.0000     3.2902
  3.3000   4.0000     3.5173
  4.0000   4.0000     3.6618
END DATA.
GRAPH/SCATTERPLOT=
  WLB      WITH      RW      BY      TechIn      .

```

```

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
  95.0000

```

```

----- END MATRIX -----

```

Moderated Mediation

Run MATRIX procedure:

```

***** PROCESS Procedure for SPSS Version 4.2 *****

```

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

```

*****

```

```

Model   : 7
  Y     : EP
  X     : WLB
  M     : RW
  W     : TechIn

```

Sample
 Size: 385

```

*****

```

OUTCOME VARIABLE:
 RW

Model	R	R-sq	MSE	F	df1	df2	p
	.4929	.2429	.4671	40.7463	3.0000	381.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	1.0929	.4928	2.2176	.0272	.1239	2.0619

WLB	.3762	.1602	2.3486	.0194	.0613	.6912
TechIn	.4358	.1482	2.9405	.0035	.1444	.7272
Int_1	-.0424	.0455	-.9325	.3517	-.1319	.0471

Product terms key:

Int_1 : WLB x TechIn

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0017	.8695	1.0000	381.0000	.3517

Focal predict: WLB (X)
Mod var: TechIn (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

```

WLB      TechIn      RW      .
BEGIN DATA.
  2.2000      2.2500      2.6910
  3.3000      2.2500      2.9998
  4.0000      2.2500      3.1963
  2.2000      3.6250      3.1618
  3.3000      3.6250      3.4064
  4.0000      3.6250      3.5620
  2.2000      4.0000      3.2902
  3.3000      4.0000      3.5173
  4.0000      4.0000      3.6618
END DATA.

```

GRAPH/SCATTERPLOT=

WLB WITH RW BY TechIn .

OUTCOME VARIABLE:

EP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5956	.3547	.3899	104.9841	2.0000	382.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.6902	.1544	10.9482	.0000	1.3867	1.9937
WLB	.3963	.0394	10.0680	.0000	.3189	.4737
RW	.2504	.0442	5.6592	.0000	.1634	.3373

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3963	.0394	10.0680	.0000	.3189	.4737

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

WLB	->	RW	->	EP
TechIn	Effect	BootSE	BootLLCI	BootULCI
2.2500	.0703	.0240	.0274	.1221
3.6250	.0557	.0165	.0259	.0910
4.0000	.0517	.0172	.0201	.0874

Index of moderated mediation:				
	Index	BootSE	BootLLCI	BootULCI
TechIn	-.0106	.0127	-.0382	.0121

 Bootstrap estimates were saved to a file

Map of column names to model coefficients:

	Conseqnt	Antecdnt
COL1	RW	constant
COL2	RW	WLB
COL3	RW	TechIn
COL4	RW	Int_1
COL5	EP	constant
COL6	EP	WLB
COL7	EP	RW

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
 95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
 5000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----