



Work-Life Balance and Work-from-Home Experience: Impact on Future Readiness among Academicians in Rayalaseema Region

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Abstract:- In response to the global shift towards remote work prompted by the COVID-19 pandemic, this study investigates the dynamics of work-life balance among academicians in higher educational institutions within the Rayalaseema region. The transition to remote work has not only redefined traditional work practices but has also posed significant challenges and opportunities for academic professionals and their institutions. This research aims to discern the impact of this transition on the future readiness of academicians and their respective institutions, emphasizing the interplay between work-life balance, technological preparedness, and organizational support. The study employs a comprehensive mixed-methods approach to gather robust and nuanced data. Quantitative data is collected through surveys distributed among academicians across various institutions in the Rayalaseema region. These surveys focus on multiple dimensions of work-life balance, including workload distribution, time management, personal well-being, and the perceived effectiveness of remote work. The surveys also aim to capture the extent to which academicians feel supported by their institutions in terms of resources, communication, and flexibility during the transition to remote work. To complement the quantitative data, qualitative insights are gathered through in-depth interviews with a selected group of academicians. These interviews delve deeper into the lived experiences of the participants, exploring the challenges they have encountered, the strategies they have employed to maintain work-life balance, and their perceptions of the sustainability and future potential of remote work arrangements. The interviews are particularly focused on uncovering the personal and professional adaptations required by academicians during this unprecedented shift, as well as their views on the long-term implications of these changes. Through rigorous statistical analysis and thematic coding, the study seeks to identify significant patterns, trends, and correlations within the collected data. Specifically, it aims to uncover insights into the relationship between work-life balance and the readiness of academicians and institutions to adapt to future work paradigms. This includes an examination of factors such as technological preparedness, the availability and effectiveness of organizational support, and individual adaptability to changing work



environments. The findings of this study are expected to contribute significantly to the existing body of knowledge on work-life balance in academia, particularly within the context of remote work. By focusing on the specific context of higher educational institutions in the Rayalaseema region, this research will offer localized insights that can inform broader discussions on the future of work in academia. Furthermore, the study intends to provide practical recommendations for higher educational institutions in the Rayalaseema region, aimed at enhancing their future readiness. These recommendations will focus on developing strategies that prioritize the well-being and productivity of academic staff, while also equipping institutions to navigate the evolving landscape of work with resilience and adaptability.

Keywords: Work-Life Balance, Work-from-Home, Academicians, Higher Educational Institutions, Future Readiness, Rayalaseema Region.

1. Introduction

In recent years, the concept of work-life balance has emerged as a pivotal concern in various professional fields, including academia. This shift reflects a broader societal recognition of the importance of holistic well-being and the need to maintain a harmonious balance between professional and personal life. For academicians, who are deeply engaged in the dual pursuits of research and teaching, the challenge of managing professional responsibilities alongside personal commitments has become increasingly pronounced. The complex interplay between these roles often leads to a blurring of boundaries, making it difficult for academicians to achieve a sustainable work-life balance.

The Rayalaseema region, nestled in the southern part of Andhra Pradesh, India, is home to a diverse array of higher educational institutions. These institutions play a vital role in shaping the intellectual and socio-economic landscape of the region. As such, the well-being and productivity of academicians within these institutions are of paramount importance, not only for the individuals themselves but also for the broader community that benefits from their contributions.

Traditionally, the academic profession has been characterized by long hours, heavy workloads, and a culture that often prioritizes dedication to work over personal life. This culture, while fostering a strong commitment to academic excellence, has also contributed to significant stress and burnout among academicians. However, as societal norms evolve and technological advancements continue to reshape the workplace, there is a growing need to reassess and redefine the boundaries between work and personal life in academia.

In recent years, the advent of digital technologies has enabled new modes of work, offering academicians greater flexibility in where and how they conduct their professional activities. The shift towards remote work, although not exclusively prompted by the COVID-19 pandemic in this context, has become a significant aspect of contemporary discourse on



work-life balance. Remote work presents both opportunities and challenges for academicians, as it allows for increased flexibility but also blurs the lines between work and home life. In this evolving landscape, it becomes imperative to explore how remote work influences the work-life balance of academicians in the Rayalaseema region and to identify strategies that can help them navigate this transition effectively.

This study seeks to delve deeply into the nuances of work-life balance among academicians in the Rayalaseema region, with a particular focus on understanding the factors that shape their perceptions, experiences, and coping mechanisms. By examining the intricate interplay between professional obligations, personal aspirations, and external pressures, this research aims to shed light on the complexities inherent in achieving a sense of balance in the academic profession.

The research employs a mixed-methods approach, combining quantitative surveys and qualitative interviews to capture the multifaceted nature of work-life balance among academicians. The surveys will provide a broad understanding of the current state of work-life balance, while the interviews will offer deeper insights into the personal experiences and challenges faced by academicians. By gaining a comprehensive understanding of these dynamics, the study aims to inform the development of strategies and policies that promote well-being, productivity, and resilience within higher educational institutions in the Rayalaseema region.

Moreover, this research will explore the implications of work-life balance for future readiness, particularly in the context of remote work. As higher educational institutions continue to adapt to evolving work paradigms, it is crucial to ensure that they are equipped to support their faculty in maintaining a healthy work-life balance. This study will contribute to the existing body of knowledge on work-life balance in academia and provide practical recommendations for institutions in the Rayalaseema region to enhance their future readiness while prioritizing the well-being of their academic staff.

2. Review of literature:

Author:Smith,J.,Brown,E.,&Williams,T.

Year:2024

Description: In their study titled "*Remote Work and Academic Productivity: A Double-Edged Sword*," Smith, Brown, and Williams investigate the impact of remote work on academic professionals, particularly focusing on the dual nature of its effects. While remote work has provided academicians with flexibility and the ability to balance professional responsibilities with personal commitments more easily, it has also blurred the boundaries between work and home life, leading to extended work hours and increased stress. The authors argue that this blurring of boundaries often results in a decrease in overall work-life balance, which can lead



to burnout. They emphasize the need for academic institutions to develop strategies that mitigate the negative impacts of remote work by offering institutional support such as mental health resources, time management training, and clear guidelines for work expectations in a remote setting. This study contributes to the growing body of literature that recognizes the complex relationship between remote work and work-life balance in academia.

Author: Anderson, M., & Taylor, J.

Year: 2024

Description: Anderson and Taylor's research, "*Coping Strategies for Work-Life Balance During Remote Work: Insights from Academia*," explores the various methods employed by academicians to maintain a balance between their professional and personal lives while working remotely. The study highlights that successful coping strategies include setting clear boundaries between work and home life, effective time management, and seeking organizational support. The authors also discuss the psychological impact of remote work, noting that academicians who lack adequate coping mechanisms are more likely to experience stress and burnout. Anderson and Taylor suggest that institutions should provide training on stress management and offer resources such as counseling services to support their staff. The study provides valuable insights into how academicians can adapt to the challenges of remote work and maintain their work-life balance.

Author: Johnson, R., & Lee, S.

Year: 2024

Description: In their article "*The Blurring Boundaries of Work and Life: Challenges of Remote Work for Academicians*," Johnson and Lee examine the difficulties faced by academicians in maintaining a clear separation between work and personal life during remote work. The authors argue that the lack of physical boundaries, such as a dedicated workspace, contributes significantly to the challenge of maintaining work-life balance. They also explore how the continuous availability expected in a remote work environment leads to increased work pressure and a sense of being 'always on,' which exacerbates work-life conflict. The study emphasizes the importance of creating structured work schedules and designated workspaces at home to help academicians manage these challenges. Johnson and Lee's work adds to the literature by highlighting the critical role of environmental and psychological factors in achieving work-life balance in a remote work setting.

Author: Kumar, P., & Singh, A.

Year: 2024



Description: Kumar and Singh's study, titled *"Technological Preparedness and Its Impact on Remote Work Satisfaction in Academia,"* focuses on the role of technology in enabling or hindering work-life balance among academicians. The authors find that access to reliable digital tools and platforms is crucial for maintaining productivity and work satisfaction in a remote environment. Their research shows that academicians who are technologically well-prepared report higher levels of satisfaction with remote work, as they are able to efficiently manage their workloads and maintain communication with colleagues and students. Conversely, those who struggle with technology experience frustration and stress, which negatively impacts their work-life balance. Kumar and Singh advocate for institutions to invest in technological infrastructure and provide training to ensure that all academicians are equipped to work effectively in a remote setting. This study highlights the intersection of technology and work-life balance in the context of remote work.

Author: Martinez, L., & Gupta, R.

Year: 2024

Description: In their paper *"Institutional Support and Work-Life Balance: A Study of Remote Work in Higher Education,"* Martinez and Gupta explore the role of institutional policies in shaping work-life balance for academicians engaged in remote work. They argue that institutions that actively support their staff through flexible work arrangements, mental health resources, and clear communication protocols are better able to help their employees maintain a healthy work-life balance. The authors emphasize the need for institutions to recognize the unique challenges of remote work and to tailor their policies accordingly. Martinez and Gupta's findings suggest that institutional support is a critical factor in determining the success of remote work arrangements and their impact on work-life balance.

Author: Patel, V., & Robinson, D.

Year: 2024

Description: Patel and Robinson's work, *"The Future of Remote Work in Academia: Lessons Learned from the Pandemic,"* examines the long-term implications of the shift to remote work for academic institutions. The authors argue that the experiences of remote work during the COVID-19 pandemic have provided valuable insights into how institutions can develop more flexible and resilient work models. They suggest that hybrid work arrangements, which combine remote and in-person work, may offer a viable solution to the challenges of maintaining work-life balance while ensuring institutional effectiveness. Patel and Robinson's study highlights the need for academic institutions to be adaptable and forward-thinking in their approach to work arrangements, taking into account the lessons learned during the pandemic.



Author: Lee, H., Kim, S., & Park, J.

Year: 2023

Description: Lee, Kim, and Park's 2023 study explores how organizational support impacts work-life balance among academic staff. The research emphasizes that institutions that actively provide support, such as flexible work arrangements, access to childcare services, and mental health programs, significantly improve their employees' ability to manage work and family responsibilities. The study also highlights the importance of a supportive work culture, where faculty members feel comfortable discussing their work-life challenges with their superiors. The authors argue that such organizational support not only enhances job satisfaction but also reduces turnover intentions among academic staff. This research contributes to the literature by demonstrating that institutional interventions can play a pivotal role in mitigating the negative effects of work-related stress and promoting a healthier work-life balance in academia.

Author: Patel, R., and Singh, V.

Year: 2022

Description: In this 2022 study, Patel and Singh examine the concept of work-life integration and its effects on academic performance and personal well-being. The authors argue that unlike traditional work-life balance, which attempts to separate professional and personal lives, work-life integration focuses on blending the two domains. The study finds that while some academicians thrive under this model, experiencing enhanced creativity and productivity, others struggle with the lack of clear boundaries, leading to stress and burnout. The authors recommend that academic institutions offer personalized support to help staff find the right balance between integration and separation, depending on their individual preferences and circumstances. This research adds a nuanced perspective to the ongoing discourse on work-life balance in academia, recognizing the diversity in how individuals manage their work and personal lives.

Author: Zhang, L., and Torres, M.

Year: 2021

Description: Zhang and Torres' 2021 study investigates the impact of digital disruption on work-life balance among higher education professionals. The authors focus on how the rapid adoption of digital tools, especially during the COVID-19 pandemic, has transformed the traditional academic work environment. While these tools have enabled continued academic activities, the study reveals that they have also contributed to the erosion of boundaries between work and personal life. The constant connectivity and the expectation to be available



at all times have led to increased stress levels and reduced downtime for academic staff. Zhang and Torres argue that academic institutions must develop strategies to manage digital workloads, such as setting boundaries for after-hours communication and providing training on digital detox techniques. This study underscores the need for mindful integration of digital tools to preserve work-life balance in an increasingly connected academic world.

Author: Roberts, A., and Davis, K.

Year: 2020

Description: Roberts and Davis explore the challenges that academic staff face in balancing work and personal life in the context of remote teaching, a trend accelerated by the COVID-19 pandemic. The 2020 study reveals that while remote teaching offers flexibility, it also imposes significant challenges, such as the expectation to be constantly available and the difficulty in separating work from home life. The authors highlight that these challenges often lead to extended work hours, increased stress, and a higher risk of burnout. The study recommends that academic institutions provide clear guidelines on work expectations, offer mental health support, and encourage staff to set firm boundaries between work and personal time. Roberts and Davis contribute to the ongoing conversation about work-life balance by emphasizing the importance of institutional support in navigating the new demands of remote teaching.

Author: Hernandez, M., and O'Neill, J.

Year: 2019

Description: Hernandez and O'Neill's 2019 study examines the intersection of gender, family responsibilities, and work-life balance in academia. The authors find that female academicians, particularly those with caregiving responsibilities, face more significant challenges in achieving work-life balance compared to their male counterparts. The study highlights the need for gender-sensitive policies that address these disparities, such as offering flexible work arrangements and ensuring equal access to professional development opportunities. Hernandez and O'Neill argue that by recognizing and addressing these gender-specific challenges, academic institutions can create a more equitable work environment. This research adds to the literature by shedding light on the unique work-life balance challenges faced by women in academia and the importance of institutional policies in supporting their well-being.

Author: Kossek, E. E., & Lautsch, B. A.

Year: 2008



Description: In their article "Work-Life Flexibility for Whom? An Inquiry into the Differential Effects of Career Stage," Kossek and Lautsch investigate how the impact of work-life flexibility policies varies across different career stages. Through a review of existing literature and empirical analysis, the authors explore how factors such as tenure, career aspirations, and life stage influence individuals' utilization and perceptions of flexibility initiatives. Their research underscores the importance of considering diverse needs and preferences within the workforce and offers insights into designing tailored interventions to support work-life balance at different career stages.

Author: Allen, T. D., & Johnson, R. C.

Year: 2012

Description: Allen and Johnson's study titled "Work-Family Conflict and Flexible Work Arrangements: Deconstructing Flexibility" delves into the relationship between work-family conflict and the implementation of flexible work arrangements (FWAs). Through a comprehensive review of empirical evidence, the authors examine how various forms of FWAs, such as telecommuting and flexible scheduling, impact individuals' experiences of work-family conflict. Their research highlights the nuanced nature of flexibility initiatives and underscores the importance of considering contextual factors, organizational support, and individual preferences in promoting effective work-life balance strategies.

Author: Shockley, K. M., Shen, W., DeNunzio, M. M., Arvan, M. L., & Knudsen, E. A.

Description: Shockley et al.'s article "Disentangling the Relationship Between Gender and Work-Family Conflict: An Integration of Theoretical Perspectives Using Meta-Analytic Methods" offers a comprehensive meta-analysis of research examining the relationship between gender and work-family conflict (WFC). Drawing on multiple theoretical perspectives, including role theory and social identity theory, the authors synthesize findings from diverse studies to elucidate the complex interplay of gender dynamics in the work-life domain. Their meta-analysis contributes valuable insights into understanding the differential experiences of men and women in managing work-family responsibilities and informs strategies for promoting gender equality and work-life balance in organizational contexts.

Author: Greenhaus, J. H., & Powell, G. N.

Year: 2006

Description: In their article "*When Work and Family Are Allies: A Theory of Work-Family Enrichment*," Greenhaus and Powell propose the concept of work-family enrichment, which suggests that participation in one role (work or family) can enhance the quality of life in the other role. Their research challenges the traditional view of work and family as competing domains and introduces the idea that positive experiences in one area can positively spill over



into the other. The authors identify two primary pathways of enrichment: instrumental (where resources gained in one role improve performance in the other) and affective (where positive emotions in one role enhance satisfaction in the other). This theory has been influential in shifting the focus from conflict to synergy in work-life balance research, suggesting that work and family can be mutually beneficial rather than mutually exclusive.

Author: Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A.

Year: 2005

Description: Eby et al.'s study "Work and Family Research in IO/OB: Content Analysis and Review of the Literature (1980–2002)" provides a comprehensive review of literature on work-family issues within the fields of Industrial-Organizational Psychology and Organizational Behaviour. Through a systematic content analysis of articles published over two decades, the authors identify key themes, trends, and gaps in research related to work-life balance, family-supportive work environments, and organizational policies. Their analysis offers valuable insights into the evolution of scholarship in this area and highlights avenues for future research and intervention.

Author: Voydanoff, P.

Year: 2005

Description: Patricia Voydanoff's study, "*Toward a Conceptualization of Perceived Work-Family Fit and Balance: A Demands and Resources Approach*," introduces a framework that conceptualizes work-family balance as the fit between work and family demands and the resources available to meet those demands. Voydanoff argues that balance is achieved when the resources in one domain (e.g., supportive relationships, flexible work schedules) are sufficient to meet the demands of the other domain. Her research emphasizes the importance of both individual strategies (such as time management) and organizational policies (such as flexible work arrangements) in achieving work-family balance. Voydanoff's work has been instrumental in advancing the understanding of how work and family demands and resources interact to affect overall life satisfaction.

Author: Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M.

Year: 2000

Description: Allen et al.'s research article "Consequences Associated With Work-to-Family Conflict: A Review and Agenda for Future Research" provides a comprehensive review of the consequences of work-to-family conflict (WFC) on various outcomes, including job satisfaction, organizational commitment, and mental health. Through a synthesis of empirical findings, the authors identify both individual and organizational-level consequences of WFC



and propose a framework for understanding the mechanisms underlying these effects. Their review underscores the importance of addressing work-life balance issues not only for individual well-being but also for organizational performance and effectiveness.

Author: Clark, S. C.

Year: 2000

Description: Clark's seminal work titled "*Work/Family Border Theory: A New Theory of Work/Family Balance*" proposes a comprehensive framework for understanding the intricate interplay between work and family life. Drawing on insights from sociology, psychology, and organizational behaviour, Clark introduces the concept of "border theory," which emphasizes the permeable boundaries between work and family domains. The theory highlights how individuals actively negotiate these boundaries, managing conflicting demands and striving to achieve equilibrium. Clark's work provides a theoretical foundation for examining work-life balance issues and has been influential in shaping subsequent research in the field. Her theory suggests that work and family are distinct but interconnected domains, and the ability to manage the boundaries between them effectively is key to achieving work-life balance.

Author: Gajendran, R. S., & Harrison, D. A.

Year: 2007

Description: Gajendran and Harrison's meta-analysis titled "The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences" provides a comprehensive synthesis of research on telecommuting and its effects on various psychological outcomes. Drawing on data from multiple studies, the authors examine factors such as job satisfaction, stress, and organizational commitment to elucidate the impact of telecommuting on employee well-being and performance. Their meta-analysis offers valuable insights into the conditions under which telecommuting is beneficial or detrimental and highlights avenues for future research and practice in remote work arrangements

OBJECTIVES

- 1) To examine the role of mediators (Work-Life balance, Work motivation, Work engagement and Attitude towards technology) on the relationship of work from home experience and job satisfaction.
- 2) To explore the underlying factors of future readiness of academicians.



HYPOTHESIS

Work-Life balance:

- (H0): There is no significant relationship between Work-Life balance and Work from home experience and job satisfaction.
- (H1): There is a significant positive relationship between Work-Life balance and Work from home experience and job satisfaction.

Work motivation:

- (H0): There is no significant relationship between Work motivation opportunities and Work from home experience and job satisfaction.
- (H2): There is a significant positive relationship between Work motivation opportunities and Work from home experience and job satisfaction.

Work engagement:

- (H0): There is no significant relationship between Work engagement offered and Work from home experience and job satisfaction.
- (H3): There is a significant positive relationship between Work engagement offered and Work from home experience and job satisfaction.

Attitude towards technology

- (H0): There is no significant relationship between the presence of Attitude towards technology and Work from home experience and job satisfaction.
- (H5): There is a significant positive relationship between the presence of Attitude towards technology and Work from home experience and job satisfaction.

3. Research Methodology

Research Design:

Quantitative Approach: Utilize quantitative methods to measure and analyze the relationship between compensation management practices and Work from home experience and job satisfaction.

Survey Method: Administer structured questionnaires to employees within selected firms to gather quantitative data on their perceptions of compensation practices, motivation levels, and engagement.

Sampling Strategy: Stratified sampling



Sample size: 200,

Data Collection:

Questionnaire Development: Design a comprehensive questionnaire containing items related to compensation management practices, engagement. Ensure that the questionnaire includes validated scales to measure these constructs.

Data Collection Process: Administer the finalized questionnaire to the selected sample of employees either through online surveys, paper-based surveys, or in-person interviews.

Data Analysis tools:

Cronbach's Alpha, Correlation, Regression Analysis, Collinearity Statistics, ANOVA

DATA ANALYSIS:

Reliability analysis

Reliability, as defined, reflects the consistency and dependability of a measurement instrument in assessing a particular construct. A high degree of reliability implies that repeated measurements using the same instrument would yield similar results under stable conditions (Bhattacharjee, 2012).

In this study, Cronbach's alpha, a widely used measure of internal consistency reliability introduced by Lee Cronbach in 1951, was employed. According to Sekaran (2003), reliability coefficients below 0.6 are considered poor, those ranging from 0.7 to 0.8 are deemed acceptable, and those exceeding 0.8 are considered good, with higher values indicating better reliability. The Cronbach's alpha coefficient for the pilot study was calculated as 0.91, while for the final survey, it was 0.871 overall. Specifically, the internal consistency reliabilities for the independent variables—Work-Life balance, Work motivation, Work engagement, Electronic Work engagement, and Attitude towards technology—were 0.805, 0.629, 0.832, 0.721, and 0.695, respectively. For the dependent variable of Innovation and Profitability, the reliability coefficient was calculated as 0.815. These reliability coefficients indicate strong internal consistency for most constructs, suggesting that the

measurement instruments used in the study are reliable and dependable for assessing the targeted variables.

Cronbach's Alpha Coefficient Summary among items of Questionnaire

Measurement items	Reliability	Results
Work-Life balance	0.805	Good



Work motivation	0.629	Acceptable
Work engagement	0.832	Good
Attitude towards technology	0.695	Acceptable
Innovation and Profitability	0.815	Good
Overall Scale Reliability	0.871	Good

Inter Component Correlation

Table: Correlation among the Five Independent Variables

Pearson correlation	Work-Life balance	Work motivation	Work engagement	Electronic Work engagement	Attitude towards technology
Work-Life balance	1	.295**	.356**	.471**	.398**
Work motivation	.295**	1	.502**	.529**	.598**
Work engagement	.356**	.502**	1	.684**	.666**
Attitude towards technology	.399**	.596**	.666**	.645**	1

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

Additionally, the relationship among five independent variables—Work-Life balance, Work motivation, Work engagement, and Attitude towards technology—was examined. The analysis revealed varying degrees of significance, ranging from small to large, and all independent variables exhibited positive correlations with each other at a significant level of 0.01, as illustrated in the table.

Regression Analysis

Regression analysis is a method used to estimate or predict a value on a dependent variable based on the values of one or more independent variables. While both regression and correlation analyze the relationship between variables, regression primarily focuses on prediction (Marczyk, DeMatteo, & Festinger, 2005).



In this study, multiple regression analysis was chosen because there are five independent variables—Work-Life balance, Work motivation, Work engagement, and Attitude towards technology—to predict the dependent variable. Multiple regression is a statistical technique used to analyze the relationship between a dependent variable and a set of independent or predictor

However, before conducting the regression analysis, it is crucial to examine the assumptions of normality of distribution, independence of residuals, and multi collinearity of variables. Normality of distribution is assessed using skew ness and kurtosis statistics. Skew ness measures the asymmetry of a distribution, while kurtosis measures the extent to which observations cluster around a central point. The acceptable range for normality for both statistics is between -1.0 and +1.0. As shown in Table, with the exception of the kurtosis statistics for Work-Life balance (-1.337) and Work motivation (1.031), all variables fall within the acceptable range for normality (-1.0 to +1.0). The skew ness statistics for all variables also fall within the suggested range of normality (-1.0 to +1.0).

Table: Normality of Distribution Using Descriptive Statistics

Descriptive Statistics						
Variables	N	Mean	Skew ness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Innovation and Profitability	200	3.4812	.513	.141	-.579	0.285
Work-Life balance	200	2.5934	.188	.141	-1.337	0.285
Work motivation	200	3.1288	-.825	.141	1.031	0.285
Work engagement	200	3.0774	-.247	.141	-.547	0.285
Attitude towards technology	200	3.2525	.191	.141	-.423	0.285

Source: survey questionnaire

To ensure the suitability of the data for regression analysis, multi collinearity was examined. Multi collinearity arises when predictor variables are highly correlated, making it challenging to assess their unique contributions (Ho, 2006). Statisticians recommend addressing multi collinearity if correlation coefficients between variables exceed 0.75 (Negi, 2009). In this



study, all five correlation coefficients, as displayed in Table, are below 0.75, indicating no significant multi collinearity issue.

Additionally, multi collinearity can be assessed using tolerance values and Variance Inflation Factor (VIF) for each independent variable. Multi collinearity is considered present if tolerance falls below 0.10 and the average VIF exceeds 2.5. In Table, the tolerance values for Work-Life balance, Work motivation, Work engagement, Electronic Work engagement, and Attitude towards technology are .762, .604, .444, .422, and .428 respectively, while the average VIFs are 1.312, 1.654, 2.254, 2.371, and 2.338 respectively. These values indicate that multi collinearity is not problematic for the model.

Furthermore, multiple regression assumes that residuals are independent. Residuals represent the differences between actual scores and those predicted by the regression equation. The Durbin-Watson statistic tests for the independence of residuals by measuring their correlation across cases. A value around 2 indicates independence, with an acceptable range between 1.50 and 2.50. In this study, the Durbin-Watson statistic is 1.556, falling within the acceptable range, as shown in Table. Therefore, the assumption of independent residuals is met.

Table: Test for Independent of Residuals

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.790 ^a	.624	.618	.34100	1.556

a. Predictors:(Constant), Attitude towards technology, Work motivation, Work engagement, Work-Life balance
Dependent Variable: Innovation and Profitability

Source: survey questionnaire

After checking normality of distribution, independency of residuals and multi collinearity, multiple regressions were carried out.

Evaluating the Strength of Prediction

In regression analysis, apart from prediction, strength or magnitude of the relationship requires further attention. According to Ho (2006), a measure of the strength of the computed prediction. equation is R-square, sometimes called the coefficient of determination.



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.879	.125		7.036	.000		
Work-Life balance	.142	.033	.181	4.352	.000	.762	1.312
Work motivation	.096	.036	.124	2.655	.008	.604	1.654
Work engagement	.171	.044	.212	3.890	.000	.444	2.254
Attitude towards technology	.319	.055	.320	5.774	.000	.428	2.338

In the regression model, R-square is the square of the correlation coefficient between the observed and predicted value of dependent variable. If R-square is 1, there exists a perfect linear relationship between the predictors and dependent variable. An R square of 0 indicates no linear relationship. In this research, since adjusted R square of all the five components is 0.618 from table 4.16, we can say that 61.8% of the variability in the level of Innovation and Profitability is accounted for by non-financial incentives. The results are justified. The strength of relationship between Work-Life balance, Work motivation, Work engagement, Electronic Work engagement and Attitude towards technology components as predictors and Innovation and Profitability as dependent variable is significant.

Testing for Model Fit

To assess the adequacy of the regression model in fitting the data, an analysis of variance (ANOVA) was conducted, yielding an F value of 97.570, as presented in Table. The significant F value of 97.570, observed at a p-value of 0.000, indicates a strong fit of the model to the data. According to convention, a significance level (p-value) below 0.05 indicates that all factors within the model are significant. In this case, the p-value of 0.000 suggests that all independent variables are indeed significant predictors of the dependent



variable. Consequently, we reject the null hypothesis, which posits no relationship between the independent variables and the dependent variable.

Table Overall Model Fit

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	58.888	5	11.778	97.570	.000 ^b
	Residual	35.489	294	.121		
	Total	94.377	299			
a. Dependent Variable: Innovation and Profitability						
b. Predictors:(Constant), Attitude towards technology, Work motivation, Work engagement, Work-Life balance, Electronic Work engagement						

Source: survey questionnaire

Predicting the level of Employees’ Performance from the Five Components namely Work-Life balance, Work engagement, Work motivation, Electronic Work engagement and Attitude towards technology

In the regression coefficients table), standardized beta coefficients reveal the intensity with which the five independent variables (Work-Life balance, Work motivation, Work engagement, Electronic Work engagement, and Attitude towards technology) predict the behavior of the dependent variable (Innovation and Profitability). These coefficients can be interpreted as follows: out of the total variance observed in Innovation and Profitability (dependent variable), 18.1% is attributed to Work-Life balance, 12.4% to Work motivation, 21.4% to Work engagement, 15.5% to Electronic Work engagement, and the remaining 32.0% to Attitude towards technology variations. These proportions are accompanied by significance levels of .000, .008, .000, .006, and .000 respectively, all of which are below 0.05.

From these results, it can be inferred that Attitude towards technology emerge as the primary predictor of overall Innovation and Profitability, followed by Work engagement, Work-Life balance, Electronic Work engagement, and Work motivation elements respectively

Relationship of the variables

The positive sign of the β coefficient (slope) in Table indicates a direct relationship between the independent variables and the dependent variable. For instance, a β coefficient of 0.145 for Work-Life balance suggests that it has a positive impact on Work from home experience



and job satisfaction. Similarly, the β coefficients of 0.098 for Work motivation, 0.173 for Work engagement, 0.126 for Electronic Work engagement, and 0.321 for Attitude towards technology also signify direct relationships with Work from home experience and job satisfaction.

The Constant term (0.879) in SPSS corresponds to the intercept on the 'Y' axis, where the regression line intersects the axis. Based on this analysis, the equation for the Innovation and Profitability of the studied organization can be expressed as follows

$$Y_{ep}=0.879+0.145r+0.098pr+0.173t+0.321wc+e$$

Where:

Y_{ep} =level of Innovation and Profitability

R=Work-Life balance, Pr=Work motivation, T=Work engagement, engagement

WC=Attitude towards technology

Summary of Hypothesis Results

Table: Summary of Hypothesis Testing Results from Regression Analysis Coefficients.

No.	Hypothesis	Result	Reason
1	Work-Life balance has significant positive effect on Innovation and Profitability	Supported	Beta=0.145at 0.000sig.
2	Work motivation has significant positive effect on Innovation and Profitability	Supported	Beta=0.098at 0.008sig.
3	Work engagement has significant positive effect on Innovation and Profitability	Supported	Beta=0.173at 0.000sig.
4	Attitude towards technology has significant positive effect on employees performance.	Supported	Beta=0.321at 0.000sig.

4. CONCLUSION

In conclusion, the hypotheses regarding the effects of various factors on Innovation and Profitability were largely supported by the analysis:



Work-Life balance: The hypothesis stating that Work-Life balance has a significant positive effect on Innovation and Profitability is supported, as evidenced by a β coefficient of 0.145 at a significance level of 0.000.

Work motivation: Similarly, the hypothesis regarding Work motivation's positive effect on Innovation and Profitability is supported, with a β coefficient of 0.098 at a significance level of 0.008.

Work engagement: The hypothesis regarding the positive impact of Work engagement on Innovation and Profitability is supported, as indicated by a β coefficient of 0.173 at a significance level of 0.000.

Attitude towards technology Lastly, the hypothesis regarding the positive effect of Employee Assistance Programs on Innovation and Profitability is strongly supported, with a β coefficient of 0.321 at a significance level of 0.000.

Overall, the analysis demonstrates that these factors play significant roles in influencing Innovation and Profitability within the organization.

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