

Factors Influencing Work-Life Balance: Mediating Role of Telecommuting

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Abstract: This study examines the role of telecommuting on work-life balance (WLB) in the information technology (IT) sector at Bank Rakyat. The objective of this study is to examine the effect of workload (WL), work flexibility (WF), and core self-evaluation (CSE), and the role of telecommuting in mediating the achievement of work-life balance (WLB). The study recognizes the difficulties that arise from a higher volume of work during the shift to remote employment, especially in the challenging field of information technology. Gaining a comprehensive understanding of the intricate connection between workload and work-life balance is crucial for formulating efficient telecommuting rules. The main issues discussed involve the possible disadvantages of a heavier workload and the necessity for customized telecommuting guidelines to guarantee a harmonious work-life balance. This investigation was grounded in the Job Demand Resources Model. Data was obtained from 181 employees of Bank Rakyat's headquarters using the purposive sample technique, specifically junior IT executives. In addition, a two-stage structural equation approach was employed to evaluate the validity and reliability of the data, as well as the influence of underlying variables. Research indicates that telecommuting has a good impact on work-life balance, particularly by improving work flexibility and core self-evaluation. Nevertheless, it was determined that workload does not exert a substantial impact on work-life balance in the context of IT staff working in Bank Rakyat. This study is important because it provides insight into the complex connections between workload, work flexibility, core self-evaluation (CSE), and work-life balance (WLB). It also offers an understanding of the fundamental mechanisms of telecommuting that help junior executives at Bank Rakyat headquarters in Malaysia achieve a balance between their work and personal lives.

Keywords: *Workload, work flexibility, core self-evaluation, work-life balance.*

1. Introduction and Background

Work-life balance pertains to the state of equilibrium that individuals endeavor to attain between their occupational obligations and personal lives. It entails efficiently handling job responsibilities while also dedicating time and effort to personal and family commitments, hobbies, and overall health. Attaining a harmonious equilibrium between job and personal life is crucial for sustaining overall life contentment, diminishing stress, and averting exhaustion. According to Employer Brand Research conducted in 2021, a survey of over 9,000 workers in the United Kingdom revealed that 65% of job seekers consider work-life balance to be more important than wages and benefits. In line with the findings of FlexJobs' 2022 Career Pulse Survey, a significant majority of the 4,000 participants (63%) expressed a preference for seeking employment that provides flexibility and improved work-life equilibrium, rather than greater compensation. Work-life balance is defined as more than simply dividing time evenly between work and personal life (Lonska et al. 2021). It also involves the capacity to have flexibility in one's professional work while still having sufficient time and energy to devote to one's personal life. When individuals experience dissatisfaction with their employment, it often leads to a decline in their performance, which hampers their capacity to reach their full potential. Conversely, contented individuals who derive a sense of satisfaction from their work are significant resources for the firm, exhibiting exceptional levels of performance (Mani et al., 2020).

The banking industry worldwide has experienced substantial repercussions due to the extensive influence of COVID-19 (Luo, 2022). Bank Rakyat, one of Malaysia's leading savings banks, has not been exempt from these effects. Therefore, the concentration on the Information Technology (IT) department has become an essential element in banking, intricately intertwined with many banking operations (Global Banking & Finance Review, 2021). The COVID-19 pandemic has resulted in the emergence of new projects and improvements in various fields, as a consequence of the new-normal lifestyle. Therefore, junior IT executives at Bank Rakyat diligently and exhaustively fulfill the bank's objective of accelerating digital transformation and enhancing customer

experience, resulting in a heavy workload and significant responsibility. However, following the endorsement from Bank Rakyat's senior management to introduce telecommuting in 2020, all divisions and departments at the main office are now more inclined to possess the assurance and competence to work autonomously and efficiently manage their schedules, particularly benefiting junior executives. Bank Rakyat has allocated a substantial amount of resources to supply junior IT executives with new computers, aiming to enhance mobility and improve the working environment and accessibility for smooth operation. As a result, the junior IT executives have been assigned crucial duties to ensure the continuous operation of the bank around the clock.

Telecommuting, commonly referred to as remote work or telework, is the act of working from a non-traditional office location, typically one's home. The impact of telecommuting on work-life balance has emerged as a prominent subject of discourse, particularly due to the growing prevalence of remote work arrangements in numerous organizations. Junior IT executives at Bank Rakyat have a crucial responsibility in providing support for the bank's operations and systems. Given the nature of their job, individuals frequently need to work during non-conventional business hours, which affects their work-life balance and personal well-being. Due to the flexibility of remote work, the IT departments may need to work during late hours, to achieve business objectives. While telecommuting enhances flexibility in work arrangements and reduces conflicts between work and family responsibilities, the utilization of telecommuting by managers can result in excessive work hours, so negatively impacting the balance between work and personal life (Sarbu, 2018). The workload in the IT business has increased over time, resulting in a high-pressure workplace characterized by demanding deadlines, intricate regulations, and a rapid speed of change (Khan & Kiran, 2021). Furthermore, core self-evaluation (CSE) plays a pivotal role in influencing the way younger executives perceive and react to job expectations and resources (Srivastava & Singh, 2019). Individuals' self-efficacy, which encompasses their self-perceived competence, talents, and capabilities, plays a vital role in their entire well-being, including achieving a balance between work and personal life (Aloulou et al., 2023).

This research is essential for comprehending the consequence of work-life balance among executives in the IT department of Bank Rakyat and establishing the correlation with other variables through telecommuting. Therefore, this study aims to investigate the influence of workload, work flexibility, and CSE on the work-life balance of IT executives and the mediating role of telecommuting towards the relationship between workload, work flexibility, CSE, and work-life balance. The findings aim to provide significant insights for the IT department of Bank Rakyat, who are interested in improving employee work-life balance within their organizational culture.

2. Literature Review

The review will center on the elucidation of work-life balance and telecommuting, examining the advantages and disadvantages of telecommuting, and investigating the correlation between telecommuting and work-life balance. This section will also review the theory that relates to the study.

Job Demand Resources Model (JD-R): The Job Demands-Resources (JD-R) model elucidates the correlation between job demands and job resources and their influence on employee engagement and well-being (Bakker & Demerouti, 2017). As per the paradigm, job demands refer to the physical, psychological, social, or organizational components of a job that necessitate effort and are linked to negative consequences, such as stress or burnout. According to the JD-R model, job resources can assist employees in managing heavy workloads and reducing the adverse effects on employee outcomes (Bakker & Demerouti, 2017). Moreover, the JD-R model can serve as a valuable framework for comprehending the correlation between telecommuting and aspects such as workload, work flexibility, and CSE, and how this influences work-life balance (Aloulou et al., 2023). Telecommuting offers employees increased autonomy over their work surroundings and decreases the time spent on commuting, hence reducing stress levels and enhancing work-life equilibrium (Colaço, et al., 2024).

Work-Life Balance: Attaining a work-life balance relies on sustaining a suitable degree of involvement in different life responsibilities. The establishment of this equilibrium enables people to efficiently handle their job and personal obligations, resulting in heightened commitment and efficiency (Alzadjali & Ahmad, 2024). The notion of work-life balance stems from the clash between personal and professional spheres encountered by individuals, entailing the quest for a harmonious allocation of time between work and personal life (Abioro,

Oladejo, & Ashogbon, 2018). Establishing a work environment that promotes work-life balance serves as a motivation for organizations to improve employee performance (Mattarelli et al., 2024). The concept of work-life balance is supported by two interrelated principles: accomplishment and happiness, both of which are crucial for general welfare (Palumbo, 2020). Merely achieving prosperity in terms of monetary assets does not ensure contentment; a gratifying domestic existence is as essential. Telecommuting is a potential aspect that can contribute to achieving work-life balance. Telecommuting is a feasible alternative work arrangement that allows individuals to perform their tasks outside of the conventional workplace environment. It involves using digital tools to interact with colleagues, both within and outside of their organization (Shirmohammadi et al., 2022; Ramadani et al., 2021).

Workload: The influence of workload on employees' well-being is significant in causing job stress, and effectively addressing this issue necessitates a thorough comprehension of its implications (Oderinde et al., 2024). Good workload management can not only increase productivity but also give employees tasks that are clear and can be handled efficiently, encouraging efficiency in carrying out work (Ranggu et al., 2024). Workload indicators, such as work standards, targets, and working time, have a substantial effect on work-life balance, suggesting that working conditions directly influence work-life balance (Goh et al., 2015). In addition, previous research done in banking institutions in Indonesia argued that workload had a significant negative effect on work-life balance (Tresna et al., 2024). Hence, this issue holds a significant impact when examining the Bank Rakyat IT sector, due to the heightened workload associated with the process of digitalization transformation. An intricate comprehension of the effect of workload on employees' well-being is crucial for tackling the difficulties linked to increased workload levels (Hasin, Hussain, Nordin, Jamil, & Johari, 2023). It is crucial to understand the working circumstances and how workload affects work-life balance. The following is the hypothesis for the study, which examines the correlation between workload and work-life balance:

H1: The relationship between Workload and Work-Life Balance in Bank Rakyat's IT sector is statistically significant.

Work Flexibility: The ability to have flexible working hours has a beneficial effect on employees. According to Jung et al., (2024), flexible working hours grant employees the ability to decide the timing, location, and duration of their employment. This adaptability empowers people to accomplish success in both their professional and personal spheres, ultimately resulting in the achievement of work-life equilibrium and overall heightened job contentment. Flexible working hours have a substantial impact on work-life balance and overall employee satisfaction, as demonstrated by the research of Mughal and Rani (2024). Nevertheless, it is crucial to oversee the execution of adaptable working hours to prevent potential challenges in the workplace. Moreover, the adoption of adaptable work schedules has a favorable and substantial impact on employee satisfaction with their employment and the balance between their professional and personal life (Rawashdeh et al., 2016). Given the viewpoints of these specialists, the researcher posits that flexible working hours have a favorable impact on work-life balance. Bank Rakyat has successfully adopted telecommuting, allowing for work flexibility and the adjustment of fixed working hours to flexible working hours. Nevertheless, telecommuting has also created the belief that employees are constantly accessible and may work from any location. Therefore, additional research is necessary to understand the correlation between job flexibility and work-life balance. Therefore, the hypothesis for this investigation is outlined below:

H2: The relationship between Work Flexibility and Work-Life Balance in Bank Rakyat's IT sector is statistically significant.

Core Self-Evaluation: Work-life balance is attained when individuals possess ample personal resources to fulfill the requirements of their job and family responsibilities, allowing for effective engagement in both domains (Brough et al., 2020). Positive core self-evaluation (CSE) is linked to work engagement, characterized by employees being actively and joyfully absorbed in their work. These employees successfully handle their job and family obligations by making use of the educational possibilities and assistance they receive in both their professional and personal lives. According to Aloulou et al., (2023), employees who possess positive CSE exhibit efficient handling of their job and family obligations, displaying traits such as enthusiasm and commitment. While there is a lack of specific studies investigating the correlation between CSE and work-life balance, there are justifiable reasons to elucidate this connection. Based on resource theory, a high level of CSE can enhance emotional stability and self-assurance, enabling individuals to exert greater influence over their everyday pursuits, such as achieving a better balance between work and personal life (Aloulou et al., 2023).

Thus, CSE can serve as an inherent catalyst for teleworkers, aiding them in enhancing their work-life equilibrium. Individuals with favorable self-assessments are more inclined to achieve a superior equilibrium between their professional and personal life. Hence, it is crucial to include this element in the research inquiries disseminated to IT Junior Executives. The purpose of this study is to obtain a deeper understanding of employees' perceptions of working in the Bank Rakyat setting, specifically focusing on its well-established telecommuting work culture. CSE, which refers to individuals' evaluations of their value, competence, and capacities (Nwanzu & Babalola, 2024), is identified as a potential personal asset that can impact work-life balance. Therefore, the hypothesis on the correlation between CSE and work-life balance is outlined below:

H3: The relationship between CSE and Work-Life Balance in Bank Rakyat's IT sector is statistically significant.

Telecommuting as mediator: Telecommuting is praised by both employees and employers for enabling a more favorable equilibrium between work and personal life (Sandoval-Reyes et al., 2021). This work arrangement enables employees to fulfill their responsibilities in a non-traditional office environment, providing them with increased autonomy and the opportunity to manage their work and personal commitments effectively. Telecommuting has the effect of improving work-life balance and fostering diversity in the workforce (Chung & Van der Horst, 2017). Furthermore, studies suggest that the decrease in stress levels among remote workers can be due to an increase in working autonomy. Research has specifically demonstrated that as telecommuters acquire more independence in their work, their levels of stress tend to diminish in direct proportion (Sandoval-Reyes et al., 2021). While telecommuting offers benefits such as flexibility, it can also lead to burdensome workloads and stress, especially for individuals who struggle to comply with regular working hours. The study by Matli and Musengi, (2020) indicates that certain telecommuters tend to work more hours than their colleagues who work in traditional office settings, which raises worries about their well-being. This research project investigates the influence of telecommuting on job flexibility, providing insights into the advantages and challenges faced by teleworkers during the COVID-19 epidemic. This underscores the necessity for organizations to adapt to the changing work landscape and provide remote employees with freedom. While remote work offers flexibility, it also presents challenges in maintaining a work-life balance and managing household responsibilities (Matli & Musengi, 2020). Academic research shows a connection between core self-evaluations and work-life balance, indicating that individuals with higher core self-evaluations are more likely to achieve a better balance between their work and personal life when working remotely. Core self-evaluations, referring to an individual's inherent beliefs about their competence and worth, significantly impact the work-life balance and job satisfaction of telecommuting employees in Saudi Arabia (Aloulou et al., 2023). Consequently, it is necessary to examine the factors of workload, job flexibility, and core self-evaluation in telecommuting workers to elucidate their substantial influence on work-life balance. The following hypothesis is proposed to examine the mediating impact of telecommuting on the connection between workload, work flexibility, and core self-evaluation on work-life balance:

H4: The relationship between Telecommuting and Work-Life Balance in Bank Rakyat's IT sector is statistically significant

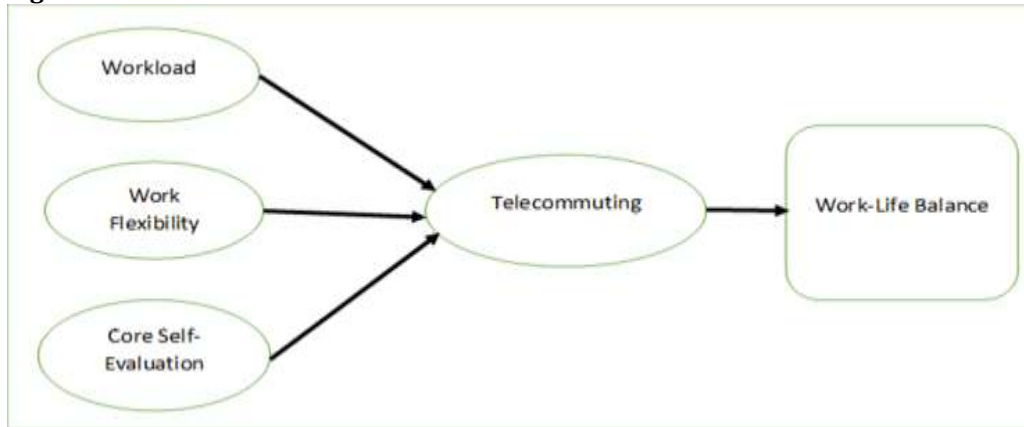
H4a: Telecommuting mediates the relationship between workload and work-life balance in Bank Rakyat's IT sector is statistically significant.

H4b: Telecommuting mediates the relationship between work flexibility and work-life balance in Bank Rakyat's IT sector is statistically significant.

H4c: Telecommuting mediates the relationship between core self-evaluation and work-life balance in Bank Rakyat's IT sector is statistically significant

Hence, Figure 1 shows the research framework of this study:

Figure 1: Research Framework



3. Research Methodology

The primary objective of the study is to analyze the impact of telecommuting on the work-life balance of employees in the Bank Rakyat Information Technology sector. Collected data was obtained by administering a standardized questionnaire to the participants of the study. The questionnaire was developed by adopting and adapting methods from previous research articles (Aydin, 2016; Wu et al., 2018; Matli, 2020) but certain terms and language have been modified to ensure clarity and ease of understanding for the respondents. The questionnaire is divided into three distinct parts, with the first part specifically addressing inquiries related to work-life balance. The second section of the questionnaire includes questions about the independent variables, which include workload, work flexibility, and core self-evaluation. The third segment consists of items that examine the characteristics of the survey participants. The initial and subsequent sections of the questionnaire utilize a Likert scale consisting of five possible response choices. A score of 1 represents a strongly disagree, while a score of 5 represents a strongly agree. The exogenous components, which encompass workload engagement, job flexibility, and core self-evaluation, were measured using a total of 23 items. The endogenous variable, which is work-life balance, was assessed with a collection of 5 items. A digital questionnaire was disseminated to a total of 181 individuals. The participants for this study were chosen using purposive sampling. The researcher bears the task of choosing appropriate respondents to represent the companies (Awang, Afthanorhan, & Asri, 2015). The study's data collection spanned from October to December 2023.

The study specifically targeted the Junior Executives working in the IT department of Bank Rakyat. This survey obtained feedback from all 181 individuals who hold the position of Junior executive in the IT department. The model illustrated in Figure 2 was created using SmartPLS 4, a software that specializes in modeling and bootstrapping approaches (Sarstedt, et al., 2022). The partial least squares (PLS) analysis comprises two distinct phases: the structural model and the measurement model. An evaluation of the validity and reliability of the measurement model is essential. The measurement model's validity is evaluated by analyzing its convergent and discriminant validity, while the model's reliability is tested using the Composite Reliability Index (CR). After developing the measurement model, a total of 5000 resamples were used in a structural model test to investigate the relationship between workload, work flexibility, core self-evaluation, and work-life balance.

4. Results

Profile of Respondents: The research includes a total of 181 participants, with an age distribution showing that 45% are 40 years or older, 42% are between 26 and 39 years old, and 13% are less than 25 years old. The data reveals that 28% of the participants identify as female, while 72% identify as male. This highlights the significance of doing analyses that take into consideration gender sensitivity. The marital status breakdown is as follows: 47% of individuals are married, while the remaining 53% are unmarried. The participants in Bank Rakyat exhibit a diverse range of experience levels. Specifically, 50% of them hold a duration of two to four years of experience, 38% have accumulated more than four years of experience, and the remaining 12% have

less than two years of experience. Table 1 summarizes the characteristics of the total sample of Junior Executive IT in Bank Rakyat who participated in the study.

Table 1: Demographic Profile of Junior Executive IT in Bank Rakyat

VARIABLE	ITEM	FREQUENCY	PERCENTAGE (%)
Gender	Male	130	71.8
	Female	51	28.2
Age	Below 25	23	12.7
	26 to 39	76	42.0
	40 and Above	82	45.3
Marital Status	Single	96	53.0
	Married	85	47.0
Years of Experience in Bank Rakyat	Less than 2 years	23	12.7
	2 – 4 years	90	49.7
	More than 4 years	68	37.6

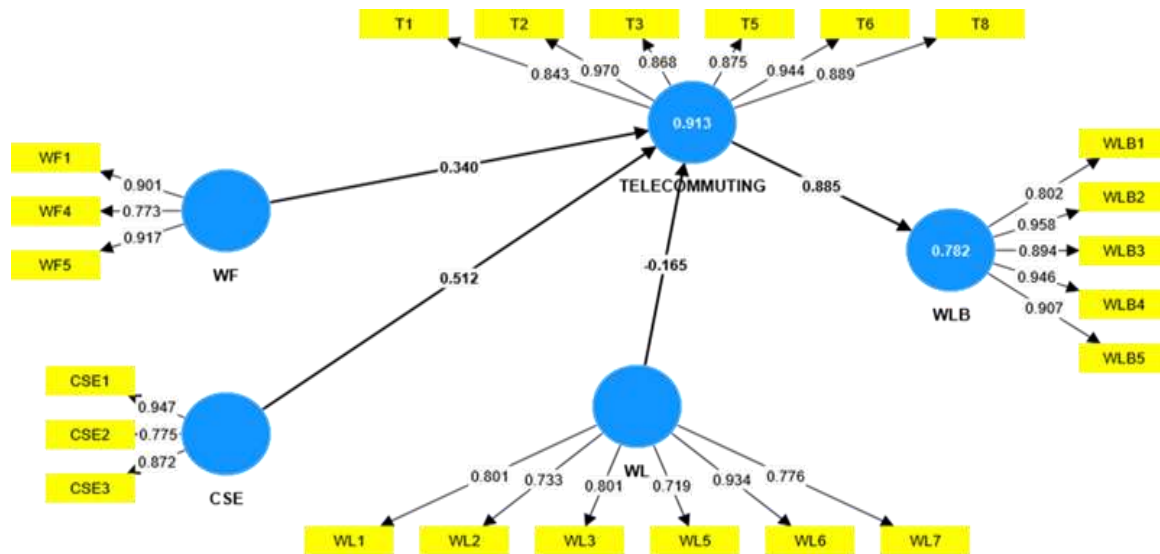
Partial Least Square – Structural Equation Modeling (Measurement Model): Confirmatory factor analysis (CFA) was utilized to assess the reliability, discriminant validity, and convergent validity of the measures. When evaluating convergent validity, it is crucial to incorporate factor loadings (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Convergent validity can be evaluated using composite reliability (CR) and average variance extracted (AVE). The majority of the item loadings have values exceeding 0.5, indicating statistical significance at a p-value below 0.01. In addition, all of the average extracted variances (AVE) are higher than 0.5, as seen in Table 2. In addition, Ramayah, Cheah, Chuah, Ting, and Memon (2018) revealed that the composite dependability (CR) of all variables is higher than 0.7.

Table 2: Discriminant Validity

Variables	Items	Loading	CR	AVE
Workload	WL1	0.801	0.892	0.635
	WL2	0.733		
	WL3	0.801		
	WL5	0.719		
	WL6	0.934		
	WL7	0.776		
	Work Flexibility	WF1		
WF4		0.773		
WF5		0.917		
Core Self-Evaluation	CSE1	0.947	0.869	0.753
	CSE2	0.775		
	CSE3	0.872		
Telecommuting	T1	0.843	0.955	0.809
	T2	0.970		
	T3	0.868		
	T5	0.875		
	T6	0.944		
	T8	0.889		
Work-Life Balance	WLB1	0.802	0.95	0.816
	WLB2	0.958		
	WLB3	0.894		
	WLB4	0.946		
	WLB5	0.907		

Partial Least Square – Structural Equation Modeling (Structural Model): The R^2 score of the endogenous variable quantifies the proportion of variance that can be accounted for. An R^2 coefficient of more than 0.60 indicates a significant value, whilst a range of 0.30 to 0.60 indicates a moderate value. A value below 0.30 indicates a low value (Sandin, Sanchez-Arribas, Chorot, & Valiente, 2015). According to the information provided in Figure 2, the R^2 value suggests that the collective impact of external factors (workload, work flexibility, and core self-evaluation) might explain 91.3% of telecommuting. Furthermore, the R^2 value suggests that telecommuting might explain 78.2% of the variation in work-life balance.

Figure 2: Measurement Model



Each of the connections between two components in the structural model represents a hypothesis. The researcher conducted a structural model analysis to examine and disprove each hypothesis, while also measuring the degree of correlation between the independent and dependent variables. The path coefficients of all the variables were evaluated by comparing the beta (β) values in the route model. The conclusion is based on the observation that higher values suggest a more pronounced link between the foreign constructs and the endogenous construct. The strength of the correlations between the independent and dependent variables was assessed by analyzing the output of the Smart PLS. To assess the level of significance in partial least square structural equation modeling (PLS-SEM), t-statistics were computed for each path utilizing the PLS-SEM bootstrapping technique. The significance level of each association has been established using the t-statistics result. Table 3 presents the path coefficients, observed t-statistics, and significance levels for all of the projected courses. The research conducted by Hair, Sarstedt, Hopkins, and Kuppelwieser (2014) suggests that the appropriate t-values for determining the level of significance in a two-tailed test are as follows: 1.28 (for a significance level of 10% with $p < 0.10$), 1.96 (for a significance level of 5% with $p < 0.05$), and 2.33 (for a significance level of 1% with $p < 0.01$).

Based on the analysis of the path coefficients in Table 3, it was found that 2 out of 7 paths did not support the hypothesis. These data suggest a combination of positive and negative results. Most of the t-values were lower than the critical threshold of 0.01 or 1%, which is the lowest value needed for statistical significance (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The fundamental idea of work-life balance (WLB) is closely and significantly associated with job flexibility ($\beta = 0.301$, $t = 11.530$, $p < 0.01$), core self-evaluation ($\beta = 0.453$, $t = 4.436$, $p < 0.01$), and telecommuting ($\beta = 0.885$, $t = 25.275$, $p < 0.01$). Based on the evidence, three hypotheses (H2: the correlation between WF and WLB in Bank Rakyat's IT sector is statistically significant), (H3: the correlation between CSE and WLB in Bank Rakyat's IT sector is statistically significant), and (H4: the correlation between telecommuting and WLB in Bank Rakyat's IT sector is statistically significant) have been confirmed. Nevertheless, the workload ($\beta = -0.146$, $t = 1.235$, not statistically significant) has no substantial impact on work-life balance. Thus, there is no statistical evidence to support the hypothesis that there is a significant

relationship between workload (WL) and work-life balance (WLB) in the IT sector of Bank Rakyat. Furthermore, the examination of the role of telecommuting in mediating work-life balance revealed that Teleb ($\beta=0.340$, $t=11.390$, $p<0.01$) and Telec ($\beta= 0.512$, $t=4.383$, $p<0.01$) possess the capacity to impact WF and CSE respectively, thereby providing support for H4b (telecommuting acts as a mediator between WF and WLB) and H4c (telecommuting acts as a mediator between CSE and WLB). Nevertheless, the hypothesis H4a, which suggests that telecommuting acts as a mediator between workload (WL) and work-life balance (WLB), is not substantiated

Table 3: Result of hypotheses tests based on the path coefficients, t-statistics, p values, and Confidence Interval

Hypothesis	Relationship	Beta	Std Error	T statistics	P values	LL	UL	
H1	WL -> WLB	-0.146	0.118	1.235	0.217	-0.408	0.076	
H2	WF -> WLB	0.301	0.026	11.530	0.001	0.247	0.351	
H3	CSE -> WLB	0.453	0.102	4.436	0.001	0.231	0.641	
H4	TELE -> WLB	0.885	0.035	25.275	0.001	0.805	0.943	
H4a	WL->TELE >WLB	-	-0.165	0.130	1.268	0.205	-0.442	0.088
H4b	WF->TELE >WLB	-	0.340	0.030	11.390	0.001	0.282	0.399
H4c	CSE->TELE >WLB	-	0.512	0.117	4.383	0.001	0.252	0.726

Note: two-tailed: $p < 0.01$ ($t \geq 2.33$). WL=Workload, WF=Work Flexibility, CSE=Core Self-Evaluation, TELE=Telecommuting, WLB=Work-Life Balance

Discussion

The statistical analysis reveals that the outcomes of Work Flexibility and Work-Life Balance in the IT sector of Bank Rakyat are highly significant. This discovery indicates a direct relationship, implying that junior executives who possess increased job flexibility experience a more advantageous equilibrium between their professional and personal lives. The result aligns perfectly with the theoretical framework described in the paper, which draws on past research highlighting the positive effects of flexible work arrangements on work-life balance (Mughal & Rani, 2024). These agreements improve individuals' overall well-being by giving them more independence to manage their work and personal lives (Sirgy & Lee, 2017). Hence, the significant impact of Work Flexibility on the prediction of work-life balance closely corresponds to the anticipated theoretical outcome. The practical ramifications of this research highlight the strategic importance of providing work flexibility to junior executives in the IT sector of Bank Rakyat, which in turn promotes greater work-life balance and overall job satisfaction.

Contrary to the null hypothesis, the analysis results demonstrate a statistically significant link between CSE and work-life balance among Junior Executives in the IT sector. These findings indicate a direct relationship between higher levels of CSE and improved work-life balance among junior executives in the IT sector of Bank Rakyat. This discovery aligns perfectly with the theoretical framework outlined in the research, which is based on previous studies indicating a connection between positive CSE and increased levels of energy, enthusiasm, and a perception of work as challenging (Nwanzu & Babalola, 2024). The aforementioned attributes contribute to the enhancement of both overall life happiness and work engagement (Aloulou et al., 2023).

5. Conclusion and Recommendations

Ultimately, this study investigates the relationship between telecommuting and work-life balance in the IT industry at Bank Rakyat, uncovering the diverse effects of contemporary work arrangements on the overall welfare of employees. The study highlights the strong beneficial relationship between telecommuting and enhanced work-life balance. Granting employees, the opportunity to work remotely enables organizations to cultivate a more harmonious and less taxing work atmosphere.

Moreover, the significance of core self-evaluation (CSE) in improving work-life balance is remarkable.

Employees with elevated levels of CSE exhibit improved work-life balance, indicating that implementing personal development initiatives focused on enhancing self-esteem and resilience may provide positive outcomes. This is especially pertinent in the demanding atmosphere of the IT industry. The study conducted by Kittinger et al. (2020) discovered a positive correlation between Core Self-Evaluations (CSE) and both job satisfaction and performance. This relationship indirectly affects an individual's capacity to maintain a healthy work-life balance. There is a favorable relationship between CSE and work-life balance, which can be attributed in part to the superior ability of persons with greater CSE to manage stress and employ effective coping techniques (Zhu et al. 2021).

Ultimately, the positive impact of work flexibility, such as remote working, requires a reevaluation of traditional work models. Based on the results of this study, increased flexibility can lead to higher levels of job satisfaction and better integration of work and personal life. Furthermore, it has been discovered that flexible work arrangements have a substantial impact on the well-being of employees, as well as their personal and professional performance, and overall motivation. Dizaho et al. (2017) emphasized the significance of flexible working hours, together with other motivational variables, in enhancing the overall level of employee work-life balance. In a study conducted by Davidescu (2020), the correlation between work flexibility and work-life balance was examined. The findings revealed that when employees have control over their professional lives in terms of temporary and local work flexibility, it enhances the connection between their paid work and personal life, ultimately resulting in an improvement in work-life balance. According to Lee et al. (2022), having flexible work arrangements can result in increased job satisfaction, reduced burnout and stress levels, improved employee health, better work-life balance, and a positive work-family relationship. The findings of these studies are particularly significant, as they investigate the correlation between job flexibility and work-life balance, which is one of the focal points of this research.

While this research does not consider workload as a major factor in work-life balance, prior studies have emphasized the connection between heavy workload and diminished work-life balance. This suggests that it is crucial to implement techniques for distributing workload and providing support systems. For example, the IT industry might use project management systems to enhance task and deadline management, hence mitigating the likelihood of staff exhaustion (Chowhan & Pike, 2023). The absence of a substantial mediating effect of telecommuting on workload and work-life balance suggests that remote work arrangements may not have a considerable impact on the link between workload and the ability to balance work and personal life. Various factors, such as miscommunication or challenges in teamwork, can result in a greater workload, so negating any advantages. Insufficient technology infrastructure can impede the efficacy of remote work, resulting in heightened stress and pressure instead of enabling a more favorable work-life balance. Furthermore, the insignificance of telecommuting on work-life balance can be influenced by organizational culture and cultural norms. In certain industries, there may be an expectation for people to work long hours, regardless of their location, which diminishes the potential good impact of telecommuting.

Hence, it is imperative to comprehend the particular circumstances, internal workings of the organization, and personal inclinations to accurately interpret why telecommuting may not be serving as a mediator between workload and work-life balance as anticipated. It's also vital to understand that the success of telecommuting might vary across different industries, job roles, and corporate cultures. Optimizing the benefits of remote work in achieving work-life balance may require adjusting policies, communication tactics, and support mechanisms.

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