

Assessing the Impact of Remote Working, Work-Life Balance, and Organizational Commitment on Employee Productivity

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Abstract

The main objective of this study is to examine the impact of remote working, work-life balance, and organizational commitment on employee productivity in the chosen organization, Ericson Oman. This study uses the quantitative research method and employed survey questionnaires as the primary data gathering tool. The sample size was determined at 175 respondents from a total population of 320 based on the Morgan sampling table, and with convenience sampling as its sampling technique, questionnaires were distributed to the respondents, and the retrieval ratio was 100%. In the data analysis, findings were generated from SPSS. Key findings displayed that there is a weak significant positive relationship between remote working and employee productivity ($r=0.205$; $p>0.05$) while there is a moderately significant positive correlation between work-life balance and employee productivity ($r=0.312$; $p<0.05$). Furthermore, there is a moderately significant positive correlation between organizational commitment and employee productivity ($r=0.529$; $p<0.05$).). All the independent variables (remote working, work-life balance, and organizational commitment significantly influence employee productivity.

Based on the abovementioned findings, the management offered recommendations that emphasized remote working, work-life balance, and organizational commitment as these variables significantly influence employee productivity. However, it is advised that the study can be expanded into wider scope with more companies, additional variables, and more samples to achieve a more robust outcome.

Keywords: Remote Working, Work-Life Balance, Organizational Commitment, Employee Productivity

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INTRODUCTION

One of the topics that have brought attention in human resource management is remote working which comes from the concept of flexible working. In various studies, findings revealed that flexible working is becoming a common human resource practice experienced by many countries which has allowed companies to operate with fewer costs and at the same time provide lots of advantages (CIPD 2012; Matos & Galinsky, 2012; Matos & Galinsky, 2014; Tipping et al., 2012; Skinner et al., 2012). In European countries, for example, policies were formulated to encourage flexible working for all workers as mandated through the European Union policy by promoting job quality wherein employees can exercise some control over their working arrangements (European Union, 2012). In addition, studies have already been conducted to determine the relationship between flexible working on individual and organizational performance, health and well-being, and employee attitudes (Ortega, 2009; de Menezes & Kelliher, 2011) but; very few studies examined the impact of remote working on work-life balance, organizational commitment, and employee productivity.

Moreover, the researcher has found that remote working is still less explored in Oman. On the other hand, the Ministry of Commerce and Industry (MOCI) under the leadership of Minister Dr. Ali Bin Masoud Al-Sunaidy has issued a ministerial decision no. 157/2017 that contains the guiding principles through the program called “Remote Work through the Invest Easy Portal” to increase the productivity of the Ministry staff (Oman Daily Observer, 2018). Other than this information, there was no evidence of the formal implementation of remote work in companies throughout the Sultanate of Oman. Because of the possibilities of embracing this concept in Oman, conducting the study on this topic is deemed relevant and timely based on the researcher’s observation as many companies are making ways and means to save costs while increasing productivity. This led to the objective of this study which is to determine the impact of remote working on work-life balance, organizational commitment, and employee productivity.

Problem Statement

Recently, Oman is experiencing an economic crisis as evidenced by the drop in government revenues from oil as it experienced an oil price shock. Moreover, fuel subsidies were also reduced by the government in January 2015 which eventually raised the prices of water, electricity, and other commodities (The Institute for National Security Studies, 2017). This crisis has led to negative impacts on companies, especially in the private sector. To look for means to survive in the marketplace and competition, companies resort to all the means to save costs, and stay profitable and productive. One of the ways to

attain this company objective is to introduce the concept of remote working whereas previously stated, findings have shown that it can increase productivity, employee, and organizational performance and at the same time save in costs (ILO, 2020). In Oman, perhaps remote working practices were already applied but no proper documentation through researches had been done to affirm its importance. Evidence of success was experienced in Europe and the United States that could be applied in the Oman context considering the recent economic situation. It is, therefore, a felt need to examine the importance and potential success of remote working considering the companies in Oman that started the implementation of remote working including the Ministry of Commerce and Industry went through the implementation of the “Invest Easy Portal”. (New Desk, 2021).

Research Objectives

The objectives of this study are to:

1. Understand the concept of remote working and its implications for the business environment in Oman.
2. Determine the respondents’ level of agreement on remote working, work-life balance, organizational commitment, and employee productivity questions.
3. Evaluate the significant impact of remote working, work-life balance, and organizational commitment on employee productivity.

Research Questions

In this study, the following questions are developed:

1. What are the implications of remote working applications on the business environment in Oman?
2. What is the impact of remote working, work-life balance, and organizational commitment, on employee productivity?
3. Is there a significant relationship between remote working and employee productivity?
4. Is there a significant relationship between work-life balance and employee productivity?
5. Is there a significant relationship between organizational commitment and employee productivity?

LITERATURE REVIEW

This chapter presents the literature and previous studies that support the research and the conceptual framework. The chapter starts with the definition of work-life balance, remote working benefits and challenges, employee productivity, the importance of employee productivity, the purpose

of work-life balance, methods for achieving work-life balance, the definition of organizational commitment, and the importance of organizational commitment.

Employee Productivity

The performance of a company's workforce is measured by its employee productivity (also known as workforce productivity). Productivity may be measured by how much work a worker produces over a certain amount of time. If you want to evaluate someone's productivity, you usually compare them to others who do comparable work. Since the efficiency of an organization's employees is so essential to performance, companies must take employee productivity into account when making business decisions. In other words, employee productivity is a measure of the value created by a single person throughout a given timeframe. Productivity is solidly linked to short- and long-term financial results and return on investment (ROI) (Kenny, 2019).

Work-Life Balance Definition

According to Grady et al. (2008), work-life balance is the level of individual satisfaction when they achieve harmony between all living areas and balance between life and work responsibilities. Similarly, remote work is where employees may work from their homes or just about any location other than the business's physical office. This frequently necessitates setting a workspace in one's own house. On the other hand, working remotely can take you out of your home. For example, working from home is a common choice for "digital nomads," who work full-time and travel the world. So instead of working from a home office, people might work from a resort, a beach club, a café, or an airport lounge. Working remotely used to be difficult due to various limitations in technology and resources. More and more individuals can work remotely and communicate on the road because of platforms like Slack, Zoom, and Wrike (Shank, 2007).

In the study of Rajendran & Harrison (2007), the concept of distributed work is termed as an arrangement that enables workers to share their responsibilities in a place apart from the central office location of the business or the physical site of the firm. They further stressed that the distributed work could also be telecommuting or remote.

Alternative Telework Arrangements

Several reports indicate that alternative telework arrangements are becoming more common (e.g., Kowalski and Swanson 2005; Shanks 2007) due to many advantages that are possible for individuals and employers (e.g., Daniels et al. 2001; Fairweather 1999; Kowalski and Swanson 2005; Montreuil and Lippel 2002; Shanks 2007). For example, employees typically view telecommuting as

an opportunity to remain in the workforce and still attend to family issues, reduce (or eliminate) commuting time, increase job autonomy, achieve flexible working hours, and obtain valuable training in information and communication technologies. Managhani (2006) stressed that remote working companies led to employee satisfaction and improved employee retention, decreased cost of employee relocation, less absenteeism, and increased organizational commitment. In general, most research on alternative telework arrangements has been cross-sectional or descriptive (e.g., Gill 2005; Schweitzer and Duxbury 2006; Wicks 2002), and extant studies examining the effect of alternative telework arrangements on organizational commitment rely primarily on surveys that captured data at one point in time (e.g., Golden 2006; Hyland et al. 2005). Although several longitudinal studies describe and evaluate various workplace characteristics as they relate to organizational commitment (e.g., Blakely et al. 2003; Scott-Ladd et al. 2006), they still lack longitudinal field studies that investigate the impact of alternative telework environments on organizational commitment as well as the effect of telework options on employee productivity.

Work-Life Balance

When talking about work-life balance, we're talking about how much of an individual's time is allocated to personal and professional pursuits and how much of that time is spent on work-related practices at home. While technology advances, it is becoming increasingly difficult to define a work-life balance based on a person's geographical location. There used to be a clear distinction between professional and personal life since people couldn't bring work home with them (Poulose & Sudarsan, 2018). And Work-life balance is a technique for assisting employees in balancing their personal and professional lives. Work-life balance encourages people to prioritize their time and maintain a healthy balance by devoting time to family, health, vacations, and other activities in addition to pursuing a profession, business travel, and other activities. It is crucial in the corporate sector since it encourages employees and improves the organization. On the other hand, work-life balance is when an individual must strike a balance between work and personal hobbies and leisure. A healthy workplace emphasizes work-life balance as a critical component. A work-life balance clears the mind and keeps employees from being burnt out at work (Donnelly & Johns, 2020). Working in a stressful environment for long periods might lead to health problems. Work-life balance refers to the arrangements employers make to allow employees to enjoy their entire lives.

Organizational Commitment Definition

The term "organizational commitment" refers to a psychological assessment of an organization's members regarding their connection to the organization for which they work. Identifying an ongoing vision may assist predict traits like employee happiness, involvement, authority assignment, ability to do the job, job insecurity, and many others (Bhat, 2020). From a management perspective, it's critical to know how committed a person is to their work to gauge how dedicated they are to the everyday responsibilities they are given. In businesses, organizational commitment plays a crucial impact in employee retention and turnover. Work engagement, psychological capital, and subjective hope are all aspects that have not been thoroughly explored in prior studies, and we expect this analysis to illuminate the connections between them. Understanding organizational commitment and the relationships between it and its elements can help us stabilize organizations and reduce staff turnover. People become engaged when they are passionate about their work and the organization and driven to reach high-performance levels. "Engagement has become for practitioners an umbrella concept for capturing the various means by which employers can elicit additional or discretionary effort from employees – a willingness on the part of staff to work beyond the contract," according to the Chartered Institute of Personnel and Development (2012, p13).

According to a previous study, people working remotely were happier and more productive than traditional workers (Niels, 2016). This trend has been growing and has become an alarming issue many employers have considered. Consequently, many ideas have been solicited regarding working at home to be practical as it saves your time, money, and effort of traveling daily (Peeters, 2014). However, there is not much found in a study that significantly correlates home working and productivity. A survey conducted on TinyPulse for 509 full-time remote workers in the US found that remote workers are more satisfied, happy, and more value. However, their presence was not physically observed in the actual workplace (Peeters, 2014). Interestingly, about 91% of those remote workers stated that they were more productive if doing their jobs far from offices because they feel more comfortable and can independently work with the given tasks. Many studies have found a relationship between flexible working and organizational commitment (Chow & Keng-Howe, 2006; Gajendran & Harrison, 2007; Kelly & Moen, 2007). Notwithstanding the problems with definitions discussed above, a study of how formal and informal approaches to flexibility relate to organizational commitment showed little difference between the forms (Eaton, 2003)

According to Sanchuli et al. 2014, teleworking is choosing a method for performing a task that allows the employees to perform the whole or a

part of their tasks outside the workplace. Considering goals such as increasing efficiency, flexible working, reducing the employees' commuting and avoiding transportation costs, and reducing air pollution, teleworking will increase job satisfaction, loyalty, and employee commitment. An increase in employees' self-awareness makes the organizations seek different work patterns, create appropriate infrastructures, and design a new structure for accomplishing their mission; this research aims to survey the relationship between teleworking and organizational commitment from the perspective of experts and managers of Golestan University of Medical Sciences. Data analysis results showed that a correlation exists between teleworking, and organizational commitment.

Remote Working and Employee Productivity

Many studies affirmed the significant positive relationship between remote working on employee productivity (Bloom et al., 2015; Kazekami, 2020; Ulloa-Bermudez, 2018). They further stressed a significant relationship between these two variables, especially during the COVID-19 pandemic. Based on these findings, this study hypothesized a crucial positive relationship between remote working and employee productivity (H1).

Work-Life Balance (WLB) and Employee Productivity:

The study of Adekunle (2018) and Bloom et al. (2006) affirmed that there is a significant impact of WLB on employee productivity. However, contradicting findings were found in the study of Prasetyaningtyas et al. (2021), proving that, WLB does not influence employee productivity. Considering this contradicting results, the hypothesis was formulated as stated that there is a significant relationship between WLB and employee productivity (H2).

Organizational Commitment and Employee Productivity

Hernawaty (2017) showcased the significant positive relationship between organizational commitment and employee productivity. This means that as organizational commitment improved, employee productivity also increased. The hypothesis is formulated based on Hernawaty's (2017) study outcome that there is a significant positive relationship between organizational commitment and employee productivity (H3).

Conceptual Framework

Based on the literature provided, the conceptual framework was created to demonstrate the relationship and the impact between the independent variables (Remote Working, Work-Life Balance, Organizational Commitment) and the dependent variable (Employee Productivity).

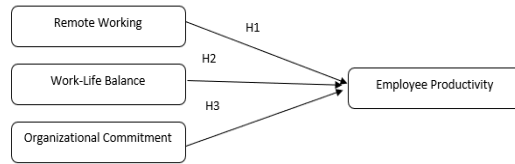


Figure 1. Conceptual Framework of the Study

Research Hypotheses

Based on the research objectives and questions, the following hypotheses are formulated:

H1. There is a significant relationship between remote working and employee productivity.

H2. There is a significant relationship between work-life balance and employee productivity.

H3. There is a significant relationship between organizational commitment and employee productivity.

METHODOLOGY

In this study, however, positivism philosophy has been used by the researcher, which means that the researcher gathers data from respondents through feedback from questionnaires and other quantitative tools (Snyder, 2019). This philosophy motivates the researcher to use quantitative research to conclude the study. In addition, a deductive approach was used to which the researchers have gathered both the primary and secondary data. Primary data was gathered to accept or reject the hypothesis, get answers to research questions, achieve the research objective, and get answers to questionnaire questions. Also, the quantitative method was utilized because the variables used are measured through the survey questionnaires measurable by the statistical tools which are considered appropriate in the analysis and interpretation of the results. Moreover, the study is primarily designed as an empirical study wherein the results will address the hypothetical assumptions of the study.

Population and Sample

The population is a set of people who know the answers to questions and data can be gathered from them but about population, it's a fact that the researcher is unable to get data from all because of population size (Kumar, 2018). In this research, convenience sampling was utilized to determine the 175 respondents in Ericsson Oman and classified into three categories of respondents: Senior Management, Middle Employees, and Employees.

Ericsson Oman is just one of the overseas offices of Ericsson Company founded in Stockholm, Sweden. To arrive at the sample size, the Morgan Table was used with a 5% margin of error from a total population of 320, and the computed sample size is 175.

Data Gathering and Collection

In this study, the quantitative method has been used to gather data. While conducting the quantitative study, the self-administered survey questionnaire was the primary collection technique to gather data. In gathering the data, a formal and official letter from the College was sent to the HR manager in Ericsson Oman to obtain consent for questionnaire distribution after which self-administration of the survey questionnaires was made by the researcher and for a period of two months, the responses were collected for data analysis. On the other hand, to establish the theoretical basis of the literature, secondary data have been gathered from different sources such as academic articles, books, magazines, and other scholarly sources, and literature was utilized to develop the research hypotheses, research questions, research objectives, and questionnaire has developed (Mohajan, 2018).

Research Instrument and Measurement

Firstly, the instrument used in the study was a self-administered questionnaire. The scaled survey questionnaire was divided into two parts, the demographic profile and the questions related to the independent and dependent variables. The first part consists of the respondents' age, gender, rank/position, and years of service. The second part is comprised of 8-item questions on remote working, 10-item questions on work-life balance, 8-item questions on organizational commitment, and 10-item questions on employee productivity. The questions on remote working and work-life balance were adopted and modified from Sandoval-Reyes et al. (2021) while questions on organizational commitment and employee productivity were adopted and modified from Bui et al. (2021).

Furthermore, the questionnaire was validated and has undergone a reliability test. Face validity was administered to determine whether the instrument achieves what it purports to measure. "Face validity is the extent to which a test is subjectively viewed as covering the concept it purports to measure. It refers to the transparency or relevance of a test as it appears to test participants" (Gravetter et al., 2012, p.8). The instrument also had grammatical checking for use and construction, spelling, and other related tests. To test the instrument's reliability, Cronbach's Alpha was applied, and the result was shown in Table 3.6.1. The findings showed that all the variables exceed the limit of 0.700, an acceptable value, and this implies that the instrument is internally consistent and reliable. In addition, pilot testing

was done on selected individuals who were not the respondents of this study, and the responses on each variable were tested for reliability as mentioned above. The items for each variable were tabulated through the SPSS by finding for the reliability with which the Cronbach Alpha for each variable as shown in Table 1.

Table 1. Reliability Test of Study Variables

Variables	No. of Items	Cronbach's Alpha
Remote Working	8	0.812
Work-Life Balance	10	0.732
Organizational Commitment	8	0.836
Employee Productivity	10	0.924

Data Analysis

Data collected from the self-administered questionnaires were analyzed using the SPSS version 21. Data analysis was undertaken to present the statistical analysis and interpretation of the data gathered and to test the hypotheses assumed in this study. While analyzing the questionnaire, the SPSS tool has been used. Gathered data was entered in SPSS sheets and then various tests have applied over it including correlation test, regression test, and reliability test. Every test has its purpose. The demographic data analysis has the purpose of determining from whom data has been gathered; either reliable or not. The descriptive test has the purpose of getting answers to questions that are a part of the questionnaire (Kumar, 2018). Reliability test has the purpose of determining the reliability of questions, gained results, etc. The correlation and regression test has the purpose of proving the relationship between the dependent and independent variables. Regression analysis finally assessed the individual impacts of independent variables on the dependent variable.

FINDINGS AND DISCUSSION

This chapter provides useful information about the results produced after disseminating questionnaires to relevant people. The following chapter provides the complete guideline about the obtained results with the support of an analytical instrument i.e. SPSS. The frequencies, reliability, relationship and regression tests have been done in the following section.

Frequencies, Percentages, and Graphs on the Respondents' Demographic Profile

Table 2 presents the demographic profile of the respondents and it revealed that, that more than half of the total respondents (n=95; 54.3%) belong to the age bracket 26-35 years and followed by the age bracket 36-45 years (25.7%). Surprisingly, majority of the workforce 56.6% (n=99) are female. In

terms of rank/position, the majority are mere employees (n=111; 63.4%) and followed by middle management with 38 respondents or 21.7% and lastly, 14.9% of them occupy the senior management position. Finally, in terms of the number years in service, most of the employees are relatively new with 49.7% of them (n=87) have served the organization within 0-5 years and followed by 17.1% or 30 respondents worked with the company within 11-15 years and 14.3% or 25 respondents served within 16-20 years. These findings entail that most of the respondents are new employees or about half of the workforce is dominated by new hires (See Table 2).

Table 2. Demographic Profile of the Respondents

Demographics		Frequency	Percent
Age			
	25 and Below	0	0.00
	26-35	95	54.30
	36-45	45	25.70
	46 & Above	13	7.40
	Total	175	100.00
Gender			
	Male	76	43.40
	Female	99	56.60
	Total	175	100.00
Rank/Position			
	Senior Management	26	14.90
	Middle Management	38	21.70
	Employee	111	63.40
	Total	175	100.00
Years of Service			
	0-5	87	49.70
	6-10	33	18.90
	11-15	30	17.10
	16-20	25	14.30
	Total	175	100.00

Correlation and Regression Analysis

In analyzing the significant relationship between the independent (Remote Working, Work-Life Balance, and Organization Commitment) variables and the dependent variable (Employee Productivity), correlation and regression were employed.

Bivariate Correlation of Main Variables

In this study, the relationship was determined for main variables used namely: Remote working, Work-life-balance, Organizational Commitment, and Employee Productivity. Analysis was performed using the SPSS version 21 through bivariate correlation at 0.05 level of significance. Further, to determine the significance of correlation result with the tested variables and suggested a measurement criterion utilizing the uphill and downhill liner relationship. The downhill linear relationship of correlation coefficient suggests that 0 means no relationship; -0.30 is considered weak negative

correlation; -0.50 is moderate, and -0.70 is a strong correlation; while 1 denotes a perfectly negative relationship. On the other hand, an uphill linear relationship suggests that 0 means no relationship; 0.30 is considered a weak positive correlation; 0.50 is a moderate positive correlation, and 0.70 is a strong positive correlation; while 1 denotes a perfectly positive relationship. The result is presented in table 4.5.4 for analysis and interpretation.

Table 3. Bivariate Correlation of Main Variables

Main variables		RW	WLB	OC	EP
RW	Pearson Correlation	1	.163*	.130	.205**
	Sig. (2-tailed)		.032	.086	.000
	N	175	175	175	175
WLB	Pearson Correlation	.163*	1	.392**	.312**
	Sig. (2-tailed)	.032		.000	.000
	N	175	175	175	175
OC	Pearson Correlation	.130	.392**	1	.529**
	Sig. (2-tailed)	.086	.000		.000
	N	175	175	175	175
EP	Pearson Correlation	.205**	.312**	.529**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	175	175	175	175

Legend: Remote Working (RW); Work-Life Balance (WLB); Organizational Commitment (OC); Employee Productivity (EP).

*. Correlation is significant at the 0.05 level (2-tailed).

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

From table 3, it can be gleaned that there is a positive significant relationship among the main variables used on employee productivity. Specifically, there is a weak significant positive relationship between remote working and employee productivity ($r=0.205$; $p>0.05$) while there is a moderately significant positive correlation between work-life balance and employee productivity ($r=0.312$; $p<0.05$). Furthermore, there is a moderately significant positive correlation between organizational commitment and employee productivity ($r=0.529$; $p<0.05$).

Regression Analysis between the Independent and Dependent Variables

In determining the individual impacts of independent variables (remote working, work-life balance, organizational commitment) to the dependent variable (employee productivity), regression analysis was performed at 0.05 level of significance. As shown in Table 4.3.2, the model shows the value of $r = 0.574$, and the r square is $.329$ with the standard error estimate of $.61493$. This means that 32.9% of the variation on the dependent variable (employee productivity) can be explained by independent variables (remote working, work-life balance, and organizational commitment). This further means that 75.3% do not explain the variation of the dependent variable (see Table 4).

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Table 4. Model Summary of the Independent and Dependent Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.329	.318	.61493

a. Predictors: (Constant), Organizational Commitment, Remote Working, Work-Life-Balance

Table 5. ANOVA for remote working and organizational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.744	3	10.581	27.982	.000 ^b
	Residual	64.662	171	0.378		
	Total	96.406	174			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Organizational Commitment, Remote Working, Work-Life-Balance

Key indicators in table 5 display the F value of 27.982 and the significance value of .000 which means that the regression model used in this analysis is fit and adequate in investigating the relationship between independent and dependent variables.

Table 6. Coefficients of Independent and Dependent Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.785	.303		5.887	.000
	Remote Working	.298	.065	.212	3.044	.003
	Work-Life-Balance	.207	.095	.149	2.172	.031
	Organizational Commitment	.480	.066	.496	7.267	.000

a. Dependent Variable: Employee Productivity

Table 6 presents the coefficients of the variables used in the study. First, results showed that there is a positive significant impact between remote working and employee productivity ($\beta=0.298$, $p=0.003<0.05$). This means that as the employment of remote working increases in organizations, employee productivity will also increase. On the same note, there is a positive significant impact between work-life balance and employee productivity ($\beta=0.207$, $p=0.031<0.05$). This result may imply that the increase in the balance between work commitments and family life will also increase employee productivity. The third relationship is found between variables organizational commitment and employee productivity where its result is a positive significant relationship ($\beta=0.480$, $p=0.000<0.05$). This finding indicates that the more the employees commit themselves to work and engage with their jobs, their performance will also increase.

Furthermore, the result on the positive relationship between remote working and employee productivity affirms prior research findings that claimed the positive significant relationship between remote working and employee productivity (Bloom et al., 2015; Cano, 2020; Flores, 2019;

Kazekami, 2020; Liang et al., 2015; Ulloa-Bermudez, 2018). Also, many studies confirm the positive significant influence of work-life balance on productivity specifically stating that flexible work arrangements significantly increased employee productivity (Abioro et al., 2018; Ansari et al., 2015; Isamu & Toshiyuki, 2012). Finally, the study of Koushki et al. (2019) found a strong significant relationship between organizational commitment and employee productivity though most of the research findings focused on the relationship between organizational commitment and employee performance. In summary, all the independent variables (remote working, work-life balance, and organizational commitment significantly influence employee productivity.

CONCLUSION AND RECOMMENDATIONS

The study investigates the impact of remote working, work-life balance, and organizational commitment on employee productivity. The findings depicted most employees are new in the organization and are still young with less work experience with their respective jobs. The independent and dependent variables were analyzed using the Pearson Correlation Coefficient and findings revealed the significant relationship between these study variables. Findings further revealed that there is a positive significant relationship among the main variables used on employee productivity. Specifically, there is a weak significant positive relationship between remote working and employee productivity ($r=0.205$; $p>0.05$) while there is a moderately significant positive correlation between work-life balance and employee productivity ($r=0.312$; $p<0.05$). Furthermore, there is a moderately significant positive correlation between organizational commitment and employee productivity ($r=0.529$; $p<0.05$).

When the same variables were tested using the regression equation, key results disclosed that there is a positive significant impact between remote working and employee productivity ($\beta=-0.298$, $p=0.003<0.05$) and there is also a positive significant impact between work-life balance and employee productivity ($\beta=0.207$, $p=0.031<0.05$). The third significant relationship is found between variables organizational commitment and employee productivity ($\beta=0.480$, $p=0.000<0.05$). In summary, all the independent variables (remote working, work-life balance, and organizational commitment significantly influence employee productivity. Many authors and researchers affirmed the relationship among these study variables (Abioro et al., 2018; Ansari et al., 2015; Bloom et al., 2015; Cano, 2020; Flores, 2019; Isamu & Toshiyuki, 2012; Kazekami, 2020; Liang et al., 2015; Ulloa-Bermudez, 2018).The conclusion is reached that the independent variables as identified significantly impact employee performance.

Recommendations were formulated to help the company improve its employee performance.

1. Intensify its policies and procedure on implementing the remote working considering that the concept is new to the company. Integrating the policies into the strategic plan is important for operational sustainability. Employees' response to remote working is disagreement which means that the concept is still not fully internalized company-wide.
2. Series of training, workshop, orientations can be conducted by the Human Resource Department of the organization to ensure the efficiency and effectiveness of remote working. The results showed a positive significant low relationship between remote working and employee productivity so it requires an intensity of orientation of the concept to the entire workforce.
3. The respondents were neutral about the organization's emphasis on work-life balance which means that initiatives on promoting work-life balance are not evident. It is therefore recommended that the organization should develop ways and means to ensure that employees' work and family are given due consideration in response to the significant positive relationship between work-life and employee productivity. The HR Department should look into strategies to promote work-life balance.
4. The respondent's responses to the organizational commitment questions are also neutral thereby attributing to the organizations' less importance on determining the extent of the employees' engagement with the work in the company. The company's lack of focus on determining how employees exert efforts to perform better can demotivate the employees. It is therefore recommended that the HR Department should implement reward and motivational mechanisms that appraise the organizational commitment of employees and regularly evaluate the employee performance as results revealed a significant relationship between organizational commitment and employee productivity.
5. Equal emphasis by the management on remote working, work-life balance, and organizational as these variables significantly influence employee productivity. Action plans are required from the management with appropriate budgets so that they will be implemented smoothly.

Research Limitations and Future Studies

This study has achieved the research objectives and carried to 175 respondents. It covers four main variables namely remote working, work-life

balance, organizational commitment, and employee productivity. However, the study is limited to one organization, and the number of respondents may not produce a generalization of the findings. This is also a purely quantitative study and the findings are limited to the questionnaires distributed to the respondents and so with the limited variables utilized. Because of these limitations, it is advised that the study can be expanded into wider scope like more companies, additional variables, more samples to achieve a stronger outcome.

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