

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

BULLETIN OF MANAGEMENT REVIEW

ONLINE ISSN: 3006-7170

PRINT ISSN: 3006-7162

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL/ABOUT](https://bulletinofmanagement.com/index.php/journal/about)



Remote Work, Work-Life Balance, and Psychological Resilience: The Role of Self-Esteem

Irfan Mir Chohan

School of Management, Jiangsu University

Dr. Rehan Sohail Butt

School of Management, Jiangsu University

Anisa Mushtaq

Superior University, Pakistan

Corresponding Author: Irfan Mir Chohan, irfanchohan1990@gmail.com

Abdul Ghafoor

Business Administration, University of Education, Pakistan

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Abstract

In this Research we examine how remote work affects work-life balance, psychological resilience, work-family conflict, and self-esteem, using the Conservation of Resources (COR) theory, Work-Home Resources (W-HR) model. Remote work, enabled by information technology, has eliminated traditional work boundaries, creating both benefits (reduced commuting, increased autonomy) and challenges in maintaining work-life balance. The research shows that blurred boundaries increase work-family conflict ($r = -0.55$, $p < 0.001$). Psychological resilience helps manage stress but can be depleted over time, worsening work-family conflict ($r = -0.62$, $p < 0.001$). Self-esteem moderates these effects, reducing the negative relationship between work-life balance challenges and resilience ($B = 0.4587$, $p < 0.001$). A survey of 450 participants supports these findings, offering practical suggestions for organizations to promote clear work boundaries and effective planning in remote settings. The study also expands the W-HR model's application to remote work. Limitations include potential self-reporting biases and the need for longitudinal research to establish causality. These insights provide guidance for organizations to help employees balance work and personal life effectively.

1. Introduction

With the advent of information technology along side the huge adaptation of mobile devices, has resulted in the reduction of traditional work settings. (Boel et al., 2016). Over the past few years, working remotely has become a popular practice in work modes, accelerated by the global shift toward more flexible work arrangements following the COVID-19 pandemic (Spurk & Straub, 2020). As of December 2023, data from the China Internet Network Information Center (CNNIC) shows that 537 million people in China are now working remotely, signaling that remote work is likely to become a common and lasting practice in the near future (CNNIC, 2024).

Many studies have undermined the importance of remote work as reduction of time to commute and flexibility (Staines, 2023), it is essential to recognize the complex interplay of both positive and negative outcomes associated with this work mode. Remote work is often regarded by employees as a “work perk” (Staines, 2023), but it also brings significant challenges, particularly to maintain a healthy balance in work and life (Ma et al., 2023; Peng & Chen, 2022). If it is demanded to work at same place where we live can increase stress because of the uncertain work-life balance. A great deal of contribution this study in literature by offering a comprehensive examination of how remote work affects employees' ability to maintain work-life balance, a pressing issue in today's workforce that has yet to be fully addressed in prior research.

Technostress is now an area of research which is growing these days, this further makes it complicated for employees and cause

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

difficulty in maintaining balance between work and life. The term Technostress means that reliance on technology too much causes stress which is further enhanced in a remote work setup (Vaziri et al., 2020). Such as, an employee often feels exhausted resulting in work-family conflict caused by heavy reliance and constant connection through mobile devices and other applications especially outside working hours (Stich et al., 2018). In this research we tend to find the impact of technostress in remote work, building on existing literature by exploring how it contributes to work-life imbalance and depletes a resource called psychological resilience. With respect to technostress we have highlighted the more deeper insights of negative elements of remote work while providing significance of this study for future research.

The need for flexibility in the tech industry is more crucial than ever. Employees often find themselves working on loosely defined, project-based assignments, which call for continual adjustments in strategies like goal setting and planning (Schoper et al., 2018; Uhlig et al., 2023). As projects evolve and the complexity of tasks increases, it can become challenging to cope up with work-life balance. While remote work offers certain perks, it can also complicate things. The lack of face-to-face collaboration can disrupt effective communication and time management. In the mean time work and personal life can be more complicated, making it hard for employees to fully disengage from their roles. This shifting landscape underscores modern work life's demands importance.

In this study psychological resilience is considered as an essential personal resource that aids employees in managing work-related stress and preserving work-life balance (ten Brummelhuis & Bakker, 2012). However, when the demands of remote work erode this resource, employees may struggle to replenish it, thereby increasing the likelihood of work-family conflict. This study extends the application of the W-HR model by emphasizing the moderating role of self-esteem, a key personal resource that enhances employees' ability to cope with work demands. Employees with high self-esteem are better equipped to manage the stress associated with remote work, as their positive self-evaluation allows them to maintain higher levels of psychological resilience (Shimizu et al., 2004; Li et al., 2010). Findings of this study are crucial on adverse effects of remote work being effected by work life balance and the role of self esteem and well-being, and to know theoretical understanding of work life balance and resource.

2. Literature Review

2.1. Employee Well-being, Work-Life Balance

An employee's ability and skills to manage work and personal life is known as Work-life balance. During the early industrial era, work-life balance was not a major concern, largely due to stable production systems and clear boundaries in life and work (Väänänen et al., 2008). However, due to advancement of the information age—marked by knowledge-intensive professions and the pervasive technology, it is

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

difficult to distinct work and family boundaries (Deci et al., 2017). Because of this shift to maintain balance in life and work has been difficult for employees.

Overlap of work life boundaries is demonstrated consistently in research which is critical to overall employee well-being, which encompasses physical, psychological, and emotional health, job satisfaction and productivity (Nielsen et al., 2017; Dana et al., 1999). Well-being is multidimensional construct, and this study adopts Dana et al.'s (1999) definition of employee well-being as the composite of psychological, physical, and general health of individuals along with satisfaction derived from both work and home.

In the context of working remotely, balance between work and family become very important because traditional boundaries of work and life further get blurred. Remote work often extends working hours through the use of ICTs, intruding on personal time and leading to role conflicts between work and family (Elovainio et al., 2005; Scholarios et al., 2017). Henly and Lambert (2014) identified that poor work-life balance contributes to work-family conflict, which negatively impacts employee well-being and hampers their ability to maintain a stable personal life. Thus, understanding how remote work, and the blending of work and personal life, affects employee well-being is essential for both employers and employees.

The significant contribution of this study is that it provides wonderful insights that how remote work can intensify challenges in work-life balance, employees well-being in particular. By focusing on the multidimensional aspects of well-being and the importance of balance, this research fills a gap in the literature by contextualizing well-being within the remote work paradigm.

2.2. Remote Work, Its Dark Side, and Work-Life Balance

Remote work is defined as tasks or processes done outside formal office setup (Gajendran & Harrison, 2007), which has gained huge popularity recently in terms of flexibility. It has provided ease, and solved issues in communication, collaboration and efficiency on the organizational side (Kristine et al., 2017). From an employee perspective, ICT allows for greater autonomy, with the ability to manage work from virtually any location (Meske & Junglas, 2021).

Fact that there are many advantages of remote work there is also flip side to it more importantly maintaining a healthy work life balance. Various stressors emerge if an employee work remotely for instance one of the major stress is "technostress." Which refers to the psychological stress associated with the use of ICT and has been shown to contribute to work-family conflict, emotional exhaustion, and decreased job satisfaction (Vaziri et al., 2020). Employees may experience overload from excessive technological demands, the invasion of personal space due to constant connectivity, or frustration from incompatible or difficult-to-use technologies (Stich et al., 2018). These

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

stresses often spill over into personal life, disrupting the delicate balance between work and home.

As identified by, Puranik et al. (2020) and Lin et al. (2021) obtaining overall wellbeing is crucial because of increase of the difficulty in managing work remotely and increase in technostress. Continuous use of technologies, receiving emails, messages, video conferencing and so on makes work boundaries blurred and increase stress.

The contribution of this study is significant with respect to the setting of working remotely highlighting importance of technostress in work life balance. Term technostress has been linked with many factors at the same time it's link on work-life balance particularly in the context of remote work has not taken much into consideration. This research highlights this gap by addressing technostress and how it depletes personal resource for instance psychological resilience, with negative outcomes of remote work.

Obtaining and securing important resources is hard which is why the core foundation of this study is the (COR) theory (Hobfoll, 1989). The distinction of COR theory in the context of remote work is beyond the scope of COR theory alone this theory helps to explain these dynamics. The (W-HR) model (ten Brummelhuis & Bakker, 2012) is another tool used in this study to address this issue. It focuses on how employees manage the interface between work and family. The W-HR model provides a thorough framework for investigating the mechanisms of linkage between the work and family domains, especially when seen through the perspective of resource replenishment and depletion.

The W-HR model and its application can be seen by exploring how remote work directs to work-family conflict and disrupts work-life balance through technostress and other associated challenges. By proposing work-practice suggestions, this research offers theoretical and empirical support for the development of remote work policies that promote a more balanced and sustainable approach to managing work and family responsibilities.

3. Theoretical Framework and Research Hypotheses

Commonly work-life balance is assumed to a balance between work and personal life, in which neither domain significantly interferes with the other. In the early era of industrialization it was easy to achieve because production process was stable and the boundaries were clearly defined (Väänänen et al., 2008). In contrast, today in the age of information—characterized by knowledge-intensive work and an increased reliance on information and communication technology (ICT)—boundaries have become blurry. This phenomenon of blurring of boundaries, and a change of directives, task repetition to complexity of task, project based variable work, maintaining work-life balance has become more difficult (Deci et al., 2017). Constant connectivity and the flexibility expected by modern work environments can disrupt this

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

balance, increasing stress and reducing overall well-being.

Psychological resilience, is concept that defines as capacity to recover from stress (Smith et al., 2010), is a critical personal resource that protects from adverse effects of stress related to work (Seery et al., 2013). In order to manage employee's emotional and cognitive burdens more effectively psychological resilience pays a great deal of importance, adapt to changing work demands, and maintain mental health (Wang & Liu, 2023). In a work context, this resilience can reduce feelings of being overwhelmed, enhance the efficient use of work resources, and contribute to better work-life balance. However, if the experience of persistent or sudden work-related stress is prolonged, such as an employee often experience the situation of remote work, employees' psychological resilience can significantly decrease (Kuntz et al., 2017). This type of reduction can easily make it difficult for employee to manage stress, regulate emotions.

Remote workers face unique challenges in maintaining psychological resilience due to their increased reliance on ICT, which result in the blurred lines in terms of work and family situation. Large number of employees who rush into a remote job without any preparations make it complicated to maintain work-life balance (Toniolo-Barrios & Pitt, 2021). This study argues that, constant connectivity and high work-related demands can give rise to complex emotions, such as fear, anxiety, and stress. These type of emotions make it difficult to maintain psychological resilience, which result in in complications more complicated work and life balance.

Using work home resource model in this study (ten Brummelhuis & Bakker, 2012), in this study psychological resilience is considered as a key personal resource, is consumed by the stress generated from difficulties an individual face while maintaining a balance between work and his personal life. W-HR model indicates that a depletion of personal resources, like resilience, negatively impacts employees' work-life balance and heightens work-family conflict. This research focuses on how psychological resilience influences both work-life balance and work-family conflict, especially in remote work settings, where these factors are more critical.

H1: Difficulties in maintaining work-life balance negatively affect psychological resilience, leading to disruptions in both work-life balance and work-family conflict.

3.1 Psychological Resilience as a Mediator

Conflict arise when there is some mismatch between work and personal life, leading to role conflict when stress from work prevents individuals from fulfilling family responsibilities (Greenhaus & Beutell, 1985). This type of conflict is a critical indicator as an employee can be able to create a balance between his personal life and work, and it significantly influences overall well-being (Molina, 2021). It can be seen in literature that work demands increase, the frequency conflict in work and family life also rises (Huaman et al., 2023). Psychological resilience

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

is crucial in maintaining work life balance (Mishra et al., 2019). Personal resource can play an important role in maintaining a person's personal life according to Work-Home Resource Theory. Studies have found that there is a significantly strong relation between work stress and conflict in work and family life (Yorulmaz & Sevinc, 2021).

Maintaining psychological resilience is crucial in managing family responsibilities without affecting work efficiency, resulting in reduced conflict between work and personal life and helps in a good work-life balance. Employees get energy to fulfill needs of his family by increasing resilience. Thus psychological resilience is used as a mediator between other variables. Psychological resilience helps manage employees' behavior, and recover their stress, and prevent reduction in resource or burnout for employees who work remotely.

H2: Psychological resilience negatively affects work-family conflict and contributes to better work-life balance.

High work demands can deplete one's own resources, that can lead to negative outcomes. When employees face persistent work stress or struggle to meet work-related demands, their available resources diminish, making it harder to address family responsibilities and maintain a healthy work-life balance (Grandey & Cropanzano, 1999). Employees with low psychological resilience are less able to resist work demands and respond flexibly to challenges, increasing their susceptibility to resource depletion.

In contrast, challenges can arise due to use of ICT while working from home and its characteristics. The constant connectivity, often required in remote work, can cause employees to experience a sense of crisis and fatigue, reducing their ability to recover psychological resilience (Tarafdar et al., 2019). For instance, expecting employees to answer messages from work through social media apps or email outside of standard working hours, makes it difficult to distinguish between work and personal life (Zhang et al., 2021). Under these circumstances, the time employees need to recover their psychological resilience is further eroded, leading to more pronounced work-family conflict. Likewise, if an employee tries to manage work life balance, the allocating resources in family diminishes significantly, further straining personal and family well-being.

H3: Difficulties in maintaining work-life balance indirectly and positively affect work-family conflict and negatively impact overall well-being through the mediating effect of psychological resilience.

3.2. Moderating Effect of Self-Esteem

Contextual demands and personal resources and their relationship can be mitigated by using the model called Work-Home Resources (W-HR). These key resources are defined as stable assets that individuals can draw upon to effectively manage stress and navigate challenges in both work and personal domains. Key resources allow individuals to selectively allocate and use one's own resources more

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

effectively, to plan tasks autonomously and manage stressors efficiently (Alessandri et al., 2015). Among these key resources, self-esteem is particularly significant as it reflects an individual's self-worth evaluation. It acts as a stable personality trait that has been shown to reduced stress caused by negative effects of stress at work (Shimizu et al., 2004; Li et al., 2010). According to the W-HR model, self-esteem functions as a vital key resource that can alleviate the detrimental impact of work demands—such as challenges in maintaining work-life balance—on personal resources, including psychological resilience, and can also enhance overall well-being (ten Brummelhuis & Bakker, 2012).

Challenges in work life balance arise when an employee could not meet his expectations and finds significant gap between work and personal life. Self-esteem, which also operates on the basis of the discrepancy between self-evaluation and expectations, helps employees better manage these challenges. Individuals with higher levels of self-esteem perceive fewer discrepancies between their expectations and reality in both work and personal life domains, which in turn makes them better equipped to handle stress and maintain psychological resilience. They are more likely to view work-life balance challenges as manageable and less detrimental to their overall well-being. As a result, their psychological resilience remains more stable, and they are better positioned to adapt to the challenges posed by both work and personal life demands. It is easier to keep autonomy intact with structured work, resulting in reduced work stress accrued which had negative impact on well-being. Individuals who experience this are able to tackle challenges in work-life balance proactively, by using strategies that help them preserve psychological resources while protecting their complete well-being. On the other hand individuals who possess lower self-esteem find it difficult to maintain psychological resource resulting in struggles to maintain work-life balance. They are vulnerable to situations in life and work and face negative impacts to challenges they need to face in work-life balance.

Employees with higher self-esteem can more effectively manage the challenges brought about by these demands, preserving their psychological resilience and reducing the likelihood of negative outcomes like burnout or work-family conflict. Conversely, employees with lower self-esteem may find it increasingly difficult to manage these challenges, leading to resource depletion and adverse effects on both their work and personal lives.

Therefore, **H4** hypothesizes that self-esteem moderates the relationship between work-life balance challenges and psychological resilience, as well as overall well-being, such that the negative impact of work-life balance difficulties is weaker for individuals with higher levels of self-esteem.

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

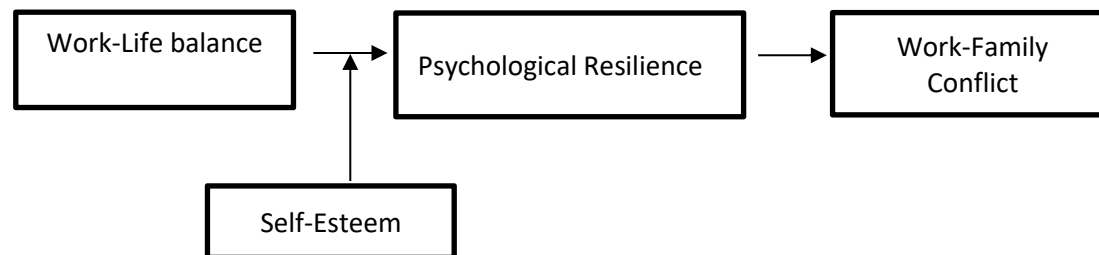


Figure 1. Research hypothesis framework"

The figure depicts the hypothesized relationships between work-life balance, psychological resilience, work-family conflict, and self-esteem, suggesting that work-life balance influences resilience, which affects work-family conflict, with self-esteem moderating the impact.

4. Research Process and Results Analysis

4.1 Scales

(1) Work Life Balance: This construct is very crucial in remote work because the boundary between work and personal life is constantly blurred over time resulted by excessive use of IT. To measure this, the study utilized a scale adapted from Hayman (2005), which evaluates multiple dimensions of work-life balance, including time management, role involvement, and the ability to separate work from personal activities. The level of agreement was rated with respect to the items using 5 point likert scale. This scale was chosen for its ability to capture the multifaceted challenges of maintaining work-life balance, particularly in remote and technology-driven work environments.

(2) Brief Psychological Resilience: It is a very important source to manage stress at work, Smith et al. (2010) and Seery et al. (2013). Using 5 point likert scale, with items such as "Experiencing stress is very difficult for me" (reverse-scored). The variable was computed by averaging the total scores of the items ($M = 3.1561$, $SD = 0.9958$), with acceptable internal consistency ($\alpha = 0.782$).

(3) Work-Family Conflict: Measure of this construct was adapted from Greenhaus & Beutell (1985) and further refined by Netemeyer et al. (1996). Participants responded to items such as "The time consumed by work makes it difficult for me to fulfill family responsibilities". The

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

average scores were ($M = 2.6302$, $SD = 1.1057$), with high internal reliability ($\alpha = 0.940$). Given the unique challenges remote work poses to boundary management between work and personal life, this scale effectively highlights how such stressors spill over into family roles..

(4) Self-Esteem: Scale measurement was taken from (1965) and Shimizu et al. (2004). This scale assesses the subjective worth/acceptance of respondents, which are crucial for maintaining psychological resilience and overall well-being under job requirements. The respondents rated statements such as "I believe I have many strengths" using five point likert scale, the self-esteem score was calculated based on the average total item score ($M=3.5874$, $SD=0.5891$). The scale showed acceptable internal consistency ($\alpha=0.777$).

(5) Control Variables: To ensure that demographic factors do not affect the research results, this study controlled for four key demographics . These variables are included as control variables as they may have an impact on work life balance and psychological resilience. The education level is coded into levels ranging from 1 (junior high school and below) to 5 (master's degree and above) to capture the impact of educational attainment on job-related challenges and personal resource management.

4.2 Data Collection

Questionnaires were distributed through online survey. The survey was conducted through various online platforms from October 31, 2022 to November 10, 2022. Online distribution enables this study to cover a diverse group of respondents from different regions and industries. Initially, a total of 480 questionnaires were collected. After conducting data quality checks (such as verifying the correctness of answers to lie detection questions and evaluating response time to ensure cautious participation), 30 invalid answers were excluded from the dataset.

Mean age was 32 years old ($M=31.55$, $SD=6.5$), and the sample included 285 female respondents, accounting for 63.3% of the sample, while 165 participants (36.7%) were male. The demographic composition of the sample is shown in Table 1, highlighting the diversity of gender and educational background. Although the sample is slightly biased towards females, including two genders and different educational levels allows the study to be extended to a wider range of labor force to some extent.

Privacy of the participants was ensured in order to encourage them in willingness to participate in the study and throughout the entire data collection process. The respondents were informed of the research purpose and obtained their consent before participating in the survey. In addition, the survey ensures anonymity and participants can withdraw at any time to ensure compliance with ethical research standards.

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table 1 Demographics

Variable	Category	Count	Percentage (%)
Gender	Male	165	36.7
	Female	285	63.3
Education Level	Bellow Middle School	5	1.1
	Technical School	67	14.9
	College Degree	143	31.8
	Bachelor's Degree	220	48.9
	Master's Degree or Above	15	3.3

4.3 Analysis Methods

A total of 500 questionnaires were distributed and after analysis 450 were used, coefficients of each variable were calculated. Secondly, using the process analysis method proposed by Hayes, Model 4 is selected to test the mediating path of "work family conflict, work life balance psychological resilience ". This study employed Model 7 from the Hayes process analysis method (Hayes, 2017). In addition, to analyze the indirect effects of conditions, this study used the bootstrap method and extracted 5000 bootstrap samples to obtain a 95% confidence interval (CI) after bias correction (Xie Wen, Song Wen, 2021).

4.4 Hypothesis Testing

In a study of 450 participants, significant correlations were found between work-life balance, psychological resilience, work-family conflict, and self-esteem. (1) Work-life balance significantly negatively affects psychological resilience ($B=-0.4742$, $p<0.001$); (2) Psychological resilience significantly reduces work-family conflict ($B=-0.4831$, $p<0.001$); (3) Work-life balance has a positive indirect effect on work-family conflict, mediated through psychological resilience ($B=0.2378$).

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table 2: Descriptive Statistics and Correlation Analysis (N = 450)

Variable	Mean	SD	1	2	3
1. Work-Life Balance	3.8	0.92			
2. Psychological Resilience	3.25	0.97	-0.53		
3. Self-Esteem	3.6	1.05	0.39	0.53	
4. Work-Family Conflict	3.4	0.88	-0.55	-0.62	-0.53

Variable	Psychological Resilience	Work-Family Conflict
	Coefficient	SE
Work-Life Balance	-0.4742***	0.031
Psychological Resilience	—	—
Gender	-0.0658	0.056
Age	0.0082**	0.0086
Education Level	0.0651*	0.034

Note: p < 0.05; p < 0.01; *p < 0.001

The R-squared values of the psychological resilience and work family conflict prediction models are 0.5582 and 0.6484, respectively, and the F-statistics are 83.2451 (p<0.05) and 114.3629 (p<0.05), indicating that the models have statistical significance. Psychological resilience mediates the relationship between work life balance and work family conflict, with a standardized indirect effect estimate of 0.2423 (SE=0.0287) and a 95% confidence interval of 0.1954 to 0.2937.

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

Table 4: The Moderating Effect of Self-Esteem

Variable	Psychological Resilience	Work-Family Conflict
Work-Life Balance	-0.6274***	0.1456
Psychological Resilience	—	—
Self-Esteem	0.4587***	0.1208
Work-Life Balance × Self-Esteem	0.0875**	0.0416
Gender	-0.0674	0.0491
Age	0.0039*	0.0041
Education Level	0.0412	0.0348
	-0.6274***	0.1456

Note: $p < 0.05$; $p < 0.01$; $*p < 0.001$

The R-square values for the models predicting Psychological Resilience and Work-Family Conflict were 0.6696 and 0.6729, respectively, with corresponding F-statistics of 107.6649 ($p < 0.05$) and 128.0026 ($p < 0.05$), indicating that both models were statistically significant.

Result shows that the values obtained lie within the 95% confidence interval of bias correction, the lower limit (0.1954) and upper limit (0.2937) of indirect effects do not include 0. This result is consistent with the research hypothesis that difficulties in maintaining work life balance increase employees' emotional and cognitive burden, thereby reducing their psychological resilience. Psychological resilience can provide employees with more energy to meet their family needs, and the lack of resilience caused by work life balance challenges can lead to work family conflicts. Therefore, hypotheses 1, 2, and 3 are supported.

In the table 4 it shows that self-esteem significantly positively predicts psychological resilience ($B=0.4587$, $p<0.001$), and positively moderates the relationship between work life balance challenges and psychological resilience ($B=0.0875$, $p<0.05$). The moderated mediation model index is -0.0426 ($SE=0.0217$, 95% CI=[-0.0914, -0.0035]). We plotted a slope plot to illustrate the relationship between work life balance challenges and psychological resilience at different levels of self-esteem. As shown in Figure 3, when self-esteem is low, the negative impact of work life balance challenges on psychological resilience is greater ($B=-0.3789$, $p<0.001$); however, when self-esteem is high, the negative impact

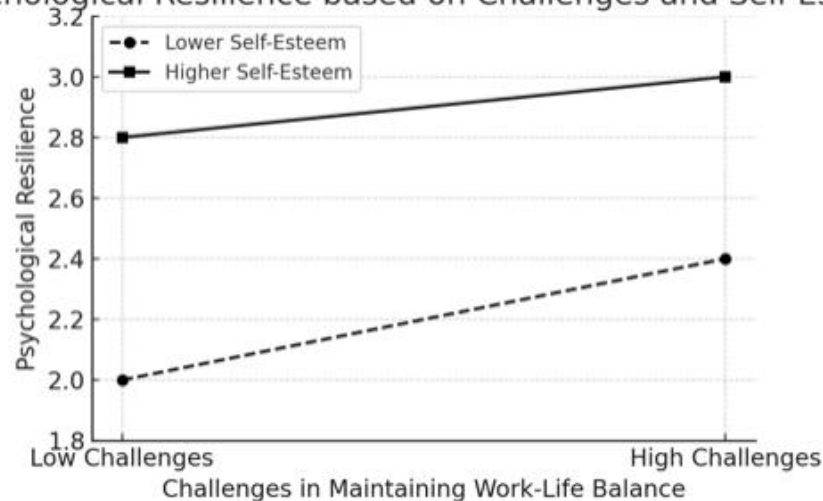
BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

of work life balance challenges on psychological resilience is relatively weak ($B=-0.2734$, $p<0.001$). The results are consistent with the research hypothesis. Therefore, hypothesis 4 is supported.

Psychological Resilience based on Challenges and Self-Esteem



Psychological resilience based on work-life Balance and Self Esteem

This figure is about the interaction between the challenges of maintaining work life balance and self-esteem levels, which demonstrate their collective impact on psychological resilience. The two lines in the figure represent individuals with low self-esteem levels (dashed line) and individuals with high self-esteem levels (solid line), respectively. The horizontal axis represents the level of challenges faced in maintaining work life balance (from low to high). The graph shows that compared to individuals with lower self-esteem levels, those with higher self-esteem levels are better able to maintain psychological resilience even in situations where work life balance challenges increase.

4.5 Discussion and Conclusion

Basis of this research is wor from home Model taking into account the conservation of resource theory that takes into account factors of this study in the context of remote work. Ever increasing work and family conflict has taken much attention in recent years and recent findings suggest that challenges in maintaining a healthy work-life balance can lead to a decline in psychological resilience, consequently exacerbating conflicts between work and family responsibilities (Mishra et al., 2019; Kuntz et al., 2017). In this study psychological resilience was key concept,

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

the challenges between work and family can be reduced with enhanced self esteem. This can help reduce workofamily conflict and increase overall hppiness of employees (Li et al., 2010; Shimizu et al., 2004). The search results provide insights into how the Conservation of Resources (COR) theory and the Demands-Resources (D-R) model can be used to understand the interaction between individual resources, such as job demands, self-esteem, and psychological resilience, in a remote work setting.

Practical significant could be that organizations should create supporting work environment where they encourage employees to deal with stress, especially in remote work environments where the boundary between work and personal life is becoming increasingly blurred (Deci et al., 2017; Nielsen et al., 2017). According to the requirements of remote work, organizations should actively encourage employees to set clear work goals, plan workdays in advance, and set clear boundaries between work time and personal time. These strategies can enable employees to manage their work and personal responsibilities more effectively, ultimately reducing the risk of resource depletion and burnout (Uhligh et al., 2023). Furthermore, it is crucial to cultivate a work culture that prioritizes and respects these boundaries. Organizations should implement policies to prevent excessive post work communication and support employee self-management of workload, which has been proven to reduce technical stress and improve work life balance (Vaziri et al., 2020). Providing employees with necessary tools such as time management training and stress reduction plans can further enhance their ability to manage stress and maintain psychological resilience, thereby promoting overall health (Scholarios et al., 2017; Bennett et al., 2021).

Psychological resilience has been emphasized in this study which can help employees balance work-life in remote work setup (Seery et al., 2013; Wang & Liu, 2023). Alongside increased resources Psychological resilience helps employees to recover from stress and give employees ability to cope up with challanging work demands. Given the ongoing demands and unique stressors associated with remote work, organizations should prioritize providing resources and training programs designed to build and maintain employee resilience. These measures can include stress management workshops, mindfulness programs, and resilience training, all of which have been shown to help enhance employees' ability to manage work stress and maintain long-term well-being (Joyce et al., 2021). In addition, self-esteem emerges as a key moderator. People with higher self-esteem are better at coping with stress and maintaining psychological resources, thereby reducing the negative impact of work and life challenges. Therefore, cultivating a positive organizational culture that supports and enhances employees' self-esteem can play a key role in maintaining overall well-being (Rosenberg, 1965; ten Brummelhuis & Bakker, 2012). For example, organizations can implement recognition and feedback systems that acknowledge employees' value and contributions, which can enhance self-evaluation and resilience and reduce the likelihood stress (Xanthopoulou et al., 2020). By investing in resilience-building programs employees maintain the psychological resources

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

needed to navigate the complex dynamics of remote work. Understanding the Work Family Resources (W-HR) model by specifically applying it to remote work environments, which is an increasingly important area of concern for today's workforce. The research results expand the application scope of the W-HR model and demonstrate how the unique work life balance challenges in remote work environments lead to work family conflicts through the depletion of psychological resilience (Greenhaus&Beutell, 1985; Huaman et al., 2023). The correlation of this model is particularly prominent in remote work environments, where the blurred boundary between work and family life exacerbates the pressure on employees' personal resources, requiring more dynamic resource management methods. This study contributes to the continued development of the W-HR model by demonstrating the critical role of psychological resilience in mitigating the impact of work life balance difficulties and preventing work family conflicts. In addition, the study emphasizes the moderating role of self-esteem, adding a new dimension to the model by revealing how personal resources can be utilized to mitigate the negative impact of remote work demands (ten Brummelhuis&Bakker, 2012). Self esteem is an important resource that enables employees to maintain psychological resilience even in the face of long-term stress and high demands, thereby preventing the chain reaction of resource depletion and work family conflicts. By using self-esteem as a moderating factor, this study provides a more comprehensive understanding of how personal resources interact with job demands, expanding the theoretical framework of the W-HR model in modern technology driven work environments.

This study has made many significant contributions yet there are some limitations. One of the major limitation is that we relied on self reported measure in this study, social expectations or recall biases could be the result. objective assessments are needed in the future research, family members or colleagues can be external evaluators. Additionally, although this study focuses on remote workers, it primarily defines them as individuals working from home and may overlook other forms of remote work, such as co working spaces or hybrid modes of office and remote work. Future research should aim to cover a wider range of remote work arrangements to capture the different experiences of remote workers in different environments. Finally, this study is essentially cross-sectional, which limits its ability to establish causal relationships. By tracking the different stages of employees' work life balance experiences, future research can better determine causal relationships and long-term outcomes, providing a richer foundation for theory and practice.

References

Alessandri, G., Vecchione, M., Eisenberg, N., & Farneti, R. (2015). On the factor structure of the Rosenberg (1965) General Self-Esteem Scale. *Psychological Assessment*, 27(2), 621-635. <https://doi.org/10.1037/pas0000073>

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

- Alessandri, G., Borgogni, L., Schaufeli, W. B., Caprara, G. V., & Consiglio, C. (2015). From positive orientation to job performance: The role of work engagement and self-efficacy beliefs. *Journal of Happiness Studies*, 16(3), 767-788. <https://doi.org/10.1007/s10902-014-9533-4>
- Bennett, A. A., Gabriel, A. S., Calderwood, C., Dahling, J. J., & Trougakos, J. P. (2021). Better together? Examining profiles of work recovery and work-related outcomes in dual-earner couples. *Journal of Occupational Health Psychology*, 26(1), 59-74. <https://doi.org/10.1037/ocp0000271>
- Boel, S. K., Cecez-Kecmanovic, D., & Campbell, J. (2016). Telework paradoxes and practices: The importance of the nature of work. *New Technology, Work and Employment*, 31(2), 114-131. <https://doi.org/10.1111/ntwe.12063>
- China Internet Network Information Center. (2024). The 53rd Statistical Report on the Development of China's Internet Network. CNNIC. <https://www.cninic.net.cn/NMediaFile/2024/0325/MAIN1711355296414FIQ9XKZV63.pdf>
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43. <https://doi.org/10.1146/annurev-orgpsych-032516-113108>
- Elovainio, M., VandenBos, K., & Kivimäki, M. (2005). Combined effects of uncertainty and organizational justice on employee health: Testing the uncertainty management model of fairness judgments among Finnish public sector employees. *Social Science & Medicine*, 61(12), 2501-2512. <https://doi.org/10.1016/j.socscimed.2005.04.046>
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work-family conflict and strain. *Journal of Vocational Behavior*, 54(2), 350-370. <https://doi.org/10.1006/jvbe.1998.1666>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88. <https://doi.org/10.5465/amr.1985.4277352>
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). Guilford Press.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Huaman, N., Morales-García, W. C., Castillo-Blanco, R., & Castillo-Urquiaga, G. (2023). An explanatory model of work-family conflict and resilience as predictors of job satisfaction in nurses: The mediating role of work engagement and communication skills. *Journal of Primary Care & Community Health*, 14, 21501319231151380. <https://doi.org/10.1177/21501319231151380>
- Joyce, S., Shand, F., Bryant, R. A., Lal, T. J., & Harvey, S. B. (2021). Resilience at work: How to build it and retain it. *Organizational Dynamics*, 50(1),

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

100814. <https://doi.org/10.1016/j.orgdyn.2020.100814>

Kuntz, J. R. C., Malinen, S., & Näswall, K. (2017). Employee resilience: Directions for resilience development. *Consulting Psychology Journal: Practice and Research*, 69(3), 223-242. <https://doi.org/10.1037/cpb0000097>

Li, Q., Li, Y., & Zhang, X. (2021). The impact of work stress on psychological quality of life: The mediating role of psychological resilience and self-esteem. *Chinese Journal of Health Psychology*, 29(2), 217-230. <https://doi.org/10.13342/j.cnki.cjhp.2021.02.015>

Li, S., Zhang, B., & Li, H. (2010). Psychological resilience: Characteristics and interventions. *Journal of Psychosocial Rehabilitation*, 18(1), 36-44.

Lin, L., Shao, R., Li, G., & Guo, Y. (2021). Technostress in the telecommuting context: The moderating role of self-efficacy in remote work. *Journal of Business Research*, 137, 71-79. <https://doi.org/10.1016/j.jbusres.2021.08.015>

Marsh, K., Musson, G., & Clarke, C. (2022). Surviving the Zoom boom: Managing technostress through social presence during remote working. *New Technology, Work and Employment*, 37(2), 187-204. <https://doi.org/10.1111/ntwe.12210>

Mishra, P., Bhatnagar, J., Gupta, R., & Wadsworth, L. L. (2019). How work-family enrichment influences innovative work behavior: Role of psychological capital and supervisory support. *Journal of Management & Organization*, 25(1), 58-80. <https://doi.org/10.1017/jmo.2017.36>

Molina, J. A. (2021). The work-family conflict: Evidence from the recent decade and lines of future research. *Journal of Family and Economic Issues*, 42(1), 4-10. <https://doi.org/10.1007/s10834-020-09700-0>

Nielsen, K., Nielsen, M. B., Ogbonnaya, C., & Daniels, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101-120. <https://doi.org/10.1080/02678373.2017.1304463>

Puranik, H., Koopman, J., & Vough, H. C. (2020). Pardon the interruption: An integrative review and future research agenda for research on work interruptions. *Journal of Management*, 46(6), 806-842. <https://doi.org/10.1177/0149206319887428>

Rosenberg, M. (1965). Rosenberg Self-Esteem Scale (RSE). In J. Ciarrochi & L. Bilich (Eds.), *Acceptance and Commitment Therapy Measures Package* (p. 18). University of Wollongong.

Scholarios, D., Hesselgreaves, H., & Pratt, R. (2017). Unpredictable working time, well-being and health in the police service. *The International Journal of Human Resource Management*, 28(16), 2275-2298. <https://doi.org/10.1080/09585192.2017.1314317>

Seery, M. D., Leo, R. J., Lupien, S. P., & Kondrak, C. (2013). An upside to adversity? Moderate cumulative lifetime adversity is associated with resilient responses in the face of controlled stressors. *Psychological Science*, 24(7), 1181-1189. <https://doi.org/10.1177/0956797612469210>

Shimizu, T., Kubota, S., Mishima, N., & Nagata, S. (2004). Relationship between self-esteem and assertiveness training among Japanese hospital nurses. *Journal of Occupational Health*, 46(4), 296-298. <https://doi.org/10.1539/joh.46.296>

Shimizu, T., Kubota, S., Mishima, N., & Nagata, S. (2004). Relationship between self-esteem and mental health among employees in the

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

workplace. *Industrial Health*, 42(3), 123-128.

- Smith, B. W., Tooley, E. M., Christopher, P. J., & Kay, V. S. (2010). Resilience as the ability to bounce back from stress: A neglected personal resource? *Journal of Positive Psychology*, 5(3), 166-176. <https://doi.org/10.1080/17439760.2010.482186>
- Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of Vocational Behavior*, 119, 103435. <https://doi.org/10.1016/j.jvb.2020.103435>
- Stich, J. F., Tarafdar, M., Cooper, C. L., & Stacey, P. (2018). Workplace stress from actual and desired computer-mediated communication use: A multi-method study. *New Technology, Work and Employment*, 33(1), 33-50. <https://doi.org/10.1111/ntwe.12106>
- Tarafdar, M., Cooper, C. L., & Stich, J. F. (2019). The technostress trifecta—Techno-eustress, techno-distress, and design: Theoretical directions and an agenda for research. *Information Systems Journal*, 29(1), 6-42. <https://doi.org/10.1111/isj.12169>
- Tarafdar, M., Cooper, C. L., Stich, J. F., & Tarba, S. Y. (2019). The dark side of information technology: Technostress and its impacts. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 24-41. <https://doi.org/10.1108/JOEPP-03-2019-0024>
- Ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The Work-Home Resources model. *American Psychologist*, 67(7), 545-556. <https://doi.org/10.1037/a0027974>
- Toniolo-Barrios, M., & Pitt, L. (2021). Mindfulness and the challenges of working from home in times of crisis. *Business Horizons*, 64(2), 189-197. <https://doi.org/10.1016/j.bushor.2020.09.004>
- Väänänen, A., Koskinen, A., Joensuu, M., Kivimäki, M., Vahtera, J., & Ferrie, J. E. (2008). Lack of predictability at work and risk of acute myocardial infarction: An 18-year prospective study of industrial employees. *American Journal of Public Health*, 98(12), 2264-2271. <https://doi.org/10.2105/AJPH.2007.128504>
- Vaziri, H., Casper, W. J., Wayne, J. H., & Matthews, R. A. (2020). Changes to the work-family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *Journal of Applied Psychology*, 105(10), 1073-1087. <https://doi.org/10.1037/apl0000819>
- Wang, C. F., & Liu, L. (2023). The multilevel influence of team virtuality on employee silence: The role of workplace loneliness and psychological resilience. *Science Research Management*, 44(3), 179-186. <https://doi.org/10.19571/j.cnki.1000-2995.2021.22.001>
- Wu, M. Z., Shui, R. D., & Sun, X. L. (2006). Moderator effects of self-esteem structure on life stress. *Psychological Science*, 29(1), 68-72.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2020). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235-244. <https://doi.org/10.1016/j.jvb.2008.11.003>
- Xie, X. Z., & Song, Z. (2021). Platform responsibility and government control from the user's perspective: A moderating intermediary model. *News and Writing*, 2021(12), 13-23.

BULLETIN OF MANAGEMENT REVIEW

VOL- 1, ISSUE- 4, 2024

[HTTPS://BULLETINOFMANAGEMENT.COM/INDEX.PHP/JOURNAL](https://bulletinofmanagement.com/index.php/journal)

- Yorulmaz, M., & Sevinc, F. (2021). Supervisor support and turnover intentions of yacht captains: The role of work–family conflict and psychological resilience during the COVID-19 pandemic. *International Journal of Contemporary Hospitality Management*, 33(5), 1554-1570. <https://doi.org/10.1108/IJCHM-09-2020-1044>
- Zhang, M., van der Haar, S., & ten Brummelhuis, L. L. (2021). Always on: How being constantly connected to work increases perceived work demands and work-family conflict. *Journal of Occupational Health Psychology*, 26(4), 377-389. <https://doi.org/10.1037/ocp0000293>
- Zhang, Y., Shi, S., & Guo, S. J. (2021). Audience management, online turbulence and lurking in social networking services: A transactional process of stress perspective. *International Journal of Information Management*, 56, 102233. <https://doi.org/10.1016/j.ijinfomgt.2020.102233>