



UNIVERSITY OF BAHRAIN

College of Business  
Administration



Department of Management

# Factors affecting employee's well-being during the COVID-19 pandemic: Evidence from Bahrain

A Thesis Submitted in Partial Fulfilment of the Requirements for the Degree of  
Master of Business Administration

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Thesis Discussion Committee Decision

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## **Dedication**

This research paper is dedicated to my beloved parents, especially my mom, who have been a source of inspiration and gave me strength when I thought of giving up and who continually provide moral, spiritual, and emotional support. Also, to my husband, who encouraged me to finish this study, and to my brothers and sisters. And lastly, to my supervisor, Dr. Sarra Berraies, thank you for the guidance.

## **Acknowledgments**

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# Abstract

**Purpose:** This thesis aims to study the factors affecting employee's well-being during the Covid-19 pandemic. It deepens the analysis by examining the moderating effects of job insecurity and financial concern between attitudes toward technologies and work-family, and family-work conflicts and employee's well-being.

**Design\ methodology\ approach:** The quantitative method was used to conduct this study. Data were collected from respondents through a questionnaire. A questionnaire was prepared and collected from a sample of 108 managers working within telecommunication firms in Bahrain. SMARTPLS 3 and IBM SPSS 24 were used for the data analysis.

**Findings:** The results of the study show a significant negative relationship between work-family and family-work conflicts and employees' well-being. Findings also highlight that attitudes toward working from home technologies have a significant positive relationship with employees' well-being. Results point out the non-significant moderating effects of effects of job insecurity and financial concern between attitudes toward technologies and work-family, and family-work conflicts and employee's well-being.

**Keywords:** Covid-19 pandemic, working from home, Work-family and family-work conflicts, Job insecurity, financial concerns, employee's well-being, attitudes toward working from home technologies.

## الملخص

الغرض: تهدف هذه الأطروحة إلى دراسة العوامل المؤثرة على صحة الموظف خلال جائحة كوفيد-19. إنه يعمق التحليل من خلال دراسة التأثيرات المعتدلة لانعدام الأمن الوظيفي والمخاوف المالية بين المواقف تجاه التكنولوجيا والعمل الأسري، والصراعات بين العمل والأسرة ورفاهية الموظف.

التصميم \ المنهجية \ المنهج: تم استخدام المنهج الكمي لإجراء هذه الدراسة. وتم جمع البيانات من المستجيبين من خلال استبيان. تم إعداد استبيان وجمعه من عينة مكونة من 108 مدراء يعملون في شركات الاتصالات في البحرين. تم استخدام 3 SMARTPLS و 24 IBM SPSS لتحليل البيانات.

النتيجة: أظهرت نتائج الدراسة وجود علاقة سلبية ذات دلالة إحصائية بين العمل والأسرة والصراعات بين العمل والأسرة ورفاهية الموظفين. تسلط النتائج الضوء أيضاً على أن المواقف تجاه العمل من التقنيات المنزلية لها علاقة إيجابية كبيرة برفاهية الموظفين. تشير النتائج إلى التأثيرات المعتدلة غير الهامة لآثار انعدام الأمن الوظيفي والمخاوف المالية بين المواقف تجاه التكنولوجيا والصراعات بين العمل والأسرة، والصراعات بين العمل والأسرة ورفاهية الموظف.

الكلمات الأساسية: كوفيد-19، العمل من المنزل، الصراعات بين العمل والأسرة، وانعدام الأمن الوظيفي، والمخاوف المالية، ورفاهية الموظف، والمواقف تجاه تقنيات العمل من المنزل.

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# **Chapter 1: Introduction**

## **1.1 Overview**

After the global COVID-19 pandemic was announced in March 2020, several organizations were forced to transition to working from home (WFH) in order to preserve business continuity. Remote labor also made it easier for enterprises to function securely and halt the spread of COVID-19. Policies like "social distancing" and "stay-at-home" have been put into place. Due to this, companies automated the new offices, made adjustments, and adopted WFH before they were ready (Kao et al., 2023; Yang & Line, 2022). (Dhahri et al., 2020); (Guerrieri, 2020); (Hall et al., 2022); (Kaur et al., 2022).

Previous studies conducted before the pandemic showed that working from home (WFH) led to increased job satisfaction, reduced work-family conflict, and improved worker and productivity at work (Martin, 2012). (Gajendran, 2006). The world of today is rapidly changing, which will drastically alter work and lifestyle patterns. In fact, the coronavirus pandemic (COVID-19) has made people realize how crucial it is to make life adjustments and maintain balance. Most businesses currently use the WFH strategy, which allows employees to do their jobs safely without interfering with the goals of the company (Sridevi & Sanjana, 2021). WFH is a phenomenon that is associated with several megatrends that businesses have faced over many years. These include the individualization of needs and lifestyles due to shifting values, the demographic shift that is causing a shortage of skilled workers in many

areas and professions, and, above all, the digitalization of the workplace (Schmoll, 2019). Amidst the COVID-19 pandemic, numerous firms and government agencies worldwide requested their staff members to begin telecommuting or engaging in "smart working" (Brynjolfsson et al. & Bolisali et al., 2020).

This situation calls for more explanation and investigation because it has had and will continue to have a significant impact on businesses and employees. This makes the study of remote work more pertinent and significant than before. Globally, the COVID-19 epidemic has had a substantial impact on how workers organize their jobs in response to local initiatives to distance themselves from society (Gottlieb, 2020). Throughout the COVID-19 pandemic, millions of workers started working remotely, and technology became ingrained in both their work and personal lives (Ting et al., 2020). Workers who work from home may be defined as those who do so from a flexible location. Many countries have acted to support this WFH and have utilized their houses as a safety net against economic downturns (Jenkins, 2021). Because working from home offers flexibility, productivity may be increased. Employees are free to choose where and when to work. Because there are no disruptions, less time for breaks, and no interactions with colleagues when working from home, productivity can also be improved (Garg, 2015). Workers strengthen corporate social responsibility, provide high organizational dedication, and collaborate more closely with the firm, all of which help organizations perform better overall. Studies among white collar personnel (Berstein et al., 2020) found that right away after the lockdowns were carried out, a fall in productivity became visible. This fall in productivity can be anticipated whenever there is a big-scale change, such as the lockdown. The fall in productivity was reversed after a few months, and the employees found themselves with 10% longer

working hours as highlighted by a study within the Italian context (Angelici, 2020). Tanpipat et al. (2021) and Molino et al. (2020) have identified high demands at work and general work load as additional consequences of working from home. Behavioral anxiety, job-related stress, psychological discomfort, work-family disputes, behavioral stress, and exhaustion from work are additional outcomes of working from home (WFH) (Molino et al., 2020); (Thomas, 2021); (Wiradendi et al., 2022). They also include work-family conflicts (Neo et al., 2022). Even an arrangement of working in the future from home, which they call smart-working, accelerated the productivity and well-being of workers in a conventional Italian employer of blue- and white-collar employees (Neo et al., 2022). Despite these benefits, WFH also has many disadvantages and has negative effects. Examining the bright side as well as the dark side of WFH is of paramount importance. While organizations have begun to consider expanding WFH plans past the pandemic (Kelly, 2020), this unexpected and exogenous shift can possibly cause sensational, and as yet unclear, impacts on employees' conduct, as well as their well-being and productivity. According to Bauer (2017), knowledge workers now have the flexibility to work from anywhere at any time because of digital technology. The ongoing COVID-19 pandemic increased preexisting patterns, forcing millions of workers worldwide to work from home offices (Kniffin, 2021). According to Green et al. (2020), work-family balance is significantly influenced by WFH frequency. According to a reliable meta-analysis before the pandemic, working from home (WFH) lowers work-family conflict, increases productivity, and enhances job satisfaction (Green et al., 2020). A literature review demonstrates that there are numerous advantages to remote work for managers and human resources, such as the rise in productivity and performance (Ying, 2015). Working from home gives its employees the freedom to work when it

suits them most. When working from home, employees may become more efficient, experience less stress, and have a better work-life balance (Staples, 2011). Telecommuting can also reduce work-related stress and tension. With the flexibility to modify work hours to suit individual demands, remote work enables employees to better manage their work and personal lives (Eurofund, 2020; Beauregard & Basile, 2016; Boell et al., 2016; Allen et al., 2015). Some studies have reported a reduction in work-related stress due to telework, although the effect seems to be small. Additionally, Duxbury (2014) showed that a rise in job autonomy acted as a mediator between stress and a decrease in it; the more autonomous a teleworker was, the less stressed they became (Duxbury, 2014). However, there have long been drawbacks to working from home, such as social and occupational isolation, fewer opportunities for information sharing, and challenges separating the different spheres of work and family, which can result in the impact of job responsibilities on family time or the intrusion of work responsibilities into work duties. The well-being of workers may be impacted by this circumstance. The capacity to draw boundaries between work and personal responsibilities is crucial for remote workers seeking a work-life balance. One of the effects of lockdown in the early stages of the pandemic was that every household member had to stay at home, which increased the chance of taking on more family responsibilities and disrupted the balance between work and life (Sandoval-Reyes et al., 2021). Full-time work-from-home jobs without regular personal contact and social interaction can exacerbate mental health problems like social isolation for single people. For others, it can be challenging to mentally separate oneself from work, leading to increased anxiety and depression. Balancing schedules for work- round relatives is a typical topic of concern in work-life boundaries. For a few parents, job time becomes "persistent" since they might have to take care

of housework and run tasks in between work meetings (Yijing et al., 2021). According to other studies (Gurstein, 2001; Hesketh & Cooper, 2019; Jackson, 2001; Mitchell, 2018), work-life balance is more difficult, employees put in longer hours, limitations become unclear, there may not be enough of encouragement and obvious management, and there is a lesser social connection and isolation when one is not employed.

Furthermore, for governmental and private organizations and institutions, remote work has been implemented, and technology has been used to work remotely through Microsoft Teams. One of the main positive perceptions regarding attitudes toward technology is that it can greatly increase productivity at work. Allowing workers to concentrate on more innovative and creative tasks (Ragu-Nathan, 2008). Fear, uncertainty, or a lack of knowledge about the disadvantages of new technologies that may cause some employees to resist their adoption. In order to overcome resistance and develop a positive attitude toward technology adoption, it can be helpful to implement change management strategies, communicate clearly, and involve employees in the decision-making process (Ragu-Nathan, 2008). There are some negative perceptions of attitudes toward technologies, such as job insecurity. The emergence of technologies like robotics and automation may cause workers to worry about their future employment. They may be concerned by the fact that machines will replace them in their roles and that these technologies will threaten their jobs (Valdez & Mehrabi, 2017). Although technology can increase productivity, it can also result in more work for staff members. Stress and burnout at work can be caused by pressure to always be available, reply to emails and messages right away, and handle several digital tools (Tams, 2019). The shift to working from home was managed by employees who worked remotely before the pandemic limitations (Donati

et al., 2021). The sensation of social isolation may gradually improve when one works remotely and doesn't often connect with others (Van Zoonen et al., 2021). The challenges issues that affect workers include the need for technical assistance and equipment, specific objectives and due dates, consistent correspondence, and evaluations, suitable social interaction and balance between work and personal life (Wang et al., 2021).

Working from home might lead to less work-related well-being and more stress. (Sandoval-Reyes et al., 2021); specifically, permanent work from home may decrease efficiency (Shimura et al., 2021). The COVID-19 epidemic has led to an increase in the popularity of remote work, and its effects on workers' well-being have been the focus of recent studies. Many studies highlighted the significance of working from home in maintaining workers' well-being during these difficult times. Reducing widespread exposure, lowering infection risk, and enhancing physical health are some of the main advantages of working from home (Harrison, 2007). The study showed that employees can manage their workloads and preserve a work-life balance with the flexibility and autonomy that remote work offers (Biron et al., 2020). This thesis investigates the factors that can affect employee's well-being, particularly the effect of work-family and family work conflicts, and the attitudes toward working from home technologies, considering the moderating effects of job insecurity and financial concern, depending on a group of workers from Bahraini telecommunications companies.

## **1.2 Thesis problem**

An outline of the research problem will be given in this chapter. The research questions and associated objectives will then be presented.

Research on the impact of working remotely on employees' well-being in the Kingdom of Bahrain (Obrenovic et al., 2020), with a special focus on the telecommunications sector, are scarce. The COVID-19 epidemic has presented extraordinary difficulties for firms because of its effects on employees' well-being. Employees are working remotely during the COVID-19 daily routine, and it becomes very important to identify the influence of this situation on employees' well-being. For most workers in the telecommunications industry, working from home is an unusual experience. Both positive and negative effects could result as a consequence. The effect of working remotely on employees' well-being is a problem that the thesis seeks to address because it is unclear and needs to be known in order to make an informed decision about whether or not to allow remote work going forward (Ärilä, 2022).

The work from home model is the most popular strategy for increasing productivity levels and guaranteeing safety (Sridevi, 2023) and employee's work-life balance is important. Some studies examined the effect of employees working remotely on their overall productivity and how managers can promote the wellbeing of their remote workers (Sridevi, 2023).

The COVID-19 pandemic has established a difficult environment, with chiefs having to rapidly wander as they endeavor to help their employees conform to and evolve with the radical changes occurring in the workplace and societal environment. With the increased need for social distance, Workers are now required to work from home, either in shifts or beyond their regular shifts. For example, employees who used to spend either all or most of their time working within the real boundaries of their organization now need to rapidly adjust to working remotely (Chawla et al., 2020). In nearly every country worldwide, the COVID-19 epidemic

had an impact on how people related to their lives and their jobs. Many people unexpectedly found themselves forced to work remotely. Dickler (2020) has examined the link that emerged during the pandemic between work-life balance, job stress, and remote employment in this particular environment. Because of the current situation, prior to COVID-19, the majority of employees had little to no experience working remotely, and neither did their employers arrange to support this training. This situation has also produced a general perception of job insecurity among workers (Klug et al., 2019). Many firms have unexpectedly suspended their activities, which has occasioned salary' cuts or decreases, or the loss or temporary layoffs of many employees (World Bank, 2020). According to Klug et al. (2019), for example, WFH increased workers' job insecurity.

As prior research indicates the impact of the pandemic on employee well-being, it is essential to recognize how employees have prior experience with remote work in COVID-19. In this line, this study will address the literature gap regarding the factors affecting employees' well-being during the COVID-19 Pandemic (Lent et al., 2011; Ahmed et al., 2015; Liguori et al., 2019). Research on employee well-being in corporate contexts has gained traction because of its perceived significance as a desired outcome for people, businesses, and even countries (Sutton, 2020). Change management (Kelloway et al., 2012; Liu et al., 2010; Montano et al., 2017), broad-minded leadership (Choi et al., 2017), job flexibility (Ng et al., 2022; Urbanaviciute et al., 2019), work-family conflict (Obrenovic et al., 2020), independence and self-esteem derived from organizations (Gardner, 2020), are some of the variables that influence employees' well-being. Most studies about organizational behavior have shown variables impacting the working results of employees (Loaned et al., 2011; Ahmed et al., 2015; Liguori et

al., 2019), or the effects of working on application variables (Caesens & Stinglhamber, 2014; Akgunduz et al., 2018).

Specifically, research that looked at the relationship between conflict between work and family and family-work and employees' well-being is scarce, especially in the Kingdom of Bahrain context. Obrenovic et al. (2020) have concentrated only on work-family conflict's effect on one dimension of well-being, which is psychological well-being. No research examined the relationship between work-family and family-work conflicts and employees' well-being, conceptualized as a multidimensional variable integrating psychological, social, subjective and workplace well-being. Telework can be correlated with increased stress levels, as it can increase work-life conflict, interfere with the balance between work and life, lead to strong positive correlations, decrease absenteeism and employee turnover, and increase profitability and productivity (Bento et al., 2005). The broader reception of telecommuting may likewise produce significant overflow impacts for specialist fulfillment by reducing traffic, and particulate matter discharges and lowering housing costs (Bloom et al., 2015).

Different researchers have demonstrated that the levels or force of working from home by employees could indirectly affect their well-being (Wang et al., 2021). Yet, few studies have examined this problem in Bahrain. Thousands of workers in the Kingdom of Bahrain are being compelled to work remotely for the first time in their careers due to the spread of COVID-19, and many have found the experience to be helpful (Ashhab's, 2020).

Furthermore, studies that have investigated the relationship between the attitude toward working remotely technologies and employees' well-

being are rare, especially in the Kingdom of Bahrain context. Moreover, the moderating roles of job insecurity and financial concern of employees between work-family and family-work conflicts and the attitude toward working from home technologies and employees' well-being are not examined in the literature. The purpose of this study is to fill this gap in the literature regarding these links.

### **1.3 Research Questions**

In light of the research problem that was identified in the literature, the corresponding research questions are proposed:

- Does working from home affect employees' well-being?
- Do financial concern and job insecurity moderate the link between working from home and employees' well-being?

The above questions can be deducted as complementary thesis questions which should be examined:

- Do work-family and family-work conflicts affect employee's well-being?
- Does the attitude toward working from home technologies affect employee's well-being?
- Does job insecurity moderate the link between work-family and family-work conflicts and employees' well-being?
- Does job insecurity moderate the link between work-family and family-work conflicts and employees' well-being?
- Does financial concern moderate the link between work-family and family-work conflicts and employees' well-being?
- Does financial concern moderate the link between work-family and family-work conflicts and employees' well-being?

## **1.4 Research objectives**

The thesis purpose is to carry out a literature review to outline the main concepts of this thesis and to formulate hypotheses portraying the links between our thesis variables and test these hypotheses empirically in the context of managers working within telecommunication firms within the Kingdom of Bahrain to accomplish the under objectives. The analysis is according to the findings of a survey of these managers related to their opinions of how working from home affected their well-being, especially during the COVID-19 pandemic.

The objectives of this thesis are:

- To investigate the factors related to working from home during working from home during the covid 19 pandemic.
- To examine the effect of work-family and family-work conflicts on employees' well-being.
- To determine the impact employees' shift working on employees' well-being during the COVID-19 pandemic.
- To investigate the effect of the attitude toward working from home technologies on employee's well-being.
- To determine the moderating role of the perceived job insecurity generated by the COVID 19 pandemic in the link between working from home related variables and employees' well-being.
- To investigate the moderating role of employees' financial concern in the link between working from home related variables and employees' well-being.

## **1.5 Research Significance**

The significance of this study is that it will provide synthesized findings and insights to workplaces that are exploring the employees' well-being

during work from home, thereby giving them useful and needed information that will assist in doing programs to enhance the employees' productivity.

This thesis will enrich the Bahraini literature on working from home, and this study is one of the few that considers the factors that affect employees' well-being. It is one of the earliest studies to test the moderating role of job insecurity and financial concern between attitudes toward working from home technologies and working from home conflicts and employees' well-being. The moderating variables can either increase or decrease the relationship between WFH related factors and employees' well-being, demonstrating the circumstances in which job insecurity impacts well-being more significantly or in which its effects are mitigated (De Witte et al., 2010).

The significance of this research is that it will provide insights to firms that are exploring whether to let their workers work remotely and, thereby, how to apply smart working from home to improve their employees' well-being. The study's findings would give managers a better understanding of factors related to working from home that affect employees' well-being. It provides insights on what variables influence the well-being of employees working from home.

The study's result will support the target population in the telecommunications sector as well as in different organizations all around to understand the elements influencing working from home and the use of technologies in the workplace to improve overall productivity, combining both employees' productivity and employee well-being, and will give important data to many organizations in accordance with Bahrain Vision Twenty Thirty (Bahrain Vision 2030).

The present thesis is intended to study the perceived value of factors that affect work from home and how they are related to employees' well-being in Bahraini telecommunication companies.

Therefore, the aim of this research is to determine how workers' job happiness is impacted by claimed freedom at work, work-family conflict, and COVID-19-related stress. Adopting can be facilitated by stakeholders' knowledge of the direct and indirect relationships, a flexible work design, and efficient coping mechanisms. Furthermore, having this knowledge can assist organizations in developing and putting into practice appropriate strategies.

Finally, we are planning to fill this gap distinguished within the literature. The point of this thesis is to ponder how the factors related to working remotely during the COVID-19 pandemic can impact the well-being of employees. Also, understanding how attitudes towards working from home technologies and work-life balance affect employees' well-being could provide key clues to encourage positive experiences in the future as employee work from home becomes more common.

## **1.6 Thesis setting**

The approach of the COVID-19 pandemic has constrained a huge number of employees to out of nowhere shift their activities out of their workplaces and into their homes. Half of Bahrain's employees have been working from home in March/2020. This research is to investigate and evaluate the factor effect of working from home during COVID-19 and to know the influence of it with a focus on the employee's well-being. The main purpose of this study was to explore the employee's well-being in the Kingdom of Bahrain and especially in the telecommunication sector.

A quantitative approach was adopted in this thesis. A questionnaire method was used to collect the data. The questionnaire was formulated in English. In late March, we prepared the questionnaire to collect data on factors that affect employee well-being, as we wanted to find out what employees in telecommunicating companies experienced working from home during COVID-19. To analyze the results of the collected responses, SPSS and Smart PLS were used.

## **1.7 Thesis structure**

The thesis follows the following structure: The first part presents the introduction of this thesis, which includes an overview of the importance of the topic and the thesis variables, a presentation of the research problem, the thesis questions, the theses objectives, a clarification of the research significance, a presentation of the research setting, and the thesis structure.

The second chapter presents the literature review, in which we will provide a definition and an overview of studies that have examined each research variable, along with the theoretical framework supporting the links between these variables. Following the literature review, a research model and research hypotheses related to the relationships between the variables are developed.

Chapter three highlights the methodology of the thesis, the methods of technique, the data collection procedures, and the data analysis methods. The materials and methods used in the data collection are described. Then chapter four highlights the findings of the data analysis, particularly the findings related to the hypothesis testing. It also includes a discussion of these results.

Lastly, chapter five presents the conclusion of this research and outlines the theoretical contributions, the practical implications, the limitations of the research, and the paths that future research will take.

## **1.8 Research terminology**

The subsequent terminology to be used in this study is defined conceptually:

**COVID-19:** Similarly, as the human immunodeficiency infection (HIV) causes (AIDS). The indications of COVID-19 incorporate hack, and fever. While the infection seems, it has cause death.

**Pandemic:** that has spread to countries and continents, affecting many individuals. Pandemics happen when another infection spreads effectively among individuals who—on the grounds that the infection is unfamiliar to them—have practically no previous invulnerability to it. Coronavirus, which was pronounced a pandemic by the WHO toward the beginning of March, is the primary pandemic known to be brought about by the rise of a new Covid.

**Working from home:** working away from workplace environment, generally from home, and communicating with the staff and colleagues using technology for example teams (Allen et al., 2015).

**Employee well-being:** condition of employee's psychological, actual wellbeing, and financial security coming about because of elements inside and sometimes in a while outside the working environment.

**Work-life balance:** includes how working employees control time both at work and outside of it. Time outside of work includes family responsibilities and interests.

**Job insecurity:** a condition wherein employees do not have the affirmation that their positions will stay stable; uncertainty about renewed

employment. For example, boundary-less vocations, adaptability, and new business worker contracts.

**Financial concern:** is a term for an organization that has the resources expected to continue and furthermore the organization's ability to bring in sufficient money to remain afloat or to keep away from bankruptcy.

## **1.9 Summary**

In this chapter, a background introduction giving an overview of the factors that affect an employee's well-being while working from home, followed thesis problem, and then thesis questions, major objectives, the significance of the thesis, the thesis setting, the thesis structure, and finally the thesis terminology has been presented to give a brief definition that is used in this study.

## **Chapter 2: Theoretical framework and Literature Review**

### **2.1 Introduction**

This chapter presents a literature review about factors relating to working from home and their effects on employees' well-being during the COVID-19 pandemic. Specifically, it aims to highlight how the COVID-19 pandemic affected work activities and assess its impact on employees' well-being based on a profound literature review. As far as we might be concerned, the world came to an unexpected end in mid-2020, and states, informed by science, needed to implement exceptional measures to save lives (International Labour Organization, 2020). As a consequence of this situation, work activities have endured drastic transformations. With the increased need for social distance, employees have been forced to work from home, either in shifts or beyond their regular shifts. This situation has also produced a general perception of job insecurity among employees. Many firms have unexpectedly suspended their activities, which has occasioned salary cuts or decreases or the loss of or temporary layoffs for many employees. Yet, the effect of these elements, i.e., perceived job insecurity, employees' shift working, a decrease in employees' salaries, and working from home, on employees' well-being is not well known. In view of the high degree of uncertainty surrounding the COVID-19 pandemic in the workplace, it is imperative that organizations address the issues that impact employees' well-being in these challenging situations. (Euro found, 2020). Highlight how the COVID-19 pandemic affected work activities and assess its impact on

employees' well-being based on a profound literature review. As far as we might be concerned, the world came to an unexpected end in mid-2020, and states, informed by science, needed to implement exceptional measures to save lives (International labor Organization, 2020). As a consequence of this situation, work activities have endured drastic transformations. With the increased need for social distance, employees have been forced to work from home, either in shifts or beyond their regular shifts. This situation has also produced a general perception of job insecurity among employees. Many firms have unexpectedly suspended their activities, which has occasioned salary' cuts or decreases or the loss of or temporary layoffs for many employees. Yet, the effect of these elements, i.e., perceived job insecurity, employees' shift working, a decrease in employees' salaries, and working from home, on employees' well-being is not well known. Assuming the uncertainty around the COVID-19 epidemic in the workplace, highlighting the factors that affect employees' well-being under such difficult circumstances is a vital topic for businesses to address (Eurobond, 2020). The objective of reviewing previous literature is to gain a wide knowledge of studies that have examined the factors relating to working from home that influence employees' well-being and to determine gaps and limitations in the literature. Through a literature review, this thesis develops research hypotheses portraying the relationships between the research variables that we aim to empirically test within the context of managers working in telecommunication firms in Bahrain. After introducing the objectives and structure of this chapter in the first section, Section 2 highlights an overview of the literature related to well-being as well as the theoretical foundations, i.e., the models linked to employees' well-being, to be used to justify the links between the research variables. The third section presents the history and definition of working from home, its advantages

and disadvantages, and discusses some insights about working from home during the COVID-19 pandemic within the Kingdom of Bahrain. The fourth section conducts a literature review about work-family and family-work conflicts induced by working from home as well as the effect of these conflicts on employees' well-being. The fifth section presents an overview of the literature about attitudes toward working from home technologies and their influences on employees' well-being. In Section 7, job insecurity caused by the COVID-19 pandemic is defined, and a summary of the literature is provided to support the moderating function of this variable in the research model. Section 6 outlines the definition of financial concern and presents some theoretical justifications concerning its moderating role in the model. Section 8 presents the research model and summarizes the hypotheses that we have formulated. Finally, the last section included a summary of the literature review chapter.

## **2.2. Employees' well-being**

There are several elements that make up employee well-being, not just one. It can be described as a worker's overall state of health, which can include their mental, emotional, physical, and financial well-being. Illness turns to "wellness" when "I" is swapped out for "we.". According to Stigel et al., (2009), an individual's overall health is dependent on their mental health and well-being. The workforce, working conditions, and the dynamic between staff and management comprise the workplace environment and interactions among this group. Many work environments are created based on the history, culture, and responsibilities of the company. The work environment has an effect on employees' performance, regardless of the model used (Ministers, 2011). Stress is identified as "a person's mental reaction to a circumstance where

there is something demanding for the individual and where the circumstance burdens or surpasses the person's ability or assets" (LePine, 2004).

The importance of workplace well-being has changed significantly as a result of recent global events. Significant factors impacting these trends include the pandemic and its associated limitations, recent changes to remote work arrangements, and increased consciousness of mental health (Core health, 2022).

### **2.2.1. Conceptual definition and importance of employees' well-being**

According to the Oxford Dictionary, well-being is the act of demonstrating or engaging in an undertaking. Moreover, as per Hoffmann (1999), well-being is characterized as a surveyed commitment to the accomplishment of hierarchical goals. An entire state of health—not just the absence of illness or infirmity—that encompasses mental, bodily, and social well-being was the World Health Organization's (WHO) 1948 definition of well-being. The emphasis of this definition was on the holistic aspect of well-being, which includes social, mental, and physical aspects. Research on well-being appears to be particularly prevalent in empirical psychology today. This is partly due to the growing understanding that both good and negative affect are not the antithesis of one another, nor is mental health the absence of mental disease. (Cacioppo, 1999).

Over an important part of the past century, psychology has prioritized treating psychopathology over fostering wellbeing and personal development. However, since the 1960s, when there was a change in emphasis toward preventive measures, a small number of researchers

have been examining the improvement of wellness (Cowen, 1991) ; (Deci, 1975), and well-being (Diener, 1984).

A more subjective and multifaceted definition of well-being has gained traction in recent years. The World Health Organization (WHO, 2021) defines well-being as a condition where a person is aware of their own skills, able to manage everyday stressors, able to work effectively and efficiently, and able to give back to their community. The organization has provided this definition as its most recent. This definition acknowledges the role that interaction with others, autonomy, and resilience plays in promoting well-being. Sima Mora (2006) concurred, expressing that well-being is described as work that addresses the work put in. Moreover, generally, well-being incorporates work results, yet in addition, the cycles that happen while the assignment has been performed. The employee's well-being alludes to an organization's objective accomplishment instead of an individual's objective accomplishment, with a minimal measure of assets used to accomplish the objective. The two most fundamental factors that characterize this expression are productivity and proficiency. According to Kelly (2021), the impact on employee wellbeing should not be disregarded, and workers should research how they can assist with supporting employees' personal lives during this season of weakness. When people have palatable time and support for their own live similar to their careers, they are more peaceful. They have a greater chance to focus on their well-being and mental well-being. This implies better relationships with their chiefs and employees, as well as increases in productivity. Not only will they achieve more, but they'll commit fewer mistakes. Also, Waterman (1993) found that the concept of job-related well-being is made based on hypotheses about oneself. Ponting (2020), and (Tanovic (2021), conceptualized wellbeing as a multidimensional phenomenon. Ryan&

Deci (2001) emphasized the eudemonic and hedonic elements of employees' work-life balance.

Hedonic well-being incorporates both cognitive and affective dimensions and is subjective. When feelings of happiness and pleasure outweigh negative ones, this is referred to as the emotional aspect of well-being. The fulfillment of employees' needs and expectations is reflected in the cognitive dimension, which measures work-life satisfaction (Berraies, 2023).

According to Wiklund et al. (2019), the eudemonic approach is a psychological perspective and has to do with personal growth, expressiveness, and fulfillment. Employees' eudemonic well-being stands for psychological well-being, which (Ryff, 1989) described as a six-dimensional idea. Self-acceptance, or having positive attitudes about oneself; autonomy; and positive interpersonal relationships are the first three dimensions. These are associated with self-determination and self-efficacy, challenge, independence, and social well-being. The final three dimensions include realizing one's potential, growing personally, and contributing to an environment at work that fulfills one's needs and values, as well as one's purpose in life and the development of one's knowledge and skills (Ryff, 1989). According to Robertson (2009), it is important to consider employees' well-being from a hybrid perspective that takes into account both hedonic and eudemonic elements. This is due to the fact that positive emotions, a sense of purpose, and meaningful work within the organization all have an impact on employees' well-being. Similar to this, Berries' (2023) defined an employee's well-being as their psychological state as a result of their positive relationships with themselves, their coworkers, the duration they spend at work, the quality of their physical surroundings, and their managers' recognition of their efforts and concern for their goals and personal development. Work-

related well-being is the responsibility of the errand to well-being through the pleasure work-related by the employees (hedonic job-related well-being) and satisfaction of the inspirations driving the job for the employees (eudemonic job-related well-being). In terms of what motivates people to work, hedonic and eudemonic reflect particular and related presumptions. These include the desire to take on a task, complete it, or do it in an honorable manner; satisfaction; similarly, joy and libertine motives; or, as that suggests, reason—eudemonic reasons. With the presence of COVID-19, employees' well-being became fundamental. Hedonic well-being is the state in which an individual experiences both positive and negative emotions. Subjective feelings of satisfaction, contentment, and life satisfaction are included. Higher hedonic well-being has been linked to better mental health and higher life satisfaction, according to research (Diener et al., 1999; Huppert & So, 2013). Eudemonic well-being places a significant value on the sense of fulfillment, personal development, and purpose that come from living a life that is consistent with one's values and potential. It includes things like autonomy, positive relationships, and self-acceptance. Research indicates a positive relationship between eudemonic well-being and increased psychological well-being, endurance, and life satisfaction in general (Ryan & Deci, 2001; Waterman et al., 2010).

Dr. Bill Hettler is the person who developed the six dimensions of the wellness model. He is the National Wellness Institute's (NWI) president and one of its cofounders. The model illustrates each of the six dimensions of wellness—social, physical, occupational, emotional, spiritual, and intellectual—which must all be present for a person to be considered holistically well. 2007. National Wellness Institute. Firstly, occupational wellness is the capacity to attain balance between personal

and professional lives by managing workplace stress and building relationships with coworkers. People are more satisfied when they use their fulfilling and meaningful abilities and skills at work. It's critical to seek employment in a field about which one is enthusiastic and where one feels that their work is more enjoyable than work. By selecting a career path that complements their personality, talents, and areas of personal interest, an individual can attain occupational wellness. Similarly, by participating in organized activities to acquire transferable and functional skills as opposed to being passive and uninvolved (Hettler,1976). The second dimension is physical. A person who is in good physical and mental health is encouraged to take good care of their physical body through appropriate diet and nutrition, physical activity, and rest.

People who experience social wellness can grow in understanding their existence and the significance of contributing to society. when someone learns that they have the ability to make decisions that improve interpersonal relationships and work to improve society. The goal of social wellness is to teach people that living in a peaceful, harmonious society without negatively impacting or destroying the environment or natural world is preferable. (NWI, 2007). Moreover, intellectual wellness promotes innovative thinking and mental and creative endeavors (National Wellness Institute, 2007). Achieving intellectual wellness can come from both formal education and real-world experience. People who are intellectually curious actively work to stretch and challenge their minds through creative endeavors (UFC, 2018).

The emphasis of the spiritual wellness dimension is on the meaning and purpose of life. A few examples of the many facets of spiritual wellness are the capacity for love, compassion, and forgiveness. People may feel a variety of emotions, including happiness, pleasure, joy, discovery, and despair, as well as uncertainty, fear, discomfort, and disappointment. The

spiritual dimension offers values, ethics, and morality, which help guide one's decisions (National Wellness Institute, 2007.). Lastly, the emotional wellness dimension suggests the capacity to acknowledge and accept one's feelings. Some elements of the emotional aspects are self-acceptance, self-control, self-confidence, and trust. It is also a flexible attitude. People who are on the emotional wellness path are able to communicate their emotions openly. Studies have emphasized the importance of well-being in a number of areas, such as overall quality of life, productivity at work, mental and physical health, and productivity. Physical wellness: several studies have shown that outcomes related to physical health are positively impacted by well-being. Increased longevity, improved immunological function, a lower risk of chronic illnesses, positive emotions, and life satisfaction have all been linked to higher levels of well-being (Boehm et al., 2011; Diener et al., 2017; Kuczenski et al., 2018).

Higher job productivity has been connected to well-being. According to studies, workers who are in better health tend to be more engaged at work, have higher job satisfaction ratings, and have lower absenteeism rates. Additionally, they demonstrate superior creativity, problem-solving, and decision-making skills (Wright & Staw, 1999; Oswald et al., 2015; Rupprecht et al., 2018). Social relationship quality and well-being are intimately related. Positive well-being has an impact on the development and upkeep of strong social ties, such as lifelong family ties and intimate friendships. These social relationships provide companionship, emotional support, and a sense of belonging, all of which further enhance an individual's well-being (Diener & Seligman, 2002; Cacioppo et al., 2011; Helliwell et al., 2018). Based on the above authors, some factors affect an employee's well-being by positively increasing their ability to get to a higher level of motivation, which in turn affects the employee's

productivity. When we talk about the use of employee well-being, it depends on who the employee would make it in a way to improve job-related performance, so the work-life balance and use of technology can enhance the employee's performance through communication and effective collaboration.

### 2.2.2. Overviews of factors affecting employees' well-being

The below table presents some previous studies from different countries that have focused on similar variables in this thesis.

**Table 1: Global studies about employees' well-being**

| Author (s)<br>Name | Year | Description                                                                                                                                                                                             | Research Gap                                                                                |
|--------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Hackman & Oldham   | 1976 | The planning and structure of the responsibilities and tasks in a job. Well-being can be impacted by elements like task significance, autonomy, and skill variety.                                      | The precise effects of task significance on employee well-being have received few research. |
| House et al.,      | 1988 | the availability of friends, coworkers, and supervisors at work who can provide emotional, practical, and informational support. Good social support can improve wellbeing and act as a stress reducer. | Limited research exploring the impact of stress and well-being.                             |
| Sverke et al.,     | 2002 | perceived stability and                                                                                                                                                                                 | No research has been done on the                                                            |

|                    |      |                                                                                                                                                                                                                 |                                                                                                                                                                |
|--------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    |      | trust in one's work. While job security may increase a sense of well-being, job insecurity can cause stress and anxiety.                                                                                        | potential relationships between job security and other well-being antecedents, like workload or social support.                                                |
| Diener et al.,     | 2002 | The salary that workers receive. Increased income levels have the potential to improve well-being by supporting financial security and lowering financial anxiety.                                              | lack of research examining the possible nonlinear relationship between well-being, financial concern, and income levels.                                       |
| Kossek & Lambert   | 2005 | work schedules that provide workers flexibility in juggling their responsibilities to their families and their jobs. Flexible work schedules can improve wellbeing and lessen conflict between work and family. | There are few studies examining the sustainability and long-term impacts of flexible work schedules on work-family conflict and well-being outcomes.           |
| Norvilitis et al., | 2006 | the impression of pressure on finances. Excessive financial stress can have a detrimental impact on wellbeing and lead to more financial concern.                                                               | The mediating mechanisms through which financial stress influences well-being and financial concern have not received much attention in research.              |
| Kossek et al.,     | 2011 | ability to successfully oversee and balance responsibilities in both personal and work. Reduced well-being and elevated stress can result                                                                       | There aren't many studies looking beyond the conventional work-family conflict perspective to explore the special benefits of work-life balance to well-being. |

|                |      |                                                                                                                                                                |                                                                                                                     |
|----------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|                |      | from an unbalanced environment.                                                                                                                                |                                                                                                                     |
| Bakker et al., | 2014 | The amount and level of work that employees are required to perform. High workloads and impractical deadlines can all have negative effects on our well-being. | There is a lack of research examining the impact of workload and responsibilities on various aspects of well-being. |

### **2.2.3 Theoretical framework: the Job Demands-Resources and the Conservation of Resources Theory**

The theoretical framework describes the theories that have been chosen because they are related to the study as their focus is on employee well-being, work-life balance, job insecurity, and financial concerns of the employees. Findings from several studies have served to provide empirical support for the employee's well-being.

One of the most influential frameworks for examining the elements associated with psychological well-being and ideal organizational functioning is the Job Demands-Resources (JD-R) theory. This model of Bakker (2007) is widely used in employee wellbeing research to identify the factors that impact employee well-being. Work-family conflict stressors are highlighted in the study, and it is suggested that these stressors have a direct relationship with employee well-being, which is correlated with job performance. The person-environment fit approach, the demands-control model, the job demands-resources theory, and the COR theory are some of the well-known theories of job stress that have made a major impact on research on the relationship between work and

well-being in psychology (Bakker & Demerouti, 2007, 2014, 2018). The JD-R theory states that the relationship between organizational behavior and well-being is long-term, mutually reinforcing effect at the team, organizational, and levels at the individuals (Bakker & Demerouti, 2018). Organizational leaders can implement strategic and structural measures to improve challenging processes for employees, enabling them to enhance their work-life balance, when they are aware of which specific tasks and issues need immediate attention. Likewise, family problems can be defined as disruptions that impact work output (Hobfoll, 2004). Bakker & Demerouti's (2007), study investigated the link between employee well-being, job demands, and job resources. The results showed that while greater job resources were linked to lower burnout and higher work engagement, higher job demands were linked to increased burnout.

Studies have consistently indicated the significance of the JD-R theory in comprehending the well-being of employees. For example, Demerouti et al. (2001) showed a strong relationship between lower levels of burnout and higher levels of employee well-being and job resources such as social support and job control. According to a different study by Schaufeli et al. (2009), job resources were negatively correlated with emotional exhaustion and depersonalization and positively related to personal achievement. In contrast, job demands were positively correlated with these outcomes. We identify factors that affect job resources and demands for employees during this pandemic. Our analysis is based on the JD-R model, as previously explained.

In organizational settings, COR theory can be used to examine the relationship between stress, work-family conflict, psychological safety, and individual participation with tasks at work (Hobfoll, 2004; Chen & Huang, 2016).

The COR theory's creator, Hobfoll (1989), suggested that people are driven to acquire new resources and safeguard those they already have. This drive comes from the idea that depleting or lacking resources can have detrimental effects like stress, burnout, and a decline in wellbeing. In order to gather and develop resources, people participate in resource investment behaviors, such as exerting effort, time, and energy. In order to stop resource loss and depletion, they also use resource conservation techniques.

Prior applications of the COR theory include work overload, job burnout, and the depletion of organizational and human resources. Expanding upon the theory facilitates the exploration of how psychological safety antecedents such as self-esteem and support from colleagues can function as predictors of individual involvement. This is linked to preventing work-family conflict by creating a psychologically safe environment (Morgeson et al., 2017).

The core assumptions of the COR theory and its applicability to understanding well-being have been examined through research. Halbesleben et al., (2014), for instance, investigated the connection between employee well-being, resource loss, and job resources. The results showed that while resource loss predicted lower well-being, higher job resources were linked to greater well-being. One more investigation by Hobfoll (2001), For example, the theory contends that job resources, such as independence, and social assistance, and growth possibilities—can minimize the detrimental effects of job demands on wellbeing when it comes to work-related stress.

In summary, the theory of conservation of resources (COR) highlights the significance of resource acquisition, preservation, and safeguarding for overall welfare. It implies that people are driven to accumulate and protect their resources because depletion of these assets can have

unfavorable effects. Research in a number of fields has validated the theory, which offers insightful information about how resources and well-being are related.

## **2.3 Working from home**

### **2.3.1 History and definition of working from home**

The concept of working from home was first advanced during the 1970s as telecommuting or working from home, another option for performing work from various areas (office, home, or somewhere else) using technological help that totally supplanted business-related travel (Jack Nilles, 2011).

The concept of "telecommuting" is thought to have been originally introduced by (Nilles ,1973). The oil crisis in the 1970s raised questions about whether it would be feasible and affordable for all employees to commute to work daily, and telecommuting has become more common to lessen the countries' need for oil and save energy and traffic (Powers, 2021). With the rise of new technologies in information and telecommunication, telecommuting becomes possible. Other worldwide crises induced a greater interest in working from home. Due to the recession crisis of 2008, businesses have decided to reduce the number of employees and make financial savings. Some other firms have considered working from home as an alternative to downsizing. The H1N1 pandemic of 2009 also made telecommuting increasingly necessary, and some businesses discovered that by establishing more consistent telecommuting policies, they would be able to run their operations smoothly even during emergencies (Powers, 2021). Some firms were even established as entirely remote businesses. Working from home becomes exceptionally

famous in the European setting as far as perspectives are identified with work-life balance (Popovici, 2020). According to official European data, 5.4% of workers in the European Union worked remotely regularly on average in 2019 (Popovici, 2020).

In 2020, the number of employees working from home will increase as a result of the COVID-19 pandemic. This pandemic has constrained the number of employees who work from home, making laborers and companies more subject to the digital technology that has long empowered them to deal with both individual and expert undertakings from their cell phones, laptops, and PCs (Ercolano, 2020). In any case, since the outbreak of COVID-19, working from home has been, by all accounts, a strategy that is executed worldwide to lessen the spread of the disease and to keep up with production and work during a period in which work environments are locked.

Due to the pandemic, there was a remarkable shift in the working population, whereby people chose to work from home out of need rather than convenience, naturally, presented many challenges and possibilities relating to family responsibilities, working life balance, job security, financial stability, and effects on productivity (Vyas & Butakhieo, 2020). The governments also encouraged companies to adopt working from home arrangements starting in March 2020. The coronavirus pandemic that began at the end of 2019 forced organizations to switch to remote working to diminish the virus's dissemination, which quickly and consistently pushed every boss and team leader to adapt their workers to telecommunicating away from the workplace to avoid direct contact (Techtarget, 2020).

As per Gajendran & Harrison (2007), A plan that allows employees to share their tasks and work across locations away from the main workplace is known as remote work. Over the years, various terms such

as remote work, flexible work, and telework have been used to describe the various types of flexible work arrangements. Employees choose to work remotely, i.e., from anywhere, as long as they have reliable internet access. Flexible schedules are one of the benefits of many remote jobs (Lee et al., 2018).

Work from home is a practice that urges experts to work beyond the traditional office setting—anyplace they are productive—and that promotes work-life balance, and this depends on the possibility that there is no requirement for work to be presently done in a specific area (Prasad et al., 2020). This arrangement has been considered an elective way of organizing work continuity to achieve both protection and adaptability of workers to the new system in relation to hours, work-life balance, other life responsibilities, and saving work commute time. Working from home is a thought where the workers are able to conduct business from home. Working from home gives flexible working hours to the employees, just as the job is done easily. The term e-working describes moving work to specialists as opposed to moving employees to work; this manifests in work being accomplished in anyplace and at any time, paying little heed to location and absolute gratitude to the technology that allows the execution of this adaptable working plan (Nilles, 2007).

### **2.3.2 Advantages and disadvantages of working from home**

Alongside, working from home offers many benefits as one of the approaches that allows for reducing expenses, e.g., office rent, power, insurance, and maintenance, as well as saving time and expenses of traveling to and from the office. (Saks, 2017). Working from home and its effect on productivity and well-being is a matter that has been under the spotlight in the late years, particularly since the COVID-19 flare-up.

WFH, in its most basic form, allows workers to be with their families more conveniently and saves time on transport (Christine Ipsen et al., 2021).

Telecommuting, also known as working from home or teleworking, has decrease business-related travel (Mokhtarian et al., 2004), and offer a number of other benefits like increased work autonomy, improved work-life balance, and simplicity of temporary and spatial imperatives in daily action plans (Baruch, 2000; Pérez et al., 2002; Pendyala et al., 1991).

While there are advantages, various drawbacks of working full-time working from home have additionally been portrayed. Employees who are at home don't have the chance to associate with partners and may have diminished actual developments, for example, by not strolling between various gathering locations. Moreover, extended periods of screen time because of full-time PC work can prompt fatigue, lethargic Ness, headaches, and adverse effects involving the eyes. The limit theory can help comprehend the challenges related to telecommuting (WFH) relating to the absence of a conservative office environment in traditional workplaces. As per the limit theory, people make and keep up boundaries to simplify and arrange the environment. As individuals cross from one circle of life to another (e.g., work from home), they cross various physical and mental boundaries (Clark, 2000). However, working from home removes the barrier between work and non-work life. With such malleable boundaries, the chance for work and non-work roles to conflict is generally high, which leads to unfortunate and undesirable outcomes (Raghuram & Wiesenfeld, 2004).

### **2.3.3 Insights from working from home in Bahrain**

Employers in the Gulf Cooperation Council (GCC) have suffered greatly from remote working during the COVID-19 pandemic because of their diverse workforces (Deloitte & Touche, 2021). According to the economic development board in Bahrain, there is concern over the overall well-being of working from home. Remote work was an idea presented in the government innovation program, and the idea amazed the public and synergized with Bahrain Economic Vision 2030, which is sustainability and competitiveness, which ended up winning the program. Before COVID-19, WHF was implemented in some government departments to test it, but today, it's a. The Kingdom of Bahrain had limited experience in remote work before the Corona crisis, and it was an idea that was applied to some ministries and departments within the Kingdom of Bahrain, but with the outbreak of the virus, the Kingdom of Bahrain was forced to expand the framework of the experiment to protect the employee and the workflow. The Economic Vision 2030, introduced by His Majesty King Hamad bin Isa Al Khalifa in October 2008, is an all-encompassing economic plan for Bahrain that offers a clear path for the Kingdom's economy to improve and, fundamentally, a shared goal of improving the quality of life for every Bahraini. Furthermore, it's an effort to transit from an economy based on oil riches to an affective, all-inclusive serious economy, government-shaped and led by a leading private sector, an economy that creates a large middle class of Bahrainis who hold considerable expectations for insured everyday comforts through expanded efficiency and high-salary employment. The government and society will uphold the values of sustainability, integrity, and competitiveness to ensure that every Bahraini has the resources to live a safe, fulfilling life and reach their full potential.

Since most of the worldwide workforce isn't Used to working remotely, this abrupt shift has caused a number of issues. They are shifting seats in the middle of everything going on in the world to suit their hierarchical needs. Up to this point, working from home was perceived more as an advantage or luxury that organizations gave to address the issues of their employees, and vice versa. But now, it has become the dominant stage in work culture. Regarding work, not much has changed (well, maybe for those who work from home). Nearly 90% of professionals in the UAE believe that they will work in a hybrid or fully remote work environment in the future, according to a study that surveyed 1,050 full-time employees in the country. When given the option to work remotely, employees in the United Arab Emirates generally reported being more satisfied and motivated (Cleofe et al., 2022).

As a reaction to the COVID-19 outbreak in 2021, a survey was conducted in Kuwait regarding remote work. Of those surveyed, a small percentage (17%) said they would continue working full-time, permanent jobs from home. Of those surveyed, half did not intend to work from home full-time (Amna Puri-Mirza, 2022).

## **2.4 Work-family conflict and family-work conflict**

### **2.4.1 Definition and literature overview about Work-family conflict and family-work conflict**

Coronavirus spread is sincerely challenging for certain people, changing their daily lives in exceptional ways. Every societal group, managers included and employees, ought to take part in safeguarding themselves and each other and assisting with the further spread of the disease. According to Kahneman et al. (1999), work-life balance stands for hedonic satisfaction, which implies the presence of good opinions, for

instance, vivacity, and the general lack of negative feelings like sharpness or shock. We understand that hedonic satisfaction offers accurate mental and health benefits, and that entertainment is an unprecedented way to look for hedonic satisfaction. Employers ought to think about the significance of telecommuting, looking at how their prosperity and wellbeing benefits can offer additional assistance to affected employees.

WFH essentially affects the work-home balance (Perrigino & Raveendhran, 2020). WFH frequently obscures the limits between work and home jobs (Schieman & Young, 2010). Goff et al., (1990) found that work-family conflict connected with additional raised degrees of non-absenteeism. Work-family conflict gives the impression that it is negatively correlated with assumptions about turnover and real side effects that affect organizational accountability and progressive adequacy (Netemeyere et al., 1996). Various studies have related work overload to a huge level of work-family conflict. As indicated by Kara et al. (2021), when certain workers have family matters to attend to, their families might remain at home while they are working. From the viewpoint of Allen et al. (2021), employees expect a devoted work area at home with fewer interruptions from relatives, which is related to a superior work-family balance.

Studies have indicated that work-family conflict is more closely related to work plan adaptability while working from home. WFH is partitioned into conventional (regular 5-9 hours) and unpredictable working hours (Duxbury et al., 1996). Additionally, longer work hours raise the possibility of conflict between work and family. Remote workers used their homes as offices during the COVID-19 epidemic.

#### **2.4.2 Effect of work from home and work-life balance on employees' well-being**

While the COVID-19 crisis, many employees had to work from home. Employees face the difficulties of finding a work-life balance. The ability of staff members to oversee the fruitful success of work, family, and personal life is vital for the family members of employees (Ramakrishnan, 2020). Work-life balance is crucial for an employee's well-being, an organization's general productivity, and a working society (Grady et al., 2008). During lockdown and the ensuing delayed time of remote working, as schools and youth care administrations are under lockdown, individuals are encountering a flood of both work and family demands. However, contemplations preceding the crisis have shown that, while one of the objectives of remote working is work-life balance, its normal constructive outcomes have not been affirmed, besides reducing the commuting burden (Adamonienė, 2021).

Family-work conflict happens when there are inconsistent requests between the family and work roles of a person that make cooperation between the two parts more difficult. Work and family fell into rival shafts, demanding equivalent amounts of energy, time, and responsibility (Greenhaus & Beutell, 1985).

Work-life balance is presented when a person has a comparable level of requirements based on his or her career and the prerequisites of individual life. The most popular justifications for the imbalance between personal life and work life are increased responsibility for job duties, longer workdays, and increased responsibility for housekeeping, similar to that of employees with children (Sanfilippo, 2020).

Researchers stressed that these elements of work-life balance significantly affect work and family spaces; support in the work job can upset or improve productivity in the family job; and family position cooperation may upset or improve productivity inside the work job (Frone, 2003; Grzywacz & Marks, 2000).

Thus, a positive balance between professional and personal activities reduces pressure on employees and minimizes the risk of burnout. This emphatically influences an employee. Every employee faces the challenge of maintaining a proper work-life balance. Employers and workers' families depend significantly on employees' ability to successfully combine work, family responsibilities, and personal life (Sanfilippo, 2020).

By considering its beneficial impact on both personal and financial manageability, work-life balance can be viewed from a far broader perspective. Further developing work-life balance is connected to elevated achievement and productivity, including expanding work in the work market and handling segment difficulties. As our need for work-life balance is likewise evolving (Parent-Thirion, 2016).

During the COVID-19 crisis, many individuals throughout the world had to work from a distance. At first, some specific assumptions were noticed regarding the chance of working from home as a positive factor that would advance the balance between personal and professional activities. Many individuals have shared that just working from home furnishes them with a more noteworthy feeling of better work-life balance through the additional few hours saved from driving to and from work each day. As many organizations and people were unprepared for such a sudden shift, many mistakes occurred, which further brought the issue of work-life balance to the spotlight. It is a set of purposeful programs or cultural

changes within the company with the goal of reducing work-life conflicts and enabling staff to be more productive (Yijing Xiao et al., 2021). Due to the continual remote work and commitment stress resulting from extended periods of use of technology, and debilitated social relations while performing work responsibilities, every one of the variables fundamentally affects work-life balance and personal satisfaction. Balancing between work and private life is a challenge that most individuals active in the work market face (Adamonienė, 2021).

However, negative patterns showed up as well, as employees were expected to work outside of working hours and be always available. Today, people need more ideal opportunities to meet all their work and life requirements (FU & Schafer, 2000), and balancing work and family is a common conflict for all workers. Although proper management of personal and professional life has many advantages, it clearly turns into a major issue if somebody neglects the balance between them. A contention is created between the two lives. Work-family and family-work conflicts occur when an imbalance results in tension for a person to have both a fruitful personal life and a well-accomplished career (Arla, 2005). These days, during the COVID-19 pandemic, employees are required to utilize a new functioning system that they are not used to, as opposed to the recognizable office environment, coordinating with their group, attending meetings, and contacting clients. But today, with the new working norm, lines between WFH and office work are fading, work life and personal life are brought together obscurely, and as an expanding society, many schools will be closed, kids will be at home, and working parents could find it difficult to divide up their responsibilities. which may influence the employee's well-being. The experience of failing to be free or mentally and physically detached from work may then prompt an increase in stress

and have an adverse effect on an employee's well-being (Prasad et al., 2020).

Work-family conflict diminishes satisfaction with work, which diminishes effectiveness and efficiency (Johnson et al., 2005). According to Greenhaus and Beutell (1985), it also has an impact on satisfaction, emotional stress, and employee turnover. Work-family conflict has increased as a consequence of women's increased participation in the workforce (O'Driscoll et al., 2004), shifting expectations regarding family roles, technological advancements, and increased pressure on people to "work anytime, anywhere". These factors have created mental stress and negatively impacted the psychological health of workers. In a study involving 100 Malaysian teachers, Panatik et al. (2011) found a number of factors unique to work-family conflicts that affect psychological well-being. They discovered that higher levels of anger and aggression are a sign of work-family conflict, which can result in mental health issues and even lead to employees quitting their jobs.

The Conservation of Resources (COR) theory by leads to significant features that need to be taken into account as work-family conflict precursors (Hofstede, 2003). Applying COR theory, one can investigate the link between psychological security and personal engagement with work tasks and stress and work-family conflict in mental health care organizations (van Woerkom et al., 2016) as well as organizational settings (Hobfoll, 2004; Chen & Huang, 2016). The COR theory has previously addressed work overload, burnout at work, and the depletion of both human and organizational resources. Extending the theory, research is conducted to determine how self-esteem and support from colleagues, two antecedents of psychological safety, can function as indicators of personal engagement. This has to do with creating a

psychologically secure atmosphere in order to avoid work-family conflict (Morgeson et al., 2017).

The primary sources of work-family conflict are time, stress factors, and behavior. The more significant a job is for an individual, the more time he will commit to it, and the more prominent the measure of stress and behaviors needed to play this role, which will bring about less time and energy for others (Byron, 2005). And the number of working hours and their stressfulness have been related to work-family conflict. Conflict between the responsibilities of work and family happens when job requirements from the work and family spaces are contrary in some regards. Work-family conflict is a sort of unemployed conflict that emerges when the obligations of work and family meddle with one another (Byron, 2005). As per Grzywacz & Marks (2000), work-family conflict includes two unmistakable sources: time constraints at work, requests overflow into an everyday, all-consuming purpose (obstruction with family) or when family life spills over into work (family impedance with work). Time pressure occurs when the responsibilities of work and family rival one another (Greenhaus and Beutell, 1985). E.g., overtime takes hours that a parent can spend with kids (work-to-family conflict); and the sickness of a relative might restrict working hours (family-to-work conflict). For those who are interested in work-family rehearsals, work-family conflict is especially relevant because these are often presented as allowing for a better balance between work and family responsibilities. Greenhaus and Beutell (1985) defined work-family conflict as "a type of inter-role conflict in which the job stress from the work and family zones is commonly incongruent in some respect. Simply put, a contradiction between a person's responsibilities at home and at work can be called work-family conflict. People at work encounter

various kinds of stress. Some might get them from work overburden, time pressure, and added responsibilities that might pull triggers to self-awareness and achievement; these are identified as challenge stress (Crum, et al., 2013).

According to the role theory Goode (1960), the assortment of jobs and their solicitations make it hard to perform well in the positions taken on, thus setting off conflict. Thusly, work-family conflict is negatively related to an employee's well-being to the degree that a deferred response to a stressor could lead to wellbeing decay (Hakanen and Schaufeli 2012; Schaufeli and Bakker 2004).

Considering the results of a meta-examination, Allen et al., (2000) displayed that bidirectional work-family conflict relates to both work-related and family-related pressure. The greater part of the examinations inspecting work from home have found that work-family and family-work conflict negatively affects employees' well-being. As per family-work conflict, many researchers found that it negatively affects employees' well-being. We upheld this unfriendly impact of family work conflict on employees' well-being by testing employees in telecommunications in Bahrain. As examples other than employees who couldn't deal with their opportunity to satisfy family needs, will this conflict have negative consequences either for family or well-being?

In summary, enhancing work-life balance necessitates skillfully allocating time and energy between professional and personal activities. Work-life balance has been linked to improved results for both physical and mental well-being, job satisfaction, and overall well-being, according to research.

Accordingly, we hypothesize that:

**H1. Work-family and family-work conflicts have a negative effect on employees' well-being.**

## **2.5 Attitudes toward working from home technologies**

### **2.5.1 Definition and literature overview about attitudes toward working from home technologies**

As remote work has become an ordinary part of life, employees are beginning to perceive that they need to communicate with each other's organizations to find success in their jobs. Technology headways have permitted this to happen simpler and quicker than any time in recent years, as per Vadim Tabakman, VP of worldwide presales at process automation and work process board programming at Bellevue, WA-based. During the pandemic, employees started to progressively rely on technology to stay in touch with their partners and family members. Studies recommend that using technology (e.g., email correspondence, PC) elevates work (e.g., Fender 2010; Piszczek 2017) in a similar manner in light of its use ensuing to working hours. The concept of late-night electronic correspondence presumptions was defined by Fender (2010), insinuating how much an employee sees the organization expecting that individual to be presented to do open technology-based work beyond common working hours. With the progress in technology, everything has become successfully open and particularly organized. At whatever point it is used suitably, it can turn out to be an aid for the Bahraini economy. The way to progress while working from home is by merging the right technologies with the ideal employees.

Digital technology use in the mainstays of response is fundamental for the capability and progress of each respective area of readiness and reaction. These technologies have been adjusted overall to carry out multiple tasks related to the pandemic. In addition, these various technologies had a few advantages, including beneficial impacts that improved employee performance and diminished the effect of the outbreak. To gauge the outcome of technology use in Bahrain, we examined working from home experiences in Bahrain and followed a similar strategy (Chang, 2021). When measuring attitudes, validated scales or questionnaires are usually used to gauge people's opinions, preferences, and beliefs regarding a particular concept. Researchers may create new scales or use ones that already exist to measure pertinent factors when it comes to attitudes regarding technologies that allow for remote work. Using scales to measure opinions regarding technology adoption or acceptance is one strategy that may be used. For example, attitudes toward the adoption of different technologies are measured widely using (Davis's, 1989) Technology Acceptance Model (TAM). Constructs like perceived utility and perceived ease of use are included in this model, and they may be important to consider when evaluating opinions regarding technologies that allow for remote work.

Today, Technological advancements have made it possible for feasible for people to work from home, and this has impacted the way individuals, particularly employees, work. It has additionally helped a few organizations during the pandemic. Businesses have adopted the WFH concept and are relying on modern technologies to reduce associated administrative expenses. (White, 2019).

As per Adel Darwish, the International Telecommunication Union's (ITU) Director for the Arab Region, Bahrain, digital government change is vital

to the rise of an information-based economy and the modernization of the public area, which has as of late revealed its ICT plan for the years 2022–2026. The new system will reinforce the Kingdom's financial position.

Chief Executive Officer of Bahraini ICT companies Ahmed Al Hujairi stated, "Bahrain's efforts to digitize services prior to COVID-19 were an effort that paid off during the pandemic." Working from home has become one of the most important things in our lives during COVID-19, and it has become easier to communicate with people through technology (Canan & Mehmet, 2022).

Based on the above authors, it is not easy when it comes to working from home. The technology has been used and has allowed people to get connected with both at work. And it is so important when it comes to the adoption of a new technology at work. Here, the companies should put their policies in place to avoid any problems in the future.

### **2.5.2 Attitudes toward working from home technologies and employees' well-being**

More than any other piece of technology, the PC has revolutionized not only how individuals work but also the way organizations are designed. Currently, working eight hours a day at a job site after a turbulent commute is not the goal of work. It is assisting organizations with working even more effectively worldwide while also obscuring the line between our own and our work lives. Technological innovation is a central point in the adaptation to teleworking (Brynjolfsson & McAfee ,2014). The pandemic has constrained a change in the way work is finished. Many employees, especially those doing office work, have to stay at home and adopt new methods for working remotely. The epidemic may have an influence on people's personal fulfillment, particularly in

relation to their jobs. It has limited the choices made when working remotely. During the pandemic, the number of individuals working from home expanded dramatically (Zhisheng , 2021). Teleworking, for the most part, indicates the replacement of telecommunications in the work environment. Jobs might be done during regular office hours at remote work locales. Teleworking is a work plan where employees can use telecommunications technology to work at home during customary working hours for at least one day every week. They keep in touch with their organization by phone or fax. So, teleworking joins the use of telecommunication technologies with flexible work areas to eliminate the geological and organizational limits of the customary, brought-together work environment (Golden et al., 2006).

The rise of new technologies has altered working examples, empowering work from anyplace for some employees. The idea of telecommuting has existed since the 1970s, yet to a more restricted degree than it is now conceived. The broad accessibility of technology has allowed for flexible location and time requirements for work, thus improving adaptability and ultimately benefiting employers and employees. The International Labor Organization (ILO) defined telecommuting as the use of data and communications technologies (ICTs), including phones, tablets, PCs, or personal computers for tasks carried out off-site by the company (Nilles, 1975). A scope of positive advantages is related to teleworking, including further developed family and work integration, a decrease in exhaustion, and further improvement of productivity. Regulating groups while working from home has been identified as a challenge. Technological tools, for instance, online meeting stages like Teams and Zoom, have supported to be effective tools for facilitating group meetings. (Jallow et al., 2020).

Training the employees was the method used to facilitate the transition to IT systems and programming-based solutions. IT-related skills are recognized as a source of sustainable competitiveness for a firm. Ravichandran & Lertwongsatien (2005) found that IT resources, for example, IT skills, are a significant determinant of how IT is used by employees at work, which ultimately influences employees' performance.

Etheridge & Tang (2020) highlighted the pandemic as an influence changing people's personal lives when in doubt, with explicit contacts concerning work. The positive relationship between attitudes toward working from home technologies and well-being has been confirmed for telecommunicating employees. The situation was manageable for businesses that had already started the process of digital transformation. People could stay in touch, continue working, and guarantee business continuity thanks to technology. According to a March IDC survey of CXOs in China, "a broad understanding of the importance of information technology and digital transformation among all staff members, enhanced company ability for long-distance collaborating work, and "growing proficiency in online marketing and business development" were the top three benefits of working from home.

Many researchers have uncovered many findings about the effect of attitudes toward working from home technologies on employees' well-being. To comprehend digital work and employees' well-being, expect to understand the work conditions in Bahrain during the coronavirus. Accordingly, we hypothesize that:

**H2. Positive attitudes toward working from home technologies have positive effects on employees' well-being.**

## **2.6 Job insecurity**

### **2.6.1 Definition and challenges related to job insecurity**

The job-insecurity threat of the pandemic is certainly not a new peculiarity. According to Maurice (2016), pandemics represent a threat to global security in terms of both lives affected and financial concern. Pandemics are, as of now, not just the space of general well-being—what's more, clinical medication-however, one that is global security, societal, and improvement-related. (Castillo-Chavez et al., 2015).

Base on De Witte et al. (2010), job insecurity mirrors an apparent threat to the coherence and security of one's work as it is currently experienced. Job insecurity was first depicted during the 1980s, when an individual's insight was identified with a feeling of weakness about their threatened work. Job insecurity has different key components, like the experience of an apparent threat, accentuation on one's insight, and feeling that one's work conditions and security are threatened.

Working life has been dependent on emotional states over the past few years. Such emotional turmoil affects the overall stability of an organization, just as the work currently accomplished by the employee or his significance in a certain role. Workers respond to job insecurities, and their responses have ramifications for organizational efficiency (Ashforth & Humphrey, 1995). Employment provides people with income, social contacts, chances for self-improvement, and a more organized, fruitful life. If people feel their necessities compromised by an apparent insecure employment situation, they are additionally encountering a risk to the financial, social, and individual aspects of their lives. Losing employment would mean losing this dependable lifeline. People who believe that these significant highlights of life are threatened and that the means to provide

them are vague will be disappointed and experience pathological stress (Ashford, 2018).

According to Wang et al. (2020), employees' stress is the primary factor that makes employees feel insecure during Covid-19, as it influences the employee's well-being as well as the societal well-being. Job security is normally portrayed as relentless assurance about one's work circumstances, including financial, social, and a sense of steadiness through continued work within the association or a specific profession (Herzberg, 2017). Job insecurity leads to accumulating pressure on employees; its assessment uncovers unfortunate results for employees' well-being and psychological wellness and links with burdensome problems and nervousness as well (Boya et al., 2008).

Job insecurity regarding the perceived menace and the concerns identified with that menace is basically an abstract expectant of discernment, the core of which is the concern and risk regarding the future congruency of one's current state of employment in the short or medium term. Job insecurity could lead to financial stress, which was more relevant for individuals who were employed on a part-time basis (De Witte, 2005).

### **2.6.2 Moderating effect of job insecurity between work-family and family-work conflicts and employees' well-being**

Job insecurity has been defined as the emotionally stressful and undesired concern of losing the current job. Job insecurity was discovered to be associated with many adverse well-being results. As to emotional stress, it has been related to psychosomatic side effects, loss of confidence, uneasiness, and minor mental manifestations (Hans De Witte et al., 2015). Concerning actual wellbeing, position weakness has been associated with

increased dismalness, lower levels of self-revealed wellbeing, and an increased rate of hypertension occurrence. Actual wellbeing complaints, states of misery, and extended work-to-lunch ratios will, in general, incrementally increase the level of job insecurity. The extreme change from a customarily secure working environment to a quickly changing and unreliable one could be relied upon to have an effect not just on the well-being of the people but on their work attitudes and conduct, which has a major effect on the imperativeness of the organization (Ferrie, et al., 2002). Pandemic COVID-19 is a genuine threat not exclusively to the number of inhabitants of the world but additionally to its economy. The effect of financial losses can bring about unsteadiness in the economy. The effect is through direct and indirect costs (International Monetary Fund (IMF), 2020). With regards to the Covid-19 pandemic, one more investigation discovered that job insecurity because of COVID affected mental well-being through financial stresses (Sarwar et al., 2021). In addition, job insecurity was found to affect the emotional well-being of employees. Wilson et al. (2020) concluded that job insecurity due to COVID expanded burdensome side effects among employees. Also, it was uncovered in Europe that expanded job insecurity was concomitant with lower productivity.

Employees who felt insecurities about their future career state were more disappointed with their jobs, in contrast with individuals who had a perspective of security in their job. Job insecurity has been associated with debilitated commitment to organizations (e.g., Armstrong-Stassen, 1993; Davy et al., 1997), diminished trust in administration (e.g., Ashford et al., 1989; Borg and Elizur, 1992), and lower levels of employment. The topic of unstable working circumstances has gained attention due to changes in the working world, and more scholars and professionals are

addressing the problem of job insecurity. Job insecurity has surfaced as the main issue in modern work life, and questions about job insecurity have therefore gotten more attention among researchers and scientists (Sverke & Näswall, 2002). Holding a specific type of employment contract can likewise affect insights into job insecurity; personnel hired for permanent or full-time positions may encounter less job insecurity. Job insecurity is an outcome of overall financial changes (Burke, 2013; Shoss, 2017). According to De Witte et al. (2015), job insecurity can be deducted as a part of both objectives (e.g., work market qualities, organizational transformation) and the person's emotional attributes (e.g., family duty, employability). The level of job security that an employee perceives could have an impact on their performance. Some studies have exactly affirmed the assumption that higher levels of job insecurity would be related to lower self-rated performance. It is also possible that some personalities could influence the connection between job insecurity and its results. Roskies et al. (1993) conducted a study that investigated the relationship between personality, job insecurity, and well-being, and they concluded that people who complained of undeniable levels of negative emotions don't see the results of job insecurity as more serious than those low in this quality; however, they can claim to be less well-being. in view of their raised initial qualities. Studies have endeavored to interface the impact of job insecurity on work, like productivity, through the level of an employee's well-being. Additionally, these indicate that employees with a critical level of mental capital can adjust to job insecurity. Parent-Lamarche et al. (2021) examined the mediating part of well-being within the relationship between definitive conditions and work productivity. The impact of organizational value on how employees adjust their work and family.

According to Wiley & Sons (2015) studies have demonstrated that unemployment has a detrimental impact on several facets of an individual's life, and the mere dread of job loss may have a negative effect on people. Furthermore, it's possible that additional family members and relatives of the immediately impacted person would also be impacted. Fear of future unemployment has a clear adverse influence on emotional well-being, promoting general instability, which additionally influences all income levels and compounds their negative effects on well-being. Employees who see job insecurity will very regularly experience higher levels of uneasiness and distress, which can in this way increase the inconvenience of doing their family duties (Larson et al., 1994). Job insecurity can compound work-family conflict, or the challenges individuals face in managing work and family conflict. Empirical evidence indicates that elevated job insecurity can lead to heightened work expectations, diminished job autonomy, and elevated stress levels, thereby impeding the ability of individuals to effectively balance their professional and familial responsibilities (Eby et al., 2005; Greenhaus & Beutell, 1985). Increased levels of family-work conflict, which arise while having family responsibilities conflict with responsibilities related to one's job, can also be attributed to job insecurity. Concerns about job security can lead people to become more focused on work-related matters, find it challenging to step away from work and experience a decline in psychological well-being, all of which can have an impact on their family life (Amstad et al., 2011; Michel et al., 2011). Work-family or family-work conflict, when combined with job insecurity, can have a cumulatively detrimental impact on an employee's wellbeing. Research indicates that work-family and family-work conflicts negatively affect psychological distress, job satisfaction, and general well-being. This is especially true when there is job insecurity (Wang et

al., 2011; Michel et al., 2011). In particular, they contend that when employees believe there are several alternative job possibilities as opposed to a few, the negative relationship between job insecurity and well-being is reduced. By using the Job Demand Resources Model, it is possible to understand this potential interaction effect between perceived employability and job insecurity (Demerouti et al. 2001).

A few empirical studies have examined employability as a moderator of the link between job insecurity and wellbeing. Studies have looked at factors like security of employment (Kuhnert & Vance ,1993), perceived labor market alternatives (Bussing ,1999), and chances of finding a new job (Mohr ,2000) that are closely related to perceived employability. In investigating the effect of job insecurity at the employees' level, previous studies have focused on figuring out the results in the personal life circle. To be sure, the stress and fears of losing employment and the financial effects have adversely impacted the work and family spaces. Work-family conflict (WFC) has been characterized as a sort of job conflict that happens when job requests and family needs are seen as incongruent (Byron, 2005).

The following hypothesis is proposed:

**H3. Job insecurity moderates the link between work-family and family-work conflicts and employees' well-being.**

### **2.6.3 Moderating effect of job insecurity between attitudes toward working from home technologies and employees' well-being**

Technology has developed into a massive piece of our own lives and has reshaped the normal workplace, and working environments are routinely aiming to construct convenience and work on organizational outcomes

with little thought of the impact on employees. The COVID-19 also drives employees to see work insecurity (Bhattacharya, 2018). For example, employees see in these critical situations that their work is at risk within the company. Also, in the event that an employee is working and no customers come in, the employee will panic and wonder how long the situation will persist. Within the transcendent conditions, it causes employees to see losing a business and become weakened, feeling unbalanced. Because technology has altered how people view their jobs, they feel less secure in their employment. In light of the fact that during and after COVID-19, jobs, labor, and employment are expected to change as a result of technological revolutions like changes in the economy, robots, and artificial intelligence and their political implications, these factors may also have an impact on employees' psychological well-being and lead to job insecurity (Nam, 2019).

According to the social exchange theory, how well a job explains how employees adjust to technological changes determines how insecure a job is. The social exchange theory provides an explanation for how traditional employees' annoyance with technology contributes to a rise in job insecurity. However, the study also discovered that a decrease in job insecurity was positively correlated with the impact of technological innovations on younger workers (Wang et al., 2019).

A decrease in job insecurity is reflected in an increase in job satisfaction. (De Cuyper, 2007). According to the social exchange perspective, a higher level of job insecurity and decreased levels of work satisfaction have been observed by many workers. as a result of the increase in restructuring and downsizing. This indicates that they are afraid of losing their jobs permanently or being laid off. Organizations that are able to adjust to such practices will find that employees are less likely to fear

losing their jobs and experience lower levels of job insecurity when work-related pressure and technological changes are minimal and job satisfaction is high (Kinnunen, 2000). For instance, dealing with challenging clients all the time leads to unhappiness and creates negative feelings. These negative feelings and workplace unhappiness, or job dissatisfaction, will eventually cause employees' anxiety levels to rise. Radical technological advancements can cause dissatisfaction in the workplace, which can lead to anxiety, a perception of threat in different work situations, and a decreased sense of security in one's position. (Cascio, 2003). Therefore, we think that lower job insecurity will result in higher job satisfaction. Disruptions from technology generally result in lower job satisfaction, which raises job insecurity. Therefore, according to Cheung et al. (2019), job satisfaction serves as a link between technological advancement and job insecurity.

In any case, with technology, adaptability in working hours helped them achieve more productivity and well-being. The following hypothesis is proposed:

**H4 Job insecurity moderates the link between positive attitudes toward working from home technologies and employees' well-being.**

## **2.7 Financial concern**

### **2.7.1 Definition and challenges related to financial concern**

The term "financial concern" describes the worry or anxiety that people, businesses, or governments feel about various aspects of their financial lives, such as their income, expenses, debts, investments, and overall stability. It covers a broad range of topics, including managing debt, saving money, making investment decisions, and preparing for uncertain economic times (Elisa et al., 2007). Financial concern alludes to an

employee's subjective impression of their budgets or failure to meet financial commitments. Financial stress is a critical source of misery since individuals' social and economic activities extraordinarily rely on the level of financial resources accessible to them. As with job insecurity, many employees may likewise be experiencing more financial concerns because of the COVID-19 pandemic (Kenton, 2020). Additional challenges include market fluctuations and economic uncertainties. Recessions, economic downturns, or unforeseen occurrences like pandemics can affect investment returns, employment, and income. These ambiguities can lead to financial anxiety and complicate future planning (Alesina et al., 2015).

The Kingdom of Bahrain has increased the size of the Liquidity Fund in response to the economic effects of the pandemic. The government of the Kingdom of Bahrain paid the bills for people and organizations. Loan installments for residents were likewise deferred, while organizations' loans were delayed for quite some time. And the compensations of Bahraini employees working in the private sector were paid for quite some time by the Unemployment Insurance Fund (Supreme Council for Women, Kingdom of Bahrain).

### **2.7.2 Moderating effect of financial concern between work-family and family-work conflicts and employees' well-being**

Locke (1976) defined employee well-being as a positive emotional state that comes about because of the evaluation of job satisfaction or experience. The relationship between remote work and employee well-being comes from the supposition that remote work permits employees flexibility and independence in how their work is accomplished, which permits the employees to fulfill the needs of their work and their own

individual lives and families (Virick, DaSilva, and Arrington, 2010). Fundamental studies on remote work during COVID-19 stress the significance of employers tending to employees' well-being (Prasad et al., 2020). Employee well-being can describe the nature of work-life balance; it is the employee's well-being that is influenced by the working environment; it is about the mental, physical, and emotional well-being of employees. Changes in financial circumstances impact individuals' well-being at every stage of life. The augmentation in financial concern that emerges considering a decline in financial well-being reduces a solitary's well-being and individual satisfaction. High financial well-being enables individuals to have the choice to acquire the assets they need to stay aware of their wellbeing (Diener& Biswas, 2002). It is dependent upon the COVID-19 outbreak to bring about a significant slowdown in financial activities. As indicated by an early figure, the global economy, according to the International Monetary Fund (2020a), will drop by around 3% in 2020. The withdrawal is relied upon to be of far greater prominence than that of the Global Financial Crisis of 2008–2009. The International Monetary Fund (2020b) revised the forecast to a 4.9 percent drop in 2020 in its most recent assessment, which was released in June 2020. According to Lange (2015); McGuire (2015), economic crises became more relevant. Consequently, employees face colossal pressure due to the intense working and living environment, and the relationship between job insecurity, financial concern, well-being, and individuals' satisfaction causes additional concern for people, families, associations, and society. Financial threat discrimination is associated with individuals or families that experience work uncertainty, an unfavorable financial position, or jobs that have low assurance and stability. The financial threat is higher for individuals who experience many financial obstacles in their day-to-day lives. Financial threats can become an ongoing burden

for families, which can create an upsetting contemplation about paying household expenses and prompt sensations of fear, uneasiness, and uncertainty regarding one's ability to keep up with the current way of life (Gutter et al., 2010).

There is generally less evidence, and the effect of income is not straightforward. Even after adjusting for job characteristics, people with higher incomes, higher salaries, and professional and managerial jobs are more likely to experience work-life conflict (McGinnity and Calvert, 2009; Schieman et al., 2009). However, Chung (2011) and Steiber (2009) discover that a lack of stability in one's finances exacerbates conflict between work and family. Women are more affected than men by working hours when it comes to work-family conflict. Of course, women's working hours differ significantly more from men's in the majority of countries. Women tend to value having children more than men do, and they also value having control over their work schedule (Steiber, 2009). Additionally, researchers have discovered that men are more affected by job insecurity than women are by work-family conflict (Drobnic & Rodriguez, 2011).

Late investigations on work commitment and job performance have shown that employees regard financial security as a factor of the greatest importance. The times of freezing and lockdowns influenced all of Bahrain's economy. The unusual conditions have affected all industries, including hotels, restaurants, transportation, tourism, and agriculture. The economic ramifications will be wide and vague, with various impacts on employment, the financial market, creation and chains of supply, and the overall world economy. The negative economic impacts may shift with the implementation of strict social distancing measures (e.g., lockdowns), their length of execution, and their level of commitment. This pandemic

and the level of government mediation may lead to wellbeing issues, increase financial struggles, and influence some socio-segment groups unfavorably.

In light of the theoretical analysis, the following hypothesis was formulated:

**H5 Financial concern moderates the link between work-family and family-work conflicts and employees' well-being.**

### **2.7.3 Moderating effect of financial concern between attitudes toward working from home technologies and employees' well-being**

Working from home was an unexpected peculiarity required by the flare-up of the pandemic, and numerous employees needed to adapt to this new circumstance and arrange with partners and chiefs to deal with the remarkable independence related to remote work. (Choudhury, 2021).

Research suggests that financial concerns may offset the positive effects of attitudes toward work-from-home technologies on general well-being. When people worry about money, concerns about job security, financial stability, or more work may take precedence over the benefits of working from home (WFH) technologies, such as flexibility and shorter commute times (Mellner et al., 2021). Increased stress, a decrease in job satisfaction, and a general decline in wellbeing can result from this. Flexible technologies can improve productivity by facilitating smooth communication, effective task management, and productive collaboration among remote workers. Examples of these technologies are collaborative platforms and remote communication tools. Allowing people to work at non-traditional hours can also help them schedule their work during times

when they are most productive, which can lead to higher output (Allen et al., 2015; Golden, 2020).

Past studies have related work from home to higher levels of well-being (Anderson et al., 2015; Kossek et al., 2006) and lower levels of strain (Bentley et al., 2016). Research in this space has basically centered on comparing the benefits for work-from-home and office-based laborers (Fonner and Roloff, 2010). For each and every person, financial satisfaction—a crucial element of financial well-being—is a significant concern. Value of life and life satisfaction are directly correlated with financial satisfaction, which is defined as a person's subjective evaluation of how sufficient their financial resources are (Dale, 2015; Hysmith, 2017; Fan & Babiarz, 2019; Ng & Diener 2014). Financial management that is wise can have a positive effect on job satisfaction. Employees may feel less pressure to depend entirely on their job for financial security when they have a clear financial plan and are taking steps to reach their financial goals. As a result, they may feel more fulfilled and satisfied at work, which enhances their general wellbeing and encourages them to establish financial objectives and take initiative in their financial choices. This may result in more balanced approaches to work and personal life, as well as improved money management. Workers with a sense of financial control may be more adept at setting priorities and devoting time and energy to their personal lives, which enhances wellbeing. In outline, previous evidence from homework on apparent productivity because of advances. Furthermore, research has shown that employees' satisfaction prompts increased productivity through positive ways of behaving, which helps individuals and efficiency (García-Buades et al., 2020; Warr & Nielsen, 2018).

The following hypothesis is proposed:

**H6 Financial concern moderates the link between positive attitudes toward working from home technologies and employees' well-being.**

## 2.8 Conceptual model and hypotheses

Figure 1 highlights the research model of this thesis that outlines the model, which incorporates employees' well-being as the dependent variable and two independent variables, including family-work and work-family conflicts and attitude toward working from home technologies. Job insecurity and financial concern represent moderating variables between family-work and work-family conflicts, attitudes toward working from home technologies, and employees' well-being.

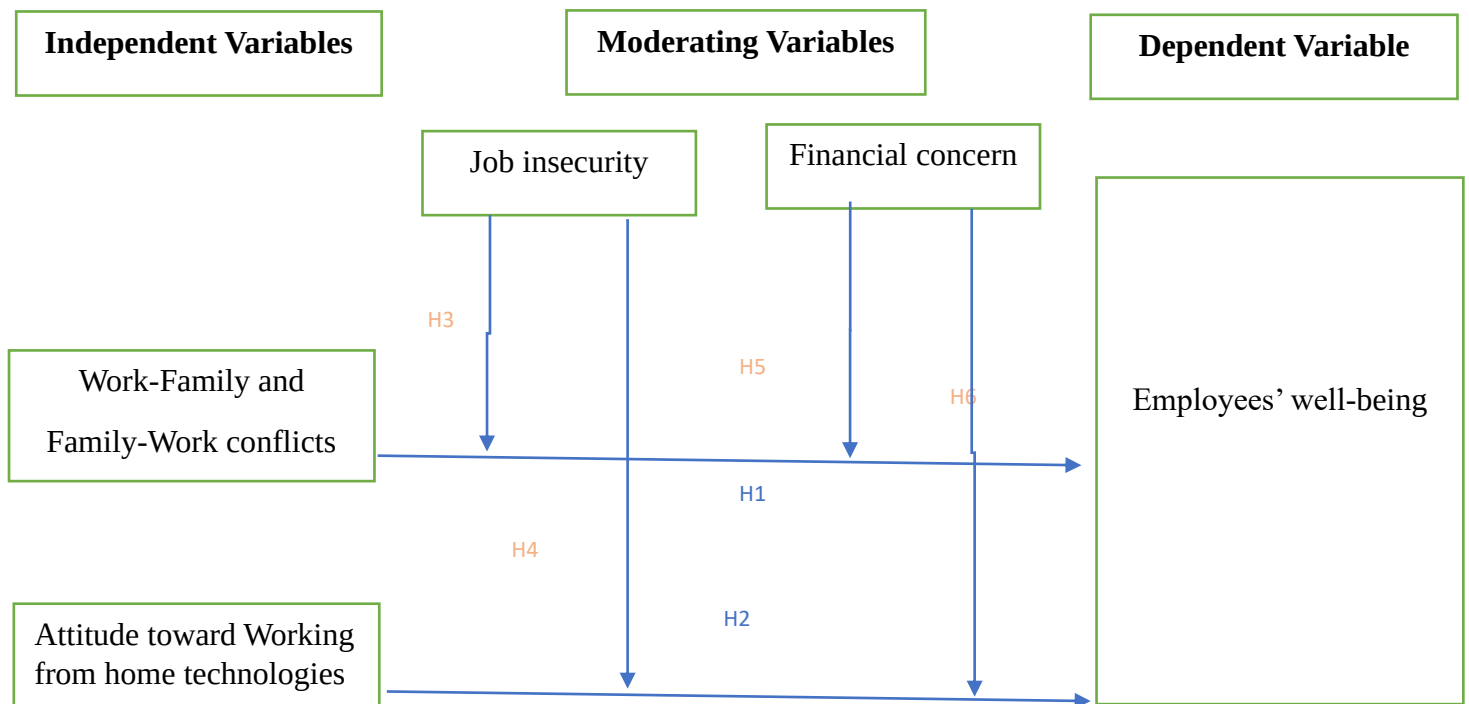


**Figure 1: Research model**

The above model shows the interaction between working from home during COVID-19 that will have an influence on the overall employee's well-being, with a focus on knowledge transfer. Higher levels of employees' performance translate into greater productivity, the possibility of higher earnings, and job security. The innovative approach of this research is to identify the variables that influence employee well-being for that employee working from home during COVID-19, considering the mediating role of three dimensions of the model. Therefore, work-family and family work conflicts have a significant impact on attitudes toward working from home technologies, their role in transferring knowledge by employees when working from home, and their effect on their work productivity.

Based on the literature review we have performed; we have formulated the following hypotheses:

**H1. Work-family and family-work conflicts have a negative effect on employees' well-being.**

**H2 Positive attitudes toward working from home technologies have positive effects on employees' well-being.**

**H3 Job insecurity moderates the link between work-family and family-work conflicts and employees' well-being.**

**H4 Job insecurity moderates the link between positive attitudes toward working from home technologies and employees' well-being.**

**H5 Financial concern moderates the link between work-family and family-work conflicts and employees' well-being.**

**H6 Financial concern moderates the link between positive attitudes toward working from home technologies and employees' well-being.**

## **2.9 Summary**

Chapter two presented a clear literature review of related previous studies. Also, it includes a table of global studies about employees' well-being that present a brief explanation of the description and their gaps. Then two theories were discussed, job demand resources, and conservation of resources. Following that, the relationships between variables was discussed, relation between the independent and dependent variables. Finally, the conceptual model of the thesis and hypotheses are highlighted.

## **Chapter 3: Research Method**

### **3.1 Introduction**

This chapter presents the methods used in this thesis to measure and analyze the data collected from the field. First, it aims to clarify the epistemological position of this thesis and the research methods used. Second, it highlights the research method used in the empirical study and explains the use of this technique. Third, it presents the sampling techniques as well as the data collection procedure and instruments. In this line, it covers the following areas: the definition of the population of this research, the sampling method used to define the sample, the justification of the sample size, and the procedure for administering the questionnaire. Fourth, this chapter highlights the research measurement instrument used in this research to conceptualize the research variables, i.e., the questionnaire and the scale measurement for each variable of this study, along with an overview of the definition of the research variables and the hypotheses formulated in the literature review section. Finally, it presents the data analysis applied, including the statistical description and the method used to test the thesis hypotheses.

### **3.2 Thesis epistemological position**

The area of philosophy known as epistemology, or the philosophy of science, examines scientific research and the knowledge it produces. Epistemology, which was only a leaf on the philosophical tree a century ago, is now a significant branch (Bunge, 2002). It is the theory of knowledge. It focuses on how the mind interacts with reality. What

makes this relationship a knowledge-based one? Do we have knowledge? When it comes to the topics that epistemology addresses, an epistemological framework is a conception of knowing predicated on a set of mutually coherent basic assumptions. (Avenier, 2015). This definition is based on Piaget's (1967) Epistemology is defined as "the study of useful constitutions." Thus, these presumptions relate to the nature and source of knowledge, the method by which data is developed (methodology), and the reasoning behind knowledge (Avenier, 2015). Our study is based on the positivism philosophical stance, which is most commonly used to establish research designs, methodologies, and interpret findings. This choice is justified by the objectives of this research, which are to analyze the literature through which hypotheses are developed to examine the relationships between the research variables and to empirically test these hypotheses within firms in Bahrain in order to confirm or reject them. Deductive reasoning is used by researchers in accordance with the positivist stance (Mathotaarachchi & Thilakarathna, 2021). Deductive testing survey it is used to evaluate the research's hypotheses. Since we have developed hypotheses based on theoretical analysis, intend to test them, and interpret the results considering empirical findings, our thesis fits with a positivist stance and a deductive research approach.

### **3.3 Thesis Method**

Two main research methods exist to collect data: a qualitative approach, which is based on the researcher's observation and his ability to perform interviews in order to comprehend a phenomenon in a real-world context, and quantitative research, which aims to test a series of hypotheses to highlight and comprehend the causal relationship between research variables (Creswell, 2017). For the purpose of this thesis, the quantitative

approach was selected, as this research has formulated research hypotheses that should be tested and aims to test these hypotheses within a specific context to determine the links between the research variables highlighted in the research model. Compared to the qualitative method, the main advantage of this method is that it allows for generalization of the results. This research used a quantitative method, which is designed to get some data related to managers working within telecommunication companies and specifically about their well-being and perspectives on working from home during COVID-19 and the factors affecting their well-being positively and negatively during the pandemic.

This thesis sheds light on the effect of working from home during the COVID-19 pandemic, particularly the relationships between working from home, work-life balance, attitudes toward working from home technologies, and employees' well-being. Also, this thesis deepened the analysis by testing the moderating effects of job insecurity and financial concern. We formed hypotheses to evaluate and interpret the link between our thesis variables. The aim of this thesis, considering quantitative research, is to accept or reject these hypotheses in the Kingdom of Bahrain and within a sample of managers of telecommunications companies. As a research tool, we decided to use the questionnaire to collect the data in this setting.

Employees' well-being is considered the dependent variable. Three variables related to the influence of working from home during COVID-19, i.e., work-family and family-work conflict, and attitudes toward working from home technologies, are the independent variables. Job insecurity and financial concern are the moderating variables between work-family and family-work conflict, attitudes toward working from home technologies, and employees' well-being.

Determining the relationships between these variables, i.e., family-work conflict, work-family conflict, attitudes toward working from home technologies, job insecurity, financial concern among employees, and well-being, is important given their influence on employees' productivity at the workplace (Kara et al., 2021). Some control variables were considered given their probable effect on employees' well-being, which are employees' marital status, age, gender, and income.

Wilks & Neto (2013), Wright & Cropanzano (2000), and Bhandari (2022) found that employees' age and gender can affect their well-being at work. Mauno et al. (2013) revealed that aging makes workers more resilient to stress generated by their work. Besides, Jiaswal & Dyaram (2020) stressed that employees' marital status is an important factor that can affect the employees' expectations of work and, in turn, their well-being (Sabri et al., 2020; Carnevale & Hatak, 2020). Also, Yue & Crowling (2021) and Kozan et al. (2019) pointed out that employees' marital status can influence their well-being at work.

### **3.4 Sampling techniques and data collection**

In this section, we discuss the population of our empirical study as well as the sampling techniques to define the sample, the manner of determination of the sample size, and the data collection procedures.

#### **3.4.1 Population of the survey**

This study uses a questionnaire survey methodology. In essence, the population is the total collection of specimens from which we hope to draw a conclusion. The population selected to conduct this survey includes managers working in telecommunications companies located in

the Kingdom of Bahrain. According to the most recent United Nations statistics provided by World Meter, Bahrain has a population of 1,871,630 people. According to United Nations estimates, Bahrain's population will reach 1,701,575 people by the middle of the year. According to population, Bahrain is ranked 152th among nations and dependent territories. Bahrain's employment has increased significantly during the last 10 years, from little under 700,000 to over a million workers. Bahrain's population is expected to grow to over 2 million by 2030, adding to the country's work force. One of the elements that is crucial to the success of any organization is human capital. Human capital is an investment that represents the qualities of the people who work for you, including their intelligence, knowledge, training, experience, abilities, and skills. Better employee job performance and a higher bottom line are both results of having quality human capital.

According to the Telecommunication Regulatory Authority (TRA) website, an operator of a public telecommunications network who offers telecommunications services must have a license. According to Articles 29 and 32 of the law, depending on the type of telecommunications service that needs a license, individual or class licenses are available. By the year 2020, the telecoms industry will employ 2,922 people. The industry attains a high level of Bahrainization. In 2020, Bahrainis will make up 71% of the sector's workforce. As for the participation of Bahraini women in the labor force, data indicates that in 2020, females will account for 33 percent of the working population in the telecom industry. Today, the telecommunications sector is important in Bahrain. According to general director of TRA Bahrain, "Bahrain continues to develop its telecoms sector as part of its Economic Vision 2030 plan, with telecommunications being one of the key strategic areas."

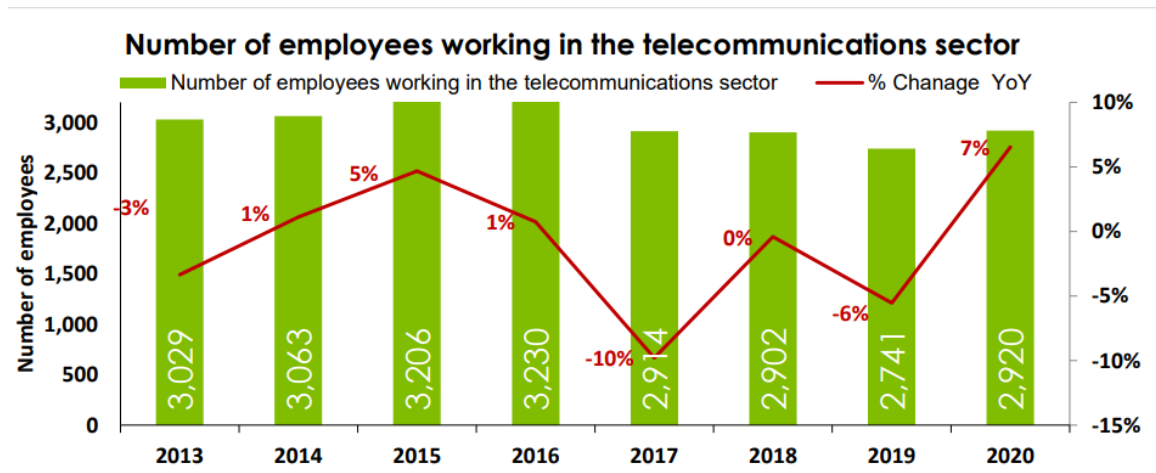


Figure 2: Number of employees working in the telecommunications sector.

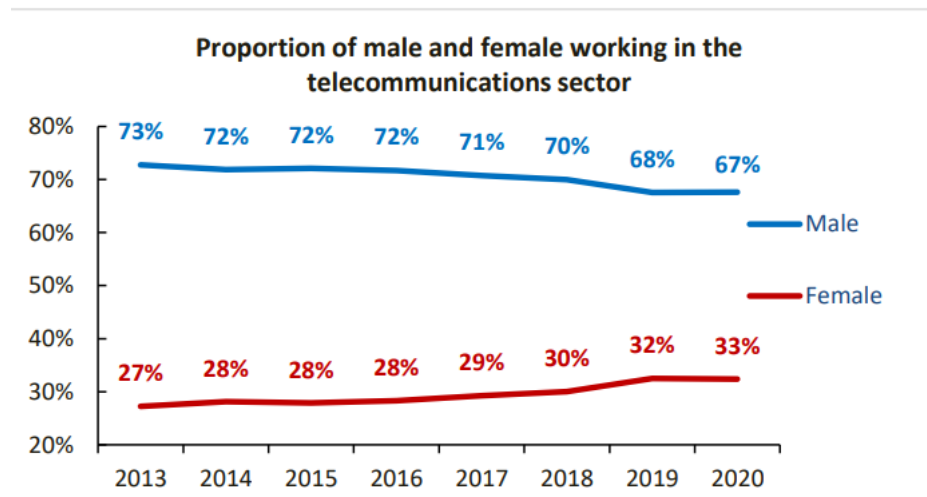


Figure 3: Number of male and female working in the telecommunication sector.

The population of the study includes managers in senior, middle, and lower management positions with different backgrounds, education, gender, income, and age.

**Senior Management**, the senior executives, and the leaders in charge of managing overall management, decision-making, and strategic direction. Is in charge of developing the overall performance, strategy, and vision of the company.

**Middle management**, is the level of management of an organization that acts as a link between upper management and front-line employees. To

carry out senior management's strategic decisions and ensure operational effectiveness within their teams or departments, middle managers are essential. For example, consider the manager department, which is in charge of particular divisions inside the company, such as customer service, sales, marketing, operations, finance, and human resources. They oversee daily operations, organize team activities, and oversee the achievement of departmental goals.

**Lower Level**, refers to jobs that are located nearer to the organization's front-line or operational activity. These jobs often include more specialized and specifically defined tasks. Usually responsible for carrying out tasks or providing services directly to consumers or clients, they are defined by their proximity to daily activities. These jobs may require less ability to make decisions. Frontline workers and operational employees are a few examples of lower-level.

### **3.4.2 Sampling techniques and questionnaire administration**

This thesis considered a quantitative approach to follow by collecting and analyzing data. The quantitative technique was used through the distribution of a questionnaire. The sample was selected from the population of employees working within telecommunication firms in Bahrain. The convenience sampling technique was selected to collect data through the questionnaire that was prepared to this end. Particularly, the reasoned choice approach was used, in which the researcher selects the sample according to some criteria following his research objectives. To begin with, this technique allows you to save time and seconds. It is a technique that generates lower costs compared to the other methods. Besides, this approach was deemed necessary because we don't have access to a database including all the population or the study, i.e., the

employees working in the telecommunication sector in Bahrain. Also, the constraint related to the time to distribute the questionnaire, which was four weeks, cannot allow us to collect responses from a greater number of respondents. The participants answered all questions, so no missing data was identified during the analysis.

An online survey was conducted using the email method due to the ongoing COVID-19 pandemic and associated safety precautions and to ensure the health and well-being of all participants. The questionnaire was sent to more than 200 people, and 108 responses from managers working in telecommunication firms were obtained.

The questionnaire survey allows the researcher to know each participant's opinion on all constructs. After the receipt of the responses from the respondents, all answers were transferred to Excel and then coded to transfer to SPSS to ease the analysis.

### **3.4.4 Sample size**

A researcher should ensure that the sample size is sufficient to respond to the research objectives and to conduct data analysis. Hair et al.'s (2018) suggestions were followed to determine the sample size. First, the sample must include 100 responses for the majority of studies' situations (Hair et al., 2018; Memon et al., 2020). The partial least squares structural equation modeling (PLS-SEM) approach that we selected to conduct the data analysis requires a smaller sample size than covariance-based structural equation modeling (Hair et al., 2018; Memon et al., 2020). Besides, the sample size is also defined according to the number of items in the research variables. Hair et al. (2018) proposed a sample-to-variable ratio of 5:1. It means that a minimum of 5 observations per independent variable is needed, which is followed in this study. Convenience

sampling is used because it is quick, inexpensive, and convenient. Convenience samples are useful for certain purposes, and they require very little planning. The technique is easy, relative to random sampling, have not selected a probabilistic technique.

### 3.5 Measurement scales and questionnaire presentation

Measurement scales are used to organize and define the variables in research or statistical analysis. Our conceptual model includes five variables: family-work and work-family conflict of work from home, attitude toward Working from home technologies, job insecurity during work from home, financial concerns, and an employee's well-being during working from home.

**Table2:Scale of measurement of the variables used**

| Construct                                                            | Code   | Items                                                                                     |
|----------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------|
| <b>Job insecurity</b><br>Sverke et al. (2004)                        | J11    | I am afraid I will get fired.                                                             |
|                                                                      | J12    | I worry about keeping my job.                                                             |
|                                                                      | J13    | I fear I will lose my job.                                                                |
|                                                                      | J14    | I think I might get fired in the near future.                                             |
|                                                                      | J15    | I am not sure I can keep my job.                                                          |
|                                                                      | J16    | What is the probability that you will become unemployed in the near future?               |
| <b>Family-work, work-family conflicts</b><br>Netemeyer et al. (1996) | FWWFC1 | The demands of my work interfere with my home and family life.                            |
|                                                                      | FWWFC2 | The amount of time my job takes up makes it difficult to fulfill family responsibilities. |
|                                                                      | FWWFC3 | Things I want to do at home do not get done because of the demands my job puts on me.     |

|                                                                               |         |                                                                                                                                            |
|-------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                               | FWWFC4  | My job produces strain that makes it difficult to fulfill family duties.                                                                   |
|                                                                               | FWWFC5  | Due to work-related duties, I have to make changes to my plans for family activities.                                                      |
|                                                                               | FWWFC6  | The demands of my family or spouse/partner interfere with work-related activities.                                                         |
|                                                                               | FWWFC7  | I have to put off doing things at work because of demands on my time at home.                                                              |
|                                                                               | FWWFC8  | Things I want to do at work don't get done because of the demands of my family or spouse/partner.                                          |
|                                                                               | FWWFC9  | My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. |
|                                                                               | FWWFC10 | Family-related strain interferes with my ability to perform job-related duties.                                                            |
| <b>Attitudes toward working from home technologies</b><br>Razif et al. (2020) | AWHT1   | I think that WFH technologies are useful for my job.                                                                                       |
|                                                                               | AWHT2   | Using WFH technologies makes me able to complete tasks quicker.                                                                            |
|                                                                               | AWHT3   | Using WFH technologies increases my productivity.                                                                                          |
|                                                                               | AWHT4   | WFH technologies is understandable and clear for me.                                                                                       |
|                                                                               | AWHT5   | Becoming skillful at using WFH technologies is easy for me.                                                                                |
|                                                                               | AWHT6   | I find WFH technologies easy to use.                                                                                                       |
|                                                                               | AWHT7   | WFH technologies is easy to operate for me.                                                                                                |
|                                                                               | AWHT8   | I have access to the necessary resources to use WFH technologies.                                                                          |

|                                                       |        |                                                                                    |
|-------------------------------------------------------|--------|------------------------------------------------------------------------------------|
|                                                       |        |                                                                                    |
|                                                       | AWHT9  | I have the knowledge necessary to use WFH technologies.                            |
|                                                       | AWHT10 | WFH technologies is well-suited with other work technologies I use.                |
| <b>Employees' well-being</b><br>Mugizi et al. (2021). | EW1    | I have easily adapted to day-to-day changes in my life.                            |
|                                                       | EW2    | I feel I remain a sensible person.                                                 |
|                                                       | EW3    | I understand the expectations from me by my firm.                                  |
|                                                       | EW4    | I believe that I have a purpose and direction in life.                             |
|                                                       | EW5    | I think life is a continuous process of learning.                                  |
|                                                       | EW6    | I remain a confident person.                                                       |
|                                                       | EW7    | I still feel I am an important part of my firm.                                    |
|                                                       | EW8    | I remain close to my workmates.                                                    |
|                                                       | EW9    | My colleagues remain a great source of social support.                             |
|                                                       | EW10   | I love keeping in touch with my colleagues during this Covid 19 Pandemic.          |
|                                                       | EW11   | My day-to-day activities contribute towards my university.                         |
|                                                       | EW12   | I am quite satisfied with my job.                                                  |
|                                                       | EW13   | I attach lots of value to my work.                                                 |
|                                                       | EW14   | : Working for my University is a source of motivation.                             |
|                                                       | EW15   | I believe that my employer cares a lot about my needs.                             |
|                                                       | EW16   | I have mostly remained a happy person.                                             |
|                                                       | EW17   | I remain an optimistic person.                                                     |
|                                                       | EW18   | I still feel good about myself.                                                    |
|                                                       | EW19   | My life is mostly joyous.                                                          |
| <b>Financial concerne</b><br>Wilson et al (2020).     | FC1    | My or my family's financial situation will get much worse over the next 12 months. |
|                                                       | FC2    | I am worried about my or my family's financial situation over the next 12 months.  |

|  |     |                                                                                                 |
|--|-----|-------------------------------------------------------------------------------------------------|
|  | FC3 | I have enough means to secure food and housing for my family or myself over the next 12 months. |
|--|-----|-------------------------------------------------------------------------------------------------|

The thesis variables were two independents, two moderating, and one dependent variable. One dependent variable, the employee's well-being, was measured using the coronavirus anxiety scale (CAS) developed by Lee (Lee, Coronavirus Anxiety Scale, 2020).

Structured questions were carefully selected from previous studies related to employees' well-being during COVID-19. The questionnaire included four dimensions measuring employees' well-being: psychological well-being, social well-being, subjective well-being, and workplace well-being. Employees' well-being was conceptualized through the scale of Mugizi et al. (2021), which included 19 items representing these four dimensions of well-being. Moreover, during the COVID-19 epidemic, job instability and financial concern were linked to lower psychological wellness. Financial concern was measured through the scale of Wilson et al. (2020) including three items. In addition, job insecurity was measured through the items of (Sverke et al., 2004) integrating one dimension and six items.

Family-work and work-family conflicts were conceptualized through the scale of Netemeyer et al. (1996), which included two dimensions related to family-work conflict and work-family conflict and included 10 items (5 for each dimension). Finally, attitude toward working from home technologies was conceptualized through the scale of measurement of Razif et al. (2020), which portrays the expectations for performance, the expectations for effort, and the supporting circumstances and includes 10 items.

The questionnaire was divided into two parts: one was based on a five-point Likert-type scale anchored to (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree), and the other was demographic information about the respondents, indicating respondents' opinions about the importance of the influence of factors affecting employees' well-being during the COVID-19 pandemic.

**Table 3 .Five-Point Likert-Type Scale**

| <b>Five-Point Likert-Type Scale</b> | <b>Description</b>              |
|-------------------------------------|---------------------------------|
| <b>4.21 - 5.0</b>                   | <b>Very High Level of Usage</b> |
| <b>3.41 – 4.20</b>                  | <b>High Level of Usage</b>      |
| <b>2.61 – 3.40</b>                  | <b>Moderate Level of Usage</b>  |
| <b>1.81 – 2.60</b>                  | <b>Low of Usage</b>             |
| <b>1.0 – 1.80</b>                   | <b>Very Low of Usage</b>        |

The questionnaire mentioned general questions about their age, gender, level of education, and income using a nominal scale. We also used a five-point Likert scale, which ranges from (1) strongly disagree to (5) strongly agree, to measure each item on each measuring scale and determine the respondents' level of agreement.

### **3.6 Data analysis techniques**

The number of software programs available to do studies is also lengthy. A few broad purpose statistical analysis software programs are PSPP, Stata, SAS, S Plus, JASP, and BMDP. While it may not always be the best tool for analyzing quantitative data, SPSS has a number of advantages over other tools. Some other software packages even have

features that outweigh those of SPSS. SPSS is compatible with the three most widely used computer operating systems: Windows, MacOS, and Linux (URI, 2019). This method works particularly effectively with models that have cause-and-effect relationships and latent variables. Two statistical software programs—IBM SPSS and SMART PLS 3 were used in the research for this thesis. First, descriptive analyses were carried out using SPSS. To provide a descriptive analysis, the mean value, standard deviation, and graphical representation must be calculated. Second, to analyze the measuring instruments' psychometric quality's reliability and validity and verify the hypothesized relationships between the thesis variables, SMART PLS was used to do Partial Least Analysis-Structural Equation Modelling (PLS-SEM). With models that include latent variables and cause-and-effect, this strategy works effectively. Especially in complicated route models with mediating and moderating factors, it is useful for testing hypotheses.

Since PLS-SEM aims to reduce or improve the residual explanation of dependent indicators and constructs in the model, it is acknowledged as appropriate for predictive research and for discovering important explicators in models (e.g., sources of competitive advantage) (Dash & Paul, 2021; Richter et al., 2016a). It is now a widely accepted technique that is applied in several fields (Hair et al., 2022).

Pie and bar charts will be used in Chapter four to visually display data, and using graphs helps to summarize the general pattern and initial impression.

### **3.7 Constructs' psychometric quality assessment**

All measurements were examined using confirmatory factor analysis (CFA) in SPSS (IBM, Armonk, New York) to address factorial validity. It is necessary to evaluate the measurement's validity and reliability scales

used to demonstrate their quality. The assessment of random and systematic errors between actual scores and those observed is at the heart of reliability and validity concepts. The reliability and validity scales of assessment put emphasis on, respectively, "what" and "how."

PLS-SEM has great tuning with field knowledge, the nature of the problems, and the data derived from human social relations and used to calculate the indicators. It is a flexible technique capable of estimating complex models (many variables, many causal relationships between constructs and formative models). Determine if the constructs are measured formatively or reflectively when evaluating the psychometric features of the scale of assessment. A researcher must specify whether the constructs are measured formatively or reflectively in order to evaluate the psychometric properties of the scale of measurement (Hair et al., 2014).

### **3.8 Reliability of the measuring scales**

Recognizing that reflecting measurement models are latent, composite entities is crucial for researchers. This means that in a causal correlation analysis (CCA), the underlying latent variable is thought to have an influence on, affect, or cause the measured variables, sometimes referred to as indicators (Sarstedt et al., 2016). The first step is to assess the items' loadings and significance using the bootstrapping process. For a two-tailed test at the 5% level, standardized loadings must have a value of at least 0.708 and an associated t-statistic above  $\pm 1.96$  to be considered significant (Hair et al., 2011). Second, there are two methods to assess the construct's reliability: composite reliability (CR) and Cronbach's alpha ( $\alpha$ ). For both dependability requirements, it is generally accepted that they should be greater than 0.70. Since indicators are not all equally

reliable, weighted composite reliability (CR) is more accurate than unweighted Cronbach alpha (CR), and as such, CR needs to be evaluated and reported (Hair et al., 2019). However, both Cronbach's alpha ( $\alpha$ ) and composite reliability (CR) can be used to assess the construct's reliability. For both dependability criteria, it is generally accepted that they should both be greater than 0.70. (Hair et al., 2019).

### **3.8.1 Convergent Validity**

Its correlation with other variables and measurements of the same concept is evaluated for convergent validity. The concept should be associated not just with distinct, unconnected factors but also with comparable, related ones (de Vet et al., 2011; Streiner et al., 2015). The degree to which the construct converges to explain its item variance is referred to as its convergent validity. The degree of correlation among the numerous measures of the same constructs must be high to achieve convergent validity in the measurement scale (Hair et al., 2019).

The average variance extracted (AVE) can be used to measure convergence validity. A construct's indicator reliabilities are averaged to produce the AVE. This metric measures the average variance shared by the concept and each of its component indicators. According to the AVE criteria, the value ought to be at least 0.5 (or 50%) (Hair et al., 2014).

### **3.8.2 Discriminant validity**

Validity assessment, known as discriminant validity, looks at how much various measures that are theoretically supposed to be distinct or unrelated are actually uncorrelated. It supports the validity of the construct by demonstrating that measures meant to capture distinct

constructs can be different from one another. In order to assess discriminant validity, scores from various measures that aim to capture distinct constructs are typically correlated with one another (Hair et al., 2019). Discriminant validity refers to the evaluation of whether a measurement tool (such as a questionnaire) accurately captures discrete constructs or concepts and does not confuse them. Put differently, it looks at whether the items meant to assess various constructs are, in fact, measuring distinct things and aren't overly similar or strongly correlated with one another.

When assessing discriminant validity, a popular statistical test is the Fornier and Larcker criteria. In order to ascertain the uniqueness of constructs, a confirmatory factor analysis (CFA) is performed to look at the correlations between latent factors, or underlying variables, and the corresponding observed indicators, or measured variables. According to the criteria, each construct's average variance extracted (AVE) should be greater than the squared correlations between it and the other constructs in the model in order for discriminant validity to be proven (Fornier, & Larcker, (1981).

The standardized factor loadings of the indicators are squared and added together to determine the AVE for each construct. What comes out of the CFA are the squared correlations between the constructs (Fornier, & Larcker, 1981). Likewise, it is indicative of a difference between the constructs if the AVE for the constructs is greater than the squared correlation between the constructs.

In order to evaluate discriminant validity, the relationships' heterotrait-monotrait (HTMT) ratio is a frequently employed technique. A statistical technique called the HTMT ratio compares the average correlation between indicators of the same construct (monotrait correlation) and the correlation between two constructs (heterotrait correlation). Values close

to or greater than 1 indicate possible problems with discriminant validity, whereas values less than 1 show that the constructs are distinct. Henseler et al., (2015) presented the idea of the HTMT ratio and how to use it to evaluate discriminant validity in their study titled " A New Standard for Evaluating Discriminant Validity in Structural Equation Modeling Based on Variance." They contended that, in comparison to alternative techniques, the HTMT ratio offers a more reliable and direct measure of discriminant validity.

When the shared variance within a construct (AVE) is greater than the shared variance between the constructs, discriminant validity is evident. Heseler, et al., (2015) state that the heterotrait-monotrait ratio of correlations (HTMT) is the appropriate method. Cutoff scores, like 0.85 and 0.90, can be used by researchers to interpret their HTMT results. Furthermore, to evaluate HTMT ratios and discriminant validity even further, Franke & Sarstedt (2019) recently suggested additional significance testing that incorporates confidence intervals.

### **3.9 Structural Model Testing**

Partial Least Squares Structural Equation Modeling (PLS-SEM) is historically the more commonly used covariance-based SEM (CB-SEM) when analyzing data using Structural Equation Modeling (SEM). This method is an alternative. Structural Equation Modeling (SEM) is a potent multivariate method that is being utilized more and more in scientific studies to evaluate and test multivariate causal linkages. The way that SEM examines direct and indirect effects on proposed causal linkages sets it apart from other modeling techniques. SEM is a statistical method that has been honed over three generations and is about 100 years old. The PLS method was used in this thesis because of its advantages over

other SEM techniques. Compared to other SEM methods like maximum likelihood estimation, PLS is less susceptible to deviations from the normal assumptions. It's a flexible approach to real-world data analysis because it can better handle skewed or non-normal data distributions (Kock, 2015; Hair et al., 2017). PLS supports models for formative assessment. PLS can handle both reflective and formative measurement models, in contrast to the majority of other SEM techniques. According to Hair et al. (2017) and Henseler et al. (2014), this is especially helpful when researching constructs that are better represented by formative indicators, where the indicators define the construct rather than reflect it. Both the measurement model's and the structural model's parameters can be simultaneously estimated by PLS. When analyzing the relationships between latent variables without dividing the measurement and structural models, this feature is especially helpful (Wold, 1982; Hair et al., 2017). PLS is frequently seen as a more investigative method of SEM. Without relying heavily on preconceived notions, it enables researchers to investigate novel theoretical ideas and intricate relationships. PLS is a useful tool for developing theories and generating hypotheses because of its flexibility (Hair et al., 2017; Henseler et al., 2014).

### **3.9.1 Quality of the structural model**

The researcher should evaluate the quality of the structural model when performing the PLS technique. Model quality is usually evaluated by the following indicators: Coefficient of determination ( $R^2$ ) (Hair et al., 2020) to determine how variations in one variable are explained by differences in another, one can utilize the  $R^2$  coefficient of determination. The percentage change in  $y$  that the  $x$  variable explains is provided by  $R$ -squared. It is a number between 0 and 1, meaning that the  $x$  variable can

account for 0% to 100% of the variance in  $y$ . (Gonick, (1993). The  $R^2$  value must be greater than 0.1 for the model to be considered significant.

### **3.9.2 Test of direct effects**

A direct effect is the effect of exposure on outcomes not mediated by mediators. The output of SMART PLS enables direct effect testing. In this study, nine hypotheses portraying direct effects are assumed and tested. Based on significance, the SMART PLS output calculates the p-value and the critical ratio that allow testing the relationships between variables.

Effects with p-values less than 0.05 are considered statistically significant at the 5% significance level. The critical ratio (t statistic) corresponding to this significance level must be greater than  $\pm 1.96$ . The statistically significant result ( $P \leq 0.05$ ) indicates that the test hypothesis should be rejected. There was no effect if the P value was greater than 0.05. If the P value is greater than 0.05, then there is a possibility that the null hypothesis is true.

### **3.9.3 Test of moderating effects**

The moderating roles of financial concern and job insecurity were evaluated through PLS path modeling. We used the two-stage method for evaluating the latent variable scores of latent moderating variables and latent independent variables within the structural model (Hair et al., 2020). The PLS results present the significance of the link between the moderating variables and the dependent variable, as well as the significance of the moderating effect.

### **3.10 Summary**

This chapter outlined the epistemological position and thesis method, sampling techniques, data collection methods, and procedures, followed by a presentation of the sources of the scale of measurements and an introduction of each test that was used in this thesis with a brief explanation explaining to provide reader with aim and purpose of each test.

## **CHAPTER 4: Presentation and discussion of results**

### **4.1 Introduction**

This chapter presents the results and analysis of the qualitative data based on the questionnaire through which we have collected responses. The results are discussed in relation to the research hypotheses. The methods used to analyze the data were already discussed in Chapter 3. The first section includes a description of the demographics of the survey respondents. The chapter continues with summary descriptive statistics from IBM SPSS 24 for the variables. Results for each researched variable's reliability evaluation, as well as its convergent and discriminant validity, are presented in the next section. The results of the PLS-Structural Equation Modeling using SMART PLS 3 are then shown in the last section, in which we will highlight the hypothesis testing.

### **4.2 Sample description**

In the sample survey, the demographic features of the respondents, such as gender, age, education, occupation, and income, are described in this section. The survey allowed us to collect 108 responses from managers working in telecommunication firms located in Bahrain.

#### **4.2.1 Respondents' gender**

Table 3 and Figure 4 show that 66 of the surveyed respondents (50.4%) were females, while 65 were males (49.6%). Gender in survey can help

you to understand the various perspectives and experiences of different genders within your target population.

**Table4: Distribution of sample respondents by gender**

| Gender | Frequency | Percent |
|--------|-----------|---------|
| Male   | 65        | 49.6    |
| Female | 66        | 50.4    |
| Total  | 131       | 100.0   |

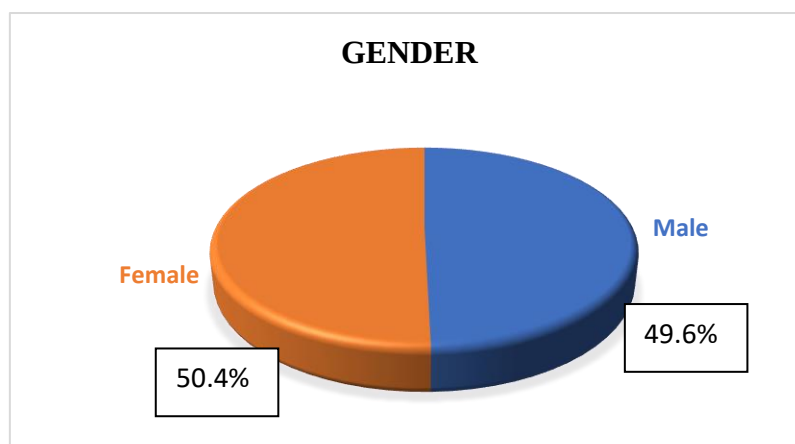


**Figure4 : pie chart of sample respondent's gender**

#### 4.2.2 Respondents' age

Table 5 and Figure 5 show that 15 of the surveyed respondents (11.5%) belong to the age group between 20 and 30 years, 44 belong to the group between 31 and 40 years (33.6%), 50 are in the age group between 41 and 50 years (38.2%), 8 are 51 to 60 years old (6.1%), and 60 years or older (10.7%).

**Table.5: Distribution of sample respondents by age**

| Age range | Frequency | Percent |
|-----------|-----------|---------|
| 20-30     | 15        | 11.5    |
| 31-40     | 44        | 33.6    |

|                     |     |       |
|---------------------|-----|-------|
| <b>41-50</b>        | 50  | 38.2  |
| <b>51-60</b>        | 8   | 6.1   |
| <b>More than 60</b> | 14  | 10.7  |
| <b>Total</b>        | 131 | 100.0 |

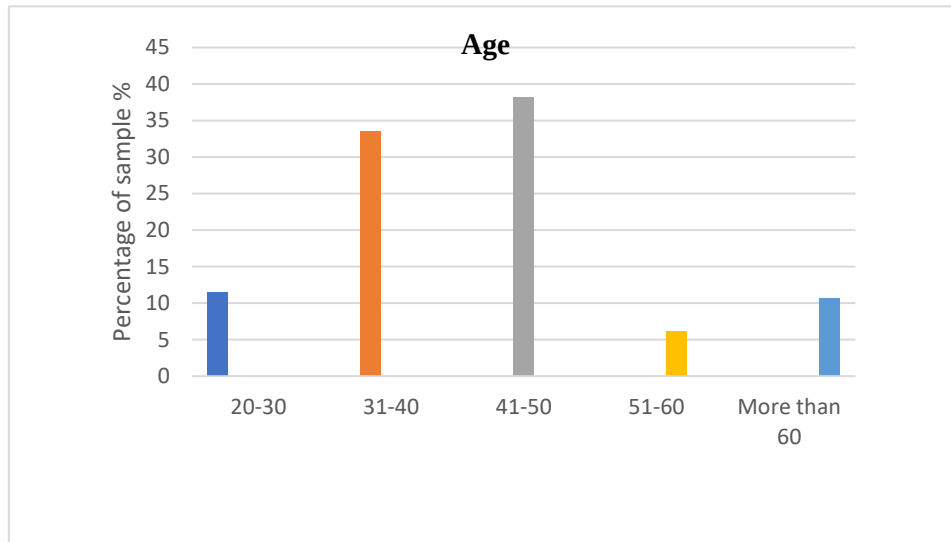


**Figure 5: Bar chart of sample respondent by age**

### 4.2.3 Respondents' Marital status

Table 6 and Figure 6 show that 35 of the surveyed respondents (26.7%) are single, and 96 (73.3%) are married. It can help marital status to learn about people's needs based on their life stage and social situation.

**Table 6: Distribution of sample respondents by Marital Status**

| <b>Marital status</b> | <b>Frequency</b> | <b>Percent</b> |
|-----------------------|------------------|----------------|
| <b>Single</b>         | 35               | 26.7           |
| <b>Married</b>        | 96               | 73.3           |
| <b>Total</b>          | 131              | 100.0          |

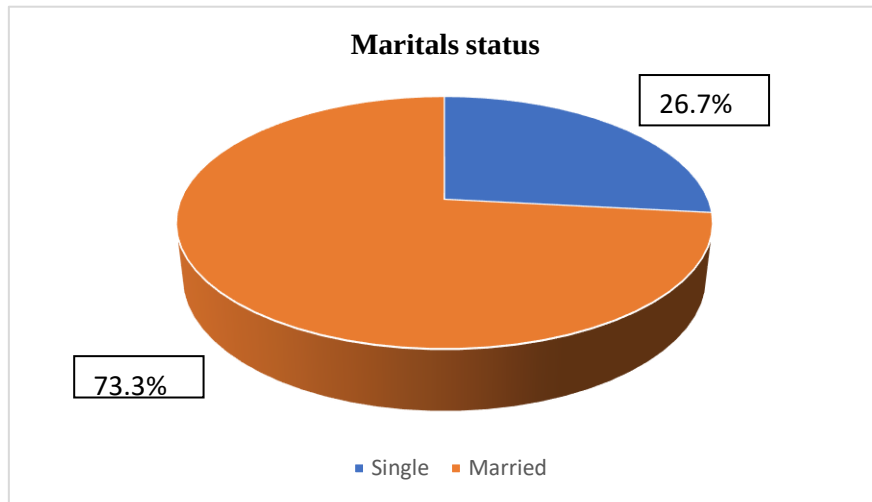


**Figure 6: Pie chart of sample respondents by Marital Status**

#### 4.2.4 Respondents' education

Table 7 and Figure 7 show that 64 of the surveyed respondents (48.9%) hold a bachelor's degree, followed by 12 who have completed high school (9.2%), then 26 have obtained a master's degree (19.8%), 5 of the respondents (3.8%) hold a doctorate's degree, and the remaining 24 have a complete diploma (18.3%). Education level in demographic surveys can provide valuable perceptions into the knowledge, and skills the earning power of employees.

**Table 7: Distribution of sample respondents by education**

| Education   | Frequency | Percent |
|-------------|-----------|---------|
| Diploma     | 24        | 18.3    |
| High School | 12        | 9.2     |
| Bachelor    | 64        | 48.9    |
| Master      | 26        | 19.8    |
| Doctorate   | 5         | 3.8     |
| Total       | 131       | 100.0   |

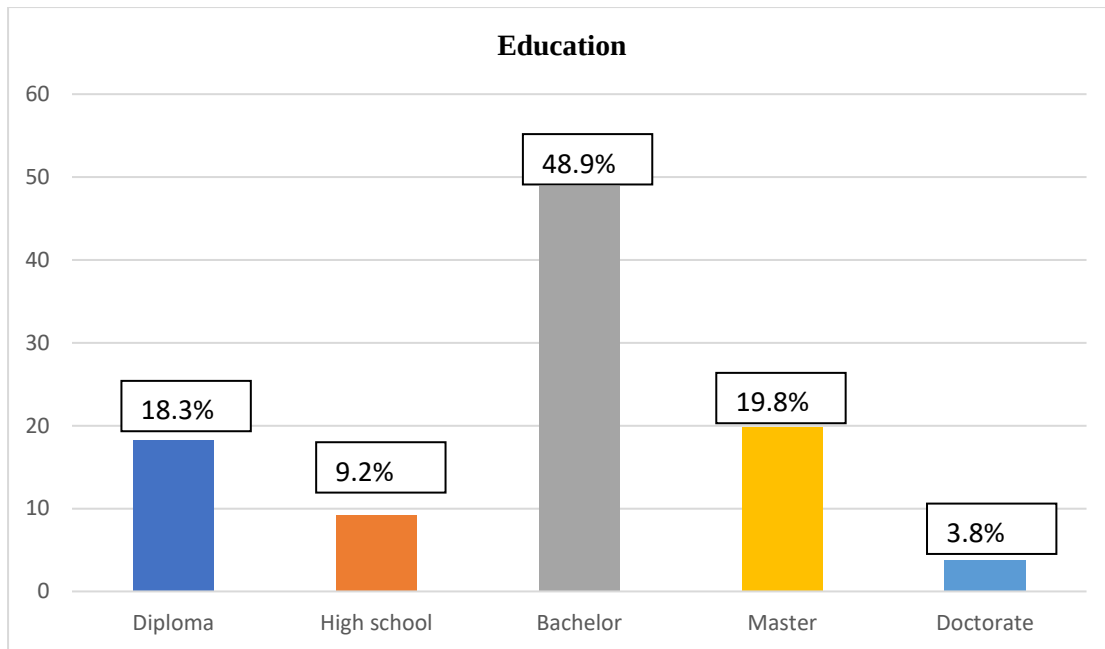


**Figure 7: Pie chart of sample respondents by education**

#### 4.2.5 Respondents' income

Table 8 and Figure 8 show that 47 of the surveyed respondents (35.9%) have an income of between 601 and 700 BD, followed by 54 who earn more than 700 BD (41.2%), 23 who earn between 500 and 600 BD (17.6%), and the remaining 7 have an income less than 500 BD (5.3%).

**Table8: Distribution of sample respondents by income**

| Income        | Frequency | Percent | Valid Percent |
|---------------|-----------|---------|---------------|
| less than 500 | 7         | 5.3     | 5.3           |
| 500-600       | 23        | 17.6    | 17.6          |
| 601-700       | 47        | 35.9    | 35.9          |
| 700 and above | 54        | 41.2    | 41.2          |
| Total         | 131       | 100.0   | 100.0         |

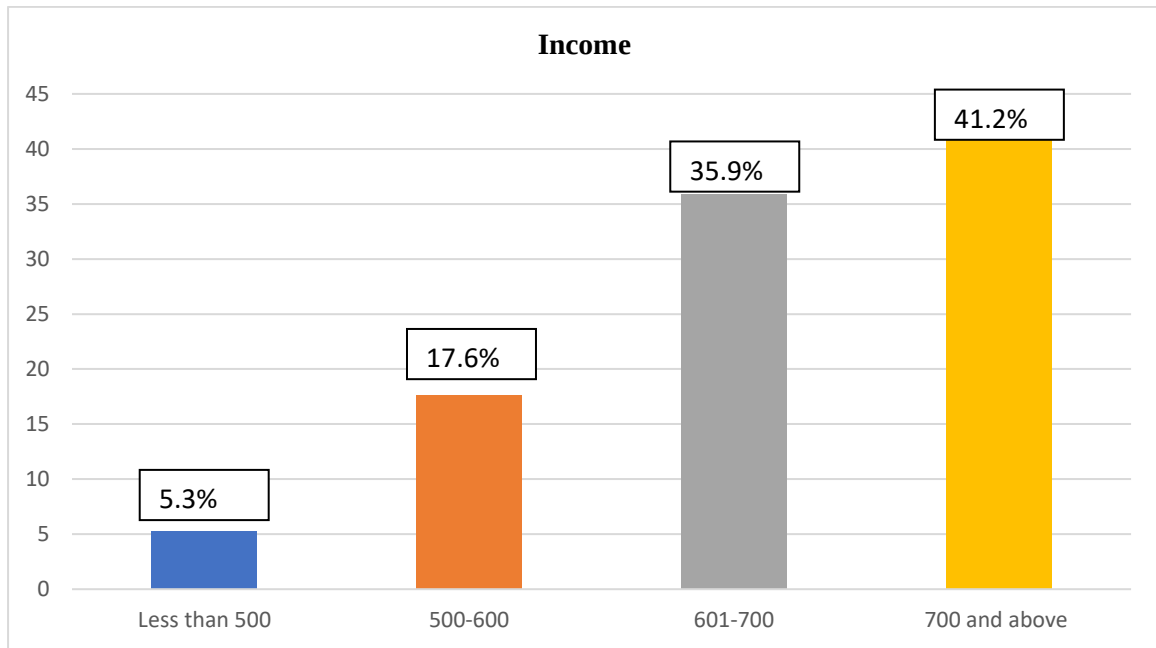


**Figure 8: Pie chart of sample respondents by income**

Table 9 shows the mean, standard deviation, minimum, and maximum summary statistics for the job insecurity of employee well-being during work from home. The mean values ranged from 2.81 to 3.08. Looking further, in general, employees' fear of losing their job affects their productivity and thus their performance. The JI1 standard deviation is 1.20, and the JI2 standard deviation is 1.28. JI3 standard deviation is 3.01, JI4 is 2.95, JI5 is 2.89, and JI6 is 2.86. The minimum value is from 1 to 5 for JI1, JI2 from 2 to 5, JI3 from 2 to 5, JI4 from 2 to 5, and JI5 and JI6 from 2 to 5.

**Table 9: Summary statistics for of job insecurity during work from home**

| Job insecurity | Mean   | Std. Deviation | Minimum | Maximum |
|----------------|--------|----------------|---------|---------|
| J11            | 2.8168 | 1.20768        | 1.00    | 5.00    |
| J12            | 3.0840 | 1.28923        | 2.00    | 5.00    |
| J13            | 3.0153 | 1.26482        | 2.00    | 5.00    |
| J14            | 2.9542 | 1.16924        | 2.00    | 5.00    |
| J15            | 2.8931 | 1.17834        | 2.00    | 5.00    |

|            |        |         |      |      |
|------------|--------|---------|------|------|
| <b>Jl6</b> | 2.8626 | 1.20105 | 2.00 | 5.00 |
|------------|--------|---------|------|------|

Table 10 below shows the mean, standard deviation, minimum, and maximum summary statistics for the family work and work-family conflict of working from home. The mean values ranged from 2.00 to 3.03. The standard deviation values range from 1.07215 to 1.35354. The minimum value is 1.00, and the maximum is 5.00.

**Table 10: Summary statistics for family work and work family conflict of work**

| <b>FWWF conflicts</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Minimum</b> | <b>Maximum</b> |
|-----------------------|-------------|-----------------------|----------------|----------------|
| <b>FWWFC1</b>         | 3.0305      | 1.29460               | 1.00           | 5.00           |
| <b>FWWFC2</b>         | 3.0229      | 1.30364               | 1.00           | 5.00           |
| <b>FWWFC3</b>         | 2.7939      | 1.07215               | 1.00           | 5.00           |
| <b>FWWFC4</b>         | 2.8931      | 1.21054               | 1.00           | 5.00           |
| <b>FWWFC5</b>         | 2.7252      | 1.14390               | 1.00           | 5.00           |
| <b>FWWFC6</b>         | 2.2366      | 1.29989               | 1.00           | 5.00           |
| <b>FWWFC7</b>         | 2.2290      | 1.25615               | 1.00           | 5.00           |
| <b>FWWFC8</b>         | 2.0000      | 1.10940               | 1.00           | 5.00           |
| <b>FWWFC9</b>         | 2.2595      | 1.28055               | 1.00           | 5.00           |
| <b>FWWFC10</b>        | 2.3130      | 1.35354               | 1.00           | 5.00           |

Table 11 below shows the mean, standard deviation, minimum, and maximum summary statistics for the attitude toward working from home technologies. The mean value ranged from 3.97 to 4.24. The standard deviation value ranges from 0.86 to 1.04. The minimum value is 1.00, and the maximum is 5.00.

**Table11: Summary statistics for attitude toward Working from home technologies.**

| <b>Attitudes toward WFH technologies</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Minimum</b> | <b>Maximum</b> |
|------------------------------------------|-------------|-----------------------|----------------|----------------|
| <b>AWHT1</b>                             | 4.2443      | .89521                | 1.00           | 5.00           |
| <b>AWHT2</b>                             | 4.1756      | .94038                | 1.00           | 5.00           |
| <b>AWHT3</b>                             | 4.0305      | .96028                | 1.00           | 5.00           |
| <b>AWHT4</b>                             | 4.0458      | 1.03673               | 1.00           | 5.00           |
| <b>AWHT5</b>                             | 4.0305      | 1.02236               | 1.00           | 5.00           |
| <b>AWHT6</b>                             | 4.0382      | 1.04811               | 1.00           | 5.00           |
| <b>AWHT7</b>                             | 4.0687      | 1.04654               | 1.00           | 5.00           |
| <b>AWHT8</b>                             | 3.9924      | .87263                | 1.00           | 5.00           |
| <b>AWHT9</b>                             | 3.9847      | .96862                | 1.00           | 5.00           |
| <b>AWHT10</b>                            | 3.9771      | .86350                | 1.00           | 5.00           |

Table 12 below shows the mean, standard deviation, minimum, and maximum summary statistics for employee well-being at the workplace. The mean values ranged from 2.93 to 3.41. The standard deviation value ranges from 1.09 to 1.28. The minimum value is 1.00, and the maximum is 5.00.

**Table12: Summary statistics for the employee well-being at workplace.**

| <b>Employee well being</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Minimum</b> | <b>Maximum</b> |
|----------------------------|-------------|-----------------------|----------------|----------------|
| <b>EW1</b>                 | 2.9695      | 1.09502               | 1.00           | 5.00           |
| <b>EW2</b>                 | 2.9389      | 1.14862               | 1.00           | 5.00           |
| <b>EW3</b>                 | 3.2290      | 1.26834               | 1.00           | 5.00           |
| <b>EW4</b>                 | 3.1679      | 1.27190               | 1.00           | 5.00           |
| <b>EW5</b>                 | 3.3664      | 1.22917               | 1.00           | 5.00           |
| <b>EW6</b>                 | 3.3282      | 1.25541               | 1.00           | 5.00           |
| <b>EW7</b>                 | 3.1832      | 1.24531               | 1.00           | 5.00           |

|             |        |         |      |      |
|-------------|--------|---------|------|------|
| <b>EW8</b>  | 3.2290 | 1.26834 | 1.00 | 5.00 |
| <b>EW9</b>  | 3.2977 | 1.26913 | 1.00 | 5.00 |
| <b>EW10</b> | 3.2672 | 1.19502 | 1.00 | 5.00 |
| <b>EW11</b> | 3.2901 | 1.17989 | 1.00 | 5.00 |
| <b>EW12</b> | 3.1756 | 1.19924 | 1.00 | 5.00 |
| <b>EW13</b> | 3.1679 | 1.22256 | 1.00 | 5.00 |
| <b>EW14</b> | 3.1450 | 1.28974 | 1.00 | 5.00 |
| <b>EW15</b> | 3.1374 | 1.21379 | 1.00 | 5.00 |
| <b>EW16</b> | 3.2290 | 1.18038 | 1.00 | 5.00 |
| <b>EW17</b> | 3.2290 | 1.21253 | 1.00 | 5.00 |
| <b>EW18</b> | 3.1756 | 1.10580 | 1.00 | 5.00 |
| <b>EW19</b> | 3.4198 | 1.18292 | 1.00 | 5.00 |

Table13 shows the mean, standard deviation, minimum, and maximum summary statistics for the financial concern. The mean values ranged from 2.82 to 2.9. The standard deviation value ranges from 1.52 to 1.56. The minimum value is 1.00, and the maximum is 5.00.

**Table.13: Summary statistics for the financial concern.**

| <b>Financial concern</b> | <b>Mean</b> | <b>Std. Deviation</b> | <b>Minimum</b> | <b>Maximum</b> |
|--------------------------|-------------|-----------------------|----------------|----------------|
| <b>FC1</b>               | 2.9084      | 1.52644               | 1.00           | 5.00           |
| <b>FC2</b>               | 2.8855      | 1.56717               | 1.00           | 5.00           |
| <b>FC3</b>               | 2.8244      | 1.54163               | 1.00           | 5.00           |

### **4.3 Multicollinearity analysis using person correlation**

A statistical phenomenon known as multicollinearity occurs when predictor variables in a regression model have strong relationships with one another. A situation where the independent variables have linear relationships with one another, making it difficult to determine how each

one affects the dependent variable, is typical of it (Gujarati & Porter, 2009).

Table 13 shows the analysis using person correlation. According to Voss (2005), it completely forbids the estimate of coefficients and renders an equation intractable; perfect multicollinearity is simple to spot. If the value of multicollinearity is lower than 0.8, then there is no multicollinearity between the constructs, which is found in the table below.

**Table14: Multicollinearity analysis using person correlation**

|                | <b>PWB</b> | <b>SWB</b> | <b>WWB</b> | <b>SUBWB</b> | <b>FWWFCD1</b> | <b>FWWFCD2</b> | <b>JI</b> | <b>FC</b> | <b>AWHT</b> |
|----------------|------------|------------|------------|--------------|----------------|----------------|-----------|-----------|-------------|
| <b>PWB</b>     | 1          | .806**     | .555**     | .666**       | -.126          | -.140          | -.146     | .201*     | .232**      |
| <b>SWB</b>     | .806**     | 1          | .679**     | .727**       | -.240**        | -.175*         | -.258**   | .176*     | .260**      |
| <b>WWB</b>     | .555**     | .679**     | 1          | .720**       | -.237**        | -.027          | -.096     | .050      | .131        |
| <b>SUBWB</b>   | .666**     | .727**     | .720**     | 1            | -.302**        | -.232**        | -.229**   | .184*     | .223*       |
| <b>FWWFCD1</b> | -.126      | -.240**    | -.237**    | -.302**      | 1              | .093           | -.002     | -.220*    | -.008       |
| <b>FWWFCD2</b> | -.140      | -.175*     | -.027      | -.232**      | .093           | 1              | .132      | -.243**   | -.066       |
| <b>JI</b>      | -.146      | -.258**    | -.096      | -.229**      | -.002          | .132           | 1         | -.294**   | .038        |
| <b>FC</b>      | .201*      | .176*      | .050       | .184*        | -.220*         | -.243**        | -.294**   | 1         | -.012       |
| <b>AWHT</b>    | .232**     | .260**     | .131       | .223*        | -.008          | -.066          | .038      | -.012     | 1           |

**PWB:** Psychological well-being

**SWB:** Social well-being

**WWB:** Workplace well-being

**SUBWB:** Subjective well-being

**FWWFCD1:** Family-work, work-family conflict

**JI:** Job insecurity

**FC:** Financial concern

**AWHT:** Attitude working from  
home technology

#### **4.4 Items' reliability**

The first step in evaluating the reflective measurement model is to analyze the indicator loadings. Loadings greater than 0.708 are recommended since they indicate that the concept explains more than half of the indicator's variation, which is adequate for item reliability. Usually, using the composite reliability proposed by (Joreskog, 1971). Higher values typically correspond to higher reliability levels. For instance, reliability values in the range of 0.70 to 0.90 are regarded as "satisfactory to good," while values between 0.60 and 0.70 are considered "acceptable in exploratory research." However, values greater than 0.95 are problematic because they suggest that the items are duplicates, which lowers the validity of the construct (Diamantopoulos et al., 2012; (Drolet, 2001). A test item with low reliability may not make a significant contribution to the test-score reliability and may be a candidate for elimination. item-score consistency (Wanous, 1997). The variables for the item will be more representative the higher the item loading. When the value of the related t-statistic is more than 1.96 and the item loading is greater than 0.708, it is significant. According to Table 14, it is shown that all item loadings are greater than 0.708 and that all t-statistic values are superior to 1.96. In this line, T statistics were significant enough to be used in data collection. As a result, all items are reliable.

**Table15: Indicator Reliability**

| <b>Variable</b>                                               | <b>Item</b>    | <b>Item Loading</b> | <b>T Statistics</b> |
|---------------------------------------------------------------|----------------|---------------------|---------------------|
| <b>Attitudes toward Working from home technologies</b>        | <b>AWHT1</b>   | 0.743               | 5.651               |
|                                                               | <b>AWHT2</b>   | 0.747               | 6.302               |
|                                                               | <b>AWHT3</b>   | 0.757               | 7.078               |
|                                                               | <b>AWHT 4</b>  | 0.849               | 10.770              |
|                                                               | <b>AWHT5</b>   | 0.860               | 10.605              |
|                                                               | <b>AWHT6</b>   | 0.866               | 12.084              |
|                                                               | <b>AWHT7</b>   | 0.854               | 10.620              |
|                                                               | <b>AWHT8</b>   | 0.818               | 9.165               |
|                                                               | <b>AWHT9</b>   | 0.852               | 11.316              |
|                                                               | <b>AWHT 10</b> | 0.841               | 10.879              |
| <b>Employee well-being at workplace</b>                       | <b>EW1</b>     | 0.764               | 16.359              |
|                                                               | <b>EW2</b>     | 0.751               | 14.629              |
|                                                               | <b>EW3</b>     | 0.871               | 36.043              |
|                                                               | <b>EW4</b>     | 0.812               | 23.225              |
|                                                               | <b>EW5</b>     | 0.815               | 25.567              |
|                                                               | <b>EW6</b>     | 0.809               | 28.451              |
|                                                               | <b>EW7</b>     | 0.900               | 46.167              |
|                                                               | <b>EW8</b>     | 0.854               | 23.478              |
|                                                               | <b>EW9</b>     | 0.861               | 34.266              |
|                                                               | <b>EW10</b>    | 0.914               | 45.291              |
|                                                               | <b>EW11</b>    | 0.844               | 23.089              |
|                                                               | <b>EW12</b>    | 0.886               | 35.949              |
|                                                               | <b>EW13</b>    | 0.930               | 68.901              |
|                                                               | <b>EW14</b>    | 0.906               | 40.607              |
|                                                               | <b>EW15</b>    | 0.895               | 38.918              |
|                                                               | <b>EW16</b>    | 0.926               | 61.526              |
|                                                               | <b>EW17</b>    | 0.934               | 62.526              |
|                                                               | <b>EW18</b>    | 0.922               | 51.066              |
|                                                               | <b>EW19</b>    | 0.869               | 24.511              |
| <b>Financial concern</b>                                      | <b>FC1</b>     | 0.967               | 35.013              |
|                                                               | <b>FC2</b>     | 0.962               | 30.598              |
|                                                               | <b>FC3</b>     | 0.957               | 20.206              |
| <b>Family work and work family conflict of work from home</b> | <b>FWWFC1</b>  | 0.969               | 11.094              |
|                                                               | <b>FWWFC2</b>  | 0.960               | 11.093              |
|                                                               | <b>FWWFC3</b>  | 0.949               | 10.954              |
|                                                               | <b>FWWFC4</b>  | 0.943               | 10.892              |

|                       |                |       |        |
|-----------------------|----------------|-------|--------|
|                       | <b>FWWFC5</b>  | 0.898 | 10.420 |
|                       | <b>FWWFC6</b>  | 0.932 | 2.683  |
|                       | <b>FWWFC7</b>  | 0.944 | 2.695  |
|                       | <b>FWWFC8</b>  | 0.922 | 2.667  |
|                       | <b>FWWFC9</b>  | 0.930 | 2.676  |
|                       | <b>FWWFC10</b> | 0.887 | 2.681  |
| <b>Job insecurity</b> | <b>JI1</b>     | 0.809 | 10.869 |
|                       | <b>JI2</b>     | 0.964 | 21.976 |
|                       | <b>JI3</b>     | 0.929 | 17.965 |
|                       | <b>JI4</b>     | 0.952 | 21.716 |
|                       | <b>JI5</b>     | 0.884 | 23.040 |
|                       | <b>JI6</b>     | 0.889 | 22.329 |

## 4.5 Constructs' reliability and convergent validity

Convergent validity is the assessment of the new scale's ability to correlate well with other variables and measures of the same concept. Two tests were conducted to measure reliability, Cronbach's alpha and composite reliability. Cronbach's alpha is based on unweighted items; it is a less accurate indicator of reliability. In contrast, composite reliability has reliability that is greater than Cronbach's alpha and weights the items according to the individual loadings of the construct indicators. The construct's true reliability is usually seen as falling between these two extreme values, even though Cronbach's alpha might be too cautious. and the composite reliability downloaded by (Technology, 2019).

More than 0.7 should be the Cronbach Alpha value, and more than 0.7 but not more than 0.95 should be the composite reliability, according to Hair et al. (2020) reliability acceptance rules. As table 15 shows, the values of Cronbach alpha range from 0.891 to 0.96. The composite reliability ranges from 0.917 to 0.976, and the AVE ranges from 0.672 to 0.925. Each indicator's loading on a construct must be squared in order to determine the mean value. An acceptable AVE of at least 0.50 indicates

that the construct accounts for 50 percent or more of the variance among the items comprising the construct. All thesis constructs listed in Table 16 below satisfied the criteria for reliability and convergent validity, and the AVE for each construct is determined to be more than 0.5. The AVE from 0.648 to 0.925.

**Table16: Scale reliability and convergent validity**

| <b>Constructs</b>               | <b>Cronbach's Alpha</b> | <b>Composite Reliability</b> | <b>Average Variance Extracted (AVE)</b> |
|---------------------------------|-------------------------|------------------------------|-----------------------------------------|
| <b>Family-work conflict_</b>    | 0.957                   | 0.967                        | 0.852                                   |
| <b>Financial concern</b>        | 0.960                   | 0.974                        | 0.925                                   |
| <b>Job insecurity</b>           | 0.956                   | 0.965                        | 0.821                                   |
| <b>Psychological well-being</b> | 0.891                   | 0.917                        | 0.648                                   |
| <b>Social well-being</b>        | 0.923                   | 0.942                        | 0.765                                   |
| <b>Subjective well-being</b>    | 0.933                   | 0.953                        | 0.834                                   |
| <b>WFH technologies</b>         | 0.948                   | 0.953                        | 0.672                                   |
| <b>Work-family conflict</b>     | 0.969                   | 0.976                        | 0.891                                   |
| <b>Workplace well-being</b>     | 0.926                   | 0.947                        | 0.818                                   |

## **4.6 Constructs' discriminant validity**

Evidence for discriminant validity is the lack of significant correlation between measurements of variables that, theoretically, should not be strongly associated with one another. To evaluate discriminant validity using two tests. We used both the heterotrimetric ratio (HTMT) and the Fornell-Larcker criterion methods. An established criterion for evaluating discriminant validity in confirmatory factor analysis (CFA) or structural equation modeling (SEM) is the Fornell-Larcker criterion. It was initially presented in the seminal work "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error" by (Fornell and Larcker, 1981). Fornell and Larcker (1981) discuss discriminant validity, which is the extent to which measurements of multiple constructs in research differ from one another. To determine if the metrics used to

evaluate the various components in a model are genuinely separate and do not overlap, they suggest applying the Fornell-Larcker criteria. Using the latent variable, it expresses the square root of the AVE values for each construct. Specifically, in comparison to other variables, the square root of the AVE must be higher than its highest correlation (Hair et al., 2014). Table 15 demonstrates that each construct's square root of AVE is higher than its correlation with other constructs. Therefore, an evaluation of each construct's discriminant validity was conducted. Are not discovered to have a substantial correlation with one another, providing support for discriminant validity.

**Table17:Fornell-Larcker Criterion**

| 0                        | Family-work conflict | Financial concern | Job insecurity | Psychological well-being | Social well-being | Subjective well-being | WFH technologies | Work-family conflict | Workplace well-being |
|--------------------------|----------------------|-------------------|----------------|--------------------------|-------------------|-----------------------|------------------|----------------------|----------------------|
| Family-work conflict     | 0.923                |                   |                |                          |                   |                       |                  |                      |                      |
| Financial concern        | -0.243               | 0.962             |                |                          |                   |                       |                  |                      |                      |
| Job insecurity           | 0.132                | -0.297            | 0.906          |                          |                   |                       |                  |                      |                      |
| Psychological well-being | -0.144               | 0.202             | -0.155         | 0.805                    |                   |                       |                  |                      |                      |
| Social well-being        | -0.175               | 0.178             | -0.261         | 0.814                    | 0.875             |                       |                  |                      |                      |
| Subjective well-being    | -0.229               | 0.178             | -0.230         | 0.681                    | 0.728             | 0.913                 |                  |                      |                      |
| WFH technologies         | -0.064               | 0.007             | -0.004         | 0.254                    | 0.290             | 0.244                 | 0.820            |                      |                      |
| Work-                    | 0.093                | -                 | -              | -0.130                   | -                 | -0.301                | -                | 0.944                |                      |

|                      |        |       |        |       |       |       |       |        |       |
|----------------------|--------|-------|--------|-------|-------|-------|-------|--------|-------|
| family conflict      |        | 0.217 | 0.001  |       | 0.239 |       | 0.025 |        |       |
| Workplace well-being | -0.027 | 0.050 | -0.100 | 0.567 | 0.680 | 0.724 | 0.160 | -0.235 | 0.904 |

A statistical criterion called the heterotrait-monotrait ratio (HTMT) is employed in confirmatory factor analysis (CFA) and structural equation modeling (SEM) to evaluate discriminant validity. Based on the view that discriminant validity may be evaluated by contrasting the strength of relationships inside a construct with the strength of links between distinct constructs, the HTMT ratio was developed. When HTMT results are high, discriminant validity issues arise. A threshold value of 0.90 (Henseler, J., Ringle, C. M., & Sarstedt, M. (2015)). All HTMT values were determined to be smaller than 0.85, as indicated in Table 18 below, confirming the discriminant validity of the reflective components.

**Table 18: Heterotrait-Monotrait Ratio (HTMT)**

| Constructs               | Family-work conflict | Financial concern | Job insecurity | Social well-being | Subjective well-being | WFH technologies | Work-family conflict | Workplace well-being |
|--------------------------|----------------------|-------------------|----------------|-------------------|-----------------------|------------------|----------------------|----------------------|
| Family-work conflict     |                      |                   |                |                   |                       |                  |                      |                      |
| Financial concern        | 0.253                |                   |                |                   |                       |                  |                      |                      |
| Job insecurity           | 0.138                | 0.307             |                |                   |                       |                  |                      |                      |
| Psychological well-being | 0.153                | 0.220             | 0.159          |                   |                       |                  |                      |                      |
| Social well-being        | 0.184                | 0.189             | 0.275          |                   |                       |                  |                      |                      |
| Subjective well-being    | 0.243                | 0.195             | 0.243          | 0.783             |                       |                  |                      |                      |

|                             |       |       |                   |       |       |       |       |  |
|-----------------------------|-------|-------|-------------------|-------|-------|-------|-------|--|
| <b>being</b>                |       |       |                   |       |       |       |       |  |
| <b>WFH technologies</b>     | 0.073 | 0.076 | 0.14 <sub>9</sub> | 0.276 | 0.234 |       |       |  |
| <b>Work-family conflict</b> | 0.099 | 0.224 | 0.06 <sub>7</sub> | 0.252 | 0.318 | 0.069 |       |  |
| <b>Workplace well-being</b> | 0.065 | 0.053 | 0.10 <sub>8</sub> | 0.736 | 0.774 | 0.153 | 0.250 |  |

## 4.7 Structural model quality

The evaluation of a three-dimensional structural model's precision, consistency, and general goodness-of-fit is known as structural model quality. Several factors are considered when building and refining a structural model, which can impact the model's quality (Bergman et al., 2000). A statistical measure known as R-square indicates the extent to which the independent variables account for the variance in the dependent variable. R-square zero indicates that the independent variables in the model are unable to account for any of the variance in the dependent variable. The R-square, which ranges from 0 to 1, represents the proportion of the dependent variable's variance that the independent variables can explain. R-square 1: This denotes a perfect fit between the independent variables and the dependent variable, with all of the variance in the dependent variable being explained (Montgomery et al., 2012). R-square must be greater than 0.1 but not greater than 0.9. Table 19 shows that R-square is 0.225 for employees' well-being, so the construct met the condition.

**Table.19: R Square results**

| <b>Dependent Variables</b>   | <b>R Square</b> |
|------------------------------|-----------------|
| <b>Employees' well-being</b> | 0.225           |

## 4.8 Direct effects testing

Table 20 below shows the standardized regression coefficient, critical ratio (CR), and p-value of all constructs. It presents the result of the direct-effect correlation between the variables in the thesis. As shown below in Table 19, hypotheses H1 and H2 were confirmed.

H1 hypothesized that work-family and family-work conflicts have a negative effect on employees' well-being ( $\beta = -0.229$ ,  $p < 0.05$ ). The critical ratio (CR) value is significant ( $2.748 > 1.96$ ), with a p-value lower than 0.05. Accordingly, H1 is accepted. As shown in Table 19, H2 hypotheses are confirmed as positive attitudes toward working from home technologies have positive effects on employees' well-being ( $\beta = 0.305$ ,  $p < 0.05$ ). The critical ratio (CR) value is significant : $3.070 > 1.96$ , with a p-value lower than 0.05. As for the control variables, the result shows that an employee's marital status ( $P = 0.691 < 0.05$ ), age ( $p = 0.670 < 0.05$ ), gender ( $p = 0.465 < 0.05$ ), and income ( $p = 0.993 < 0.05$ ) do not have significant effects on the employee's well-being.

**Table20: Result for structural model (Direct effects)**

| Hypotheses        | Independent Variables               | Dependent Variables   | B      | C.R   | P     | Result    |
|-------------------|-------------------------------------|-----------------------|--------|-------|-------|-----------|
| H2                | Attitude toward technologies        | Employee's well-being | 0.305  | 3.070 | 0.002 | Confirmed |
| Control Variables | Age                                 |                       | -0.036 | 0.426 | 0.670 | -         |
|                   | Gender                              |                       | -0.059 | 0.732 | 0.465 | -         |
|                   | Income                              |                       | 0.001  | 0.009 | 0.993 | -         |
|                   | Marital status                      |                       | -0.040 | 0.398 | 0.691 | -         |
| H1                | Work-family & Family-work conflicts |                       | -0.229 | 2.748 | 0.006 | Confirmed |

## 4.9 Moderating effects testing

Results highlight that job insecurity and financial concern do not significantly affect employees' well-being ( $p < 0.05$ ). Table 20 below also shows four points. First, the effect of job insecurity on employees' well-being is non-significant ( $\beta = -0.130$ ,  $CR = 1.457$ ,  $p = 0.523$ ,  $p > 0.05$ ). Also, the effect of financial concern on employees' well-being is non-significant ( $\beta = 0.080$ ,  $CR = 0.766$ ,  $p = 0.444$ ,  $p > 0.05$ ). Hypothesis 3 aims to examine if job insecurity moderates the link between work-family and family-work conflicts and the employee's well-being and is rejected ( $\beta = 0.072$ ,  $CR = 0.639$ ,  $p = 0.523$ ,  $p > 0.05$ ). Second, following Hypothesis 4, which tests the moderating effect of job insecurity between attitudes toward WFH technologies and employees' well-being, is rejected ( $\beta = -0.171$ ,  $CR = 1.488$ ,  $p = 0.138$ ,  $p > 0.05$ ). Third, H5, which aims to examine if financial concern moderates the link between work-family and family-work conflicts and an employee's well-being ( $\beta = -0.049$ ,  $CR = 0.406$ ,  $p = 0.685$ ,  $p < 0.05$ ), is rejected. Lastly, following Hypothesis 6, financial concern moderates the link between attitudes toward WFH technologies and employees' well-being ( $\beta = 0.024$ ,  $CR = 0.234$ ,  $p = 0.815$ ,  $p > 0.05$ ), is rejected.

**Table 21: Moderating effects**

| Effects                                       | Original Sample (O) | T Statistics ( O/STDEV ) | P Values | Result          |
|-----------------------------------------------|---------------------|--------------------------|----------|-----------------|
| Financial concern-Employee-well-being         | 0.080               | 0.766                    | 0.444    | Not significant |
| Job insecurity-well-being                     | -0.130              | 1.457                    | 0.146    | Not significant |
| Moderating Effect 1 - > Employees' well-being | -0.171              | 1.488                    | 0.138    | Not significant |
| Moderating Effect 2 -                         | 0.072               | 0.639                    | 0.523    | Not significant |

|                                                        |        |       |       |                 |
|--------------------------------------------------------|--------|-------|-------|-----------------|
| > Employees' well-being                                |        |       |       |                 |
| <b>Moderating Effect 3 -&gt; Employees' well-being</b> | -0.049 | 0.406 | 0.685 | Not significant |
| <b>Moderating Effect 4 -&gt; Employees' well-being</b> | 0.024  | 0.234 | 0.815 | Not significant |

Nb. Moderating effect 1: Job insecurity moderate link between attitudes toward technologies and employee's well-being.

Moderating effect 2: Job insecurity moderate link between work-family, family-work conflict and employee's well-being.

Moderating effect 3: Financial concern moderate link between attitudes toward technologies and employee's well-being.

Moderating effect 4: Financial concern moderate link between work-family, family-work conflict and employee's well-being

The structural model below created by Smart PLS summarizes the results of this empirical study.

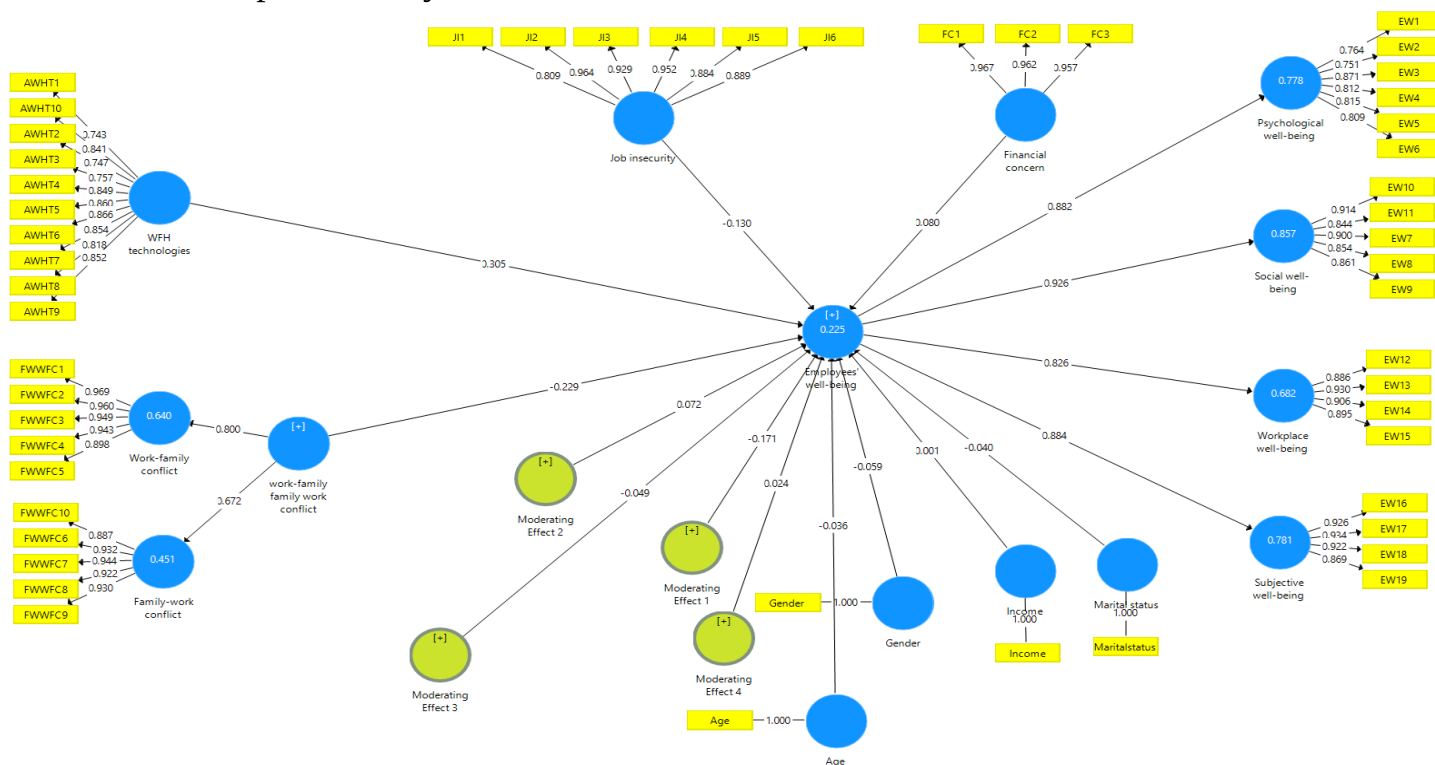


Figure 9: Structural model tested

## **4.10 Result's discussion**

This thesis focused on work-family and family-work conflict during COVID-19 in the Kingdom of Bahrain's telecommunications companies, as well as employee attitudes toward technology. By concentrating on the moderating effect of job insecurity and financial concern on employees' well-being, it enhances the analysis. None of these studies were conducted in the Kingdom of Bahrain's context of employee well-being, and most of the previous studies examined topics generally without specifying any particular context.

Work-family and family-work conflicts have a negative effect on employees' well-being. And hypothesis 1, which indicates family-work conflict and work-family conflict have negative relationships with employees' well-being, was confirmed. The detrimental effects of work-family conflict on well-being could increase as a result of remote workers feeling more pressure to put work ahead of their families and other obligations (Voydanoff, 2004). The found results are not allied with the result found by Gajendran & Harrison (2007), who uncovered that employee who held negative discernments about almost working from home experienced higher levels of work-life conflict, which can have unfavorable effects on well-being and work results. Negative attitudes toward working from home can contribute to expanded work-life conflict (Harrison and Gajendran, 2007).

A meta-analysis examining the causes and consequences of work-family conflict. Byron (2005) summarized the results of several studies in this meta-analysis and established the negative impacts of work-family conflict and family-work conflict on employee well-being. Significant negative correlations between work-family conflict and results like work

satisfaction were discovered by the study. The acceptance of the above hypothesis could be because the employee's finding is more flexible and improves the quality of work, and positive outcomes might arise from the positive experiences, abilities, and resources that are earned in one domain (work or family). It implies that people are more likely to have improved well-being, better functioning families, and higher job satisfaction when they have good work-family spillover. The results of the investigation are consistent with earlier research (Kossek and Ozeki, 1998; Ford et al., 2007) that examined the impact of work-family conflict on well-being. As found in earlier research (Grzywacz and Bass, 2003; Aryee et al., 2005; Voydanoff, 2005; Kinnunen et al., 2006), the impact of work-family conflict on well-being indicates that employees who experience negative work-family interactions are more likely to experience stress. According to Siu et al. (2005), there may be a relationship between well-being and work-family conflict.

Hypothesis 2, which shows a positive attitude toward working from home technologies, and the findings of the study show that attitudes toward working from home technologies have a significant positive relationship with employees' well-being, were accepted. This meta-analysis looked at how telecommuting affects different results and how people feel about it. According to the study, telecommuting has a positive effect on employee well-being because it is linked to higher job satisfaction and lower levels of stress at work. They emphasized how attitudes toward working from home technologies that integrate effort expectations, performance expectations, and enabling conditions support workers' well-being. The primary facilitator of work-from-home initiatives is technology (Razif et al., 2020).

The result of Hypotheses 3 of job insecurity moderates the link between work-family conflict and the employee's well-being but is not significant. Job insecurity does not moderate the link between work-family and family-work conflict and employee's well-being. The negative correlation between working family conflicts and employee well-being has been found in previous research.

Literature defines stress and anxiety as elevated when there is job insecurity because it breeds vulnerability and future uncertainty. When people experience job insecurity coupled with work-family conflict, the combined strains can have a substantial negative effect on their wellbeing. WFCs are defined as interference with family responsibility because of work responsibilities, whereas FWC refers to interference in families' responsibilities due to working requirements (Nauman et al., 2020). The two types of conflict were linked to increased stress, job satisfaction, and reduced emotional well-being. (Byron, 2005; Greenhaus & Beutell, 1985); WFCs and FWCs; and employee wellbeing will decrease as a result of job insecurity. In particular, it is suggested that the effect of WFC and FWC on employee well-being will be more pronounced if individuals are exposed to a higher level of job insecurity. The study has proposed that hypotheses 4, the relationship between attitudes to technology and the well-being of employees may not be significantly influenced by job security.

Precisely, if the employee's working and there is no customer, it feels unbalanced. People's views, opinions, and evaluations about using WFH technology in the deployment of work from home are related to their attitudes towards WFH technologies. Positive attitudes are also associated with the perception of benefits like greater flexibility and a better work-life balance, as shown in (Choudhury et al. 2020). It is of paramount

importance to acknowledge studies that have found no significant evidence backing such expectations, although there may be hypothetical expectations of a significant relationship between variables and attitudes toward work-from home technology. Hypothesis 5 states that financial concern moderates the link between work-family and family-work conflict and the employee's well-being (Russell et al., 1997). The findings show that the moderating effect of financial concern on the relationship between work-family conflict and an employee's well-being is not significant. Studying the relationship between health outcomes and work-family conflict over a four-year period in parents who work. Over a four-year period, this longitudinal study looked at the connection between work-family conflict and health outcomes. The study did not find a significant moderating effect of financial concern on the relationship between work-family conflict and an employee's well-being. It did not find a significant moderating effect of financial concern on this relationship, which is understandable given that work-family conflict was linked to decreased well-being.

Hypothesis 6 indicates that financial concern does not moderate the link between attitudes toward working from home technologies and employee's wellbeing. The result shows that there is a non-significant relationship. In

fact, there are several reasons to believe that employee well-being affects work-family conflict as well as family-work conflict. For example, employees who are not in good health may be less likely to complete tasks on time or may find it more difficult to accomplish them, which will increase their workload.

The non-significant moderating effects of financial concern and job insecurity can be explained by the fact that Bahraini workers earn an income relative to other countries, so these factors may not really be

concerns for them, and the government supported and helped Bahraini workers during the COVID-19 pandemic.

#### **4.11 Summary**

This chapter presents the findings based on the data provided by the respondents, along with a summary statistic for each of the studied constructs. After confirming the reliability and validity of the constructs, the direct and indirect hypotheses were tested. The findings of this empirical study were compiled into a structural model produced using Smart PLS, which was then used to present all of the hypothesis results. A discussion of the results was also presented at the end of the chapter.

# **Chapter 5: Conclusion**

## **5.1 Introduction**

The results are summarized in this chapter, followed by the theoretical contributions and the implications for management. Research perspectives and research limitation will then be discussed, and the conclusion of the chapter will include a summary of the whole document.

## **5.2 Summary of findings**

The effect of remote work on employee well-being during the COVID-19 pandemic has produced contradictory results. The well-being of employees can be negatively influenced by work-life balance problems, increased workload, work insecurity and personal circumstances (Brougham, 2020). The variables of this framework of the thesis are designed to determine factors affecting the well-being during the COVID-19 i.e. attitudes toward WFH and work-family and family-work conflicts as independent variables and job insecurity and financial concern as moderating variables.

This study therefore aimed to address the following two main research questions:

Does working from home affect employees' well-being? And, do financial concern and job insecurity moderate the link between working from home and employees' well-being?

Through a quantitative approach based on a questionnaire administrated to a sample of 108 Kingdom of Bahrain's telecommunications company's managers, findings demonstrated that work-family and family-work conflicts have a negative effect on employee's well-being. For any

worker, family and work are essential aspects of life. However, when roles are incompatible, work-family conflicts may occur. This research highlighted one detrimental effect of this work-family and family-to-work conflicts, namely employees' well-being. Workers are expected to balance several responsibilities at once and allocate their resources between their families and their jobs (Fotiadis et al., 2019). Negative work-family interactions increase the likelihood of stress among employees and affect their well-being. Due to this increased stress, remote workers may feel more pressure to prioritize work over their families and work responsibilities, which may aggravate the adverse effects of conflict between work and families on well-being (Voydanoff, 2004). According to the JD-R theory, the pandemic's increased work-family conflict can be viewed as a major job demand that is insufficiently met by job resources, which has a detrimental effect on workers' well-being. Employers who are able to offer resources, like flexible work schedules, and may be better able to assist staff members in manage the demands of work and family during the pandemic. ((Bartik et al. & Kniffin et al., 2021)

Also, results show that attitudes toward working from home technologies have a positive effect on employee's well-being. They highlighted that the attitudes toward working from home technologies integrating expectation of performance, expectation of effort and facilitating conditions nurture the well-being of employees. Technology is the main enabler for work-from-home programs (Razif et al., 2020). The belief held by a worker who uses these technologies that it will benefit them, how simple it is to interact with these systems and how he receives technical support, are important to forecast users' intention to utilize WFH technologies because the quick change for most firms toward WFH due to COVID-19. These factors can in turn influence the worker's well-being.

According to the COR theory, people work hard to acquire, hold onto, and safeguard their own resources, which include time, energy, and social connections. Stress and a decline in wellbeing may result from the loss of these resources or the threat of losing them. When it comes to working from home, having access to and using technologies that make this possible can be considered a personal resource that saves employees' other resources, like time and energy. Positive attitudes toward these technologies may be a sign that workers consider them to be an important tool that enhances their quality of life (Bartik et al. (2020).

Findings also show that job insecurity does not moderate the link between work-family and family-work conflict and employee's well-being. Also, results demonstrate that job insecurity does not moderate the link between attitudes toward WFH technologies and employee's well-being. These results suggest that the relationship between attitudes to technology and the well-being of employees may not be significantly influenced by job security. According to the JD-R framework, job insecurity is a job demand that entails ongoing work and has psychological and physiological consequences. The relationship between attitudes toward WFH technologies and employee well-being was predicted to be moderated by job insecurity, meaning that positive attitudes would have a smaller positive impact when job insecurity is high. Ipsen et al. (2021).

Findings demonstrated that the moderating effect of financial concern on the relationship between work-family conflict and employee's well-being is not significant. Similarly, financial concern does not moderate the link between attitudes toward working from home technologies and employee's wellbeing. Financial CONCERN can be seen in the JD-R framework as a job demand that entails ongoing effort and has psychological and physiological consequences. The relationship between

attitudes toward WFH technologies and employee well-being was predicted to be moderated by financial concerns, meaning that positive attitudes would have a smaller positive effect when financial concerns are high. Choudhury et al. (2021)

The non-significant moderating effects of job insecurity and financial concern can be explained by the fact that these factors may not represent real concerns for workers in Bahrain due to the high income of workers in Bahrain compared to other countries and that the government provided support and financial aids to Bahraini workers during the COVID 19 pandemic situation.

Also, the government is providing help for unemployed individuals through monthly financial help in the form of unemployment insurance for the duration of their unemployment. Professional counseling and coaching are provided to job seekers until they secure suitable employment. Along with Bahrain's Economic Vision 2030, the objective is to recruit local workers which decreases job insecurity for Bahraini workers.

**Table (22) Hypotheses results**

| <b>Hypothesis</b>                                                                                                  | <b>Results</b> |
|--------------------------------------------------------------------------------------------------------------------|----------------|
| <b>H1: Work-family and family-work conflicts have a negative effect on employees' well-being</b>                   | Confirmed      |
| <b>H2: Positive attitudes toward working from home technologies have positive effects on employees' well-being</b> | Confirmed      |

|                                                                                                                                            |          |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>H3: Job insecurity moderates the link between work-family and family-work conflicts and employees' well-being</b>                       | Rejected |
| <b>H4: Job insecurity moderates the link between positive attitudes toward working from home technologies and employees' well-being</b>    | Rejected |
| <b>H5: Financial concern moderates the link between work-family and family-work conflicts and employees' well-being</b>                    | Rejected |
| <b>H6: Financial concern moderates the link between positive attitudes toward working from home technologies and employees' well-being</b> | Rejected |

### 5.3 Theoretical contributions

The study contributes to the research on employees' well-being through examining a theoretical model highlighting how personal and work-related factors working from home due to the COVID-19 pandemic affect remote workers' well-being. It emphasizes the importance of taking into account various factors of well-being in order to fully understand employees' experiences. This study is also important because it differs from previous studies that focused on the impact of working from home on work performance. The research makes a significant contribution to successfully addressing the theoretical gaps.

This study pioneers the examination of the links between family-work and family work conflicts due to working from home engendered by the COVID 19 situation on employees-well-being integrating psychological,

social, subjective and workplace well-being. Previous authors like Obrenovic et al. (2020) have focused only on work-family conflict's effect on one dimension of well-being which is psychological well-being. This thesis instead adopts an integrative conceptualization of employees' well-being including four dimensions integrating both eudemonic and hedonistic aspects of well-being. The study concluded that both dimensions were critical to the overall well-being of people and emphasized the importance of taking into account both subjective experiences and personal development in evaluation of well-being.

Also, none of the studies have been conducted within the Kingdom of Bahrain context. This research has highlighted the importance of establishing clear boundaries between work and personal life to maintain well-being during remote work (Gajendran, 2007; Kniffin, 2021). Remote work affects workers' well-being during the pandemic as it generates a blurring of work and personal life boundaries, which have detrimental effects on wellbeing.

Furthermore, this study is the first to investigate the impact of job-related factors i.e. attitudes toward WFH technology integrating performance expectancy, effort expectancy and facilitating conditions on the well-being of remote workers. It highlights that the perceptions of workers regarding the ease of use of WFH technologies, how they can benefit from these technologies like increasing their productivity and making their tasks quickly and how they receive the needed technical support, are crucial for their well-being, especially because firms have adopted quickly WFH due to the COVID-19 pandemic situation and required their employees to use WFH technologies.

This research aims to further understand the above relationships by exploring the moderating effects of job insecurity and financial concern in these relationships that have never been explored. However, results

showed that these effects are not significant. Results underlined that job insecurity and financial concern are not real matters for Bahraini workers. The objective of this study was to provide a thorough understanding of some personal factors that can affect employee well-being.

Moreover, this thesis concentrates on the relationship between work-family and family-work conflicts and attitudes toward working from home technologies, job insecurity and financial concern and employees' well-being that have not been studied in the Kingdom of Bahrain.

## **5.4 Managerial implications**

According to the current study, family-work and work-family conflicts and the attitudes toward technologies affect the well-being of employees. The study underlined how important for companies to help remote workers to deal with difficulties generated by the remote work in order to improve their wellbeing. Organizations must understand the factors that affect employee well-being, and this allows them to create interventions and strategies to support a positive working environment. This study provides important insights into the mechanisms underlying employees' well-being.

This study has a practical impact as it highlights for managers that they should encourage and support a positive, healthy working environment that encourages employees to make the best effort and realize their potential, improving their performance, but also reduce the conflicts between employees and family, which can lead to unfavorable remote workers' attitudes. The achievement of company goals is dependent on employees' well-being, so it's critical to establish a positive work environment that motivates staff to perform better. Organizations,

however, frequently fall short of comprehending the fundamental causes of worker effectiveness and job performance. In this sense, understanding the causes of conflicts between families and workers can enable organizations to promote positive work environments and good mental health in their workforce. In organizations with strong organizational cultures, employees are more productive and there is less conflict between work and family (Bakker A. B., 2008). Reflecting on available evidence, we found that an employee's well-being provokes feedback in their work environment and further impacts their needs and resources. This impact should be observed by organizational managers, and the change should be initiated accordingly.

Firms should decide which work-family conflict resolution techniques to use in order to improve work-life balance (Obrenovic et al., 2020). Managers should think about reducing the intensity of work and implementing a flexible schedule. Implementing new communication tools based on cutting-edge technologies may also significantly reduce employee stress at work. Companies must take into account their employees' family responsibilities in addition to their work obligations. Managers could support employees' personal and professional development in this way by providing a range of training and educational opportunities. It's also critical to take into account the various approaches taken to work-family and family-work conflict management (Obrenovic et al., 2020).

Additional resources and support could be beneficial for remote workers who are facing job insecurity. To improve workers' abilities and increase job security, managers can provide coaching, training courses, and career development opportunities. Giving staff members access to tools and support networks can make them feel more valued and safer, which will improve their wellbeing (Brough et al., 2019).

Working remotely can make it more difficult to distinguish between work and personal life, which could lead to increased job insecurity and detrimental effects on wellbeing. Managers need to motivate staff members to prioritize work-life balance, set reasonable expectations, and set clear boundaries (Allen et al., 2015). Promoting self-care behaviors, flexible work schedules, and frequent breaks can all help remote workers achieve greater well-being (Allen et al., 2015). Furthermore, to build a positive attitude toward working from home technologies, managers should offer training to employees about using these technologies and highlight how using these technologies can positively affect workers' productivity. Also, firms should try to implement technologies that are easy to use and provide the necessary support to the workers using these technologies.

The availability of career development and growth opportunities helps mitigate financial concerns and improve the well-being of employees. Managers should provide training, mentoring opportunities, and clear career paths for remote employees. Managers can improve their overall well-being, job security, and job satisfaction by supporting their staff members' professional development (Brough, 2019).

## **5.5 Limitations**

There are a number of research limitations to take into consideration.

For upcoming researchers, it suggests new directions. This thesis has limitations, just like any other study. Although the construction of the study was considered to be the most useful to understand the factors affecting the well-being of employees during COVID-19 research, other constructs were identified as relevant to the current global pandemic caused by the Corona virus. Due to the study's use of cross-sectional data

gathered over a brief period of time, it is not possible to look at how time influences the underlying links. In addition, the results of this study were derived from the assessments of customers; however, the validity of the study would increase if it used an observational methodology, such as the tracking of the effectiveness of followers and responses to the well-being of certain employees. In addition, the results of this study are limited to the Kingdom of Bahrain, so it would be very interesting to evaluate the model in other nations.

Furthermore, other techniques for distributing the questionnaire may be used in future research, such as focus groups or personal interviews, where the researcher can influence participants' answers and have an impact on each other's responses.

The COVID-19 outbreak is a dynamic and ever-changing situation affecting legislation policy, and social reactions. Research conducted at different stages of the epidemic may not cover the complete spectrum of encounters or factor in possible changes in employee's well-being over a longer period of time. Long-term studies and ongoing monitoring can provide a more complete understanding of the impact of the pandemic on employee's well-being. Future research should gather data at various intervals to assess the relationship between improved psychological well-being, work-family conflict resolution, and changes in work performance. Future research can examine situations in which people have several roles to play but are unable to choose one. Representative workers from Bahraini companies participated in the study.

## **5.6 Thesis perspectives**

Future research could examine the influence of each dimension of work-family and family work conflicts as well as each dimension of attitudes

toward technologies, i.e., expectations of performance, expectations of effort, and facilitating conditions, on the well-being of employees. Future studies will provide a deeper understanding of how demand and resources affect employees' results, and employee well-being research may expand these conclusions. This could include a strong emphasis on the stress and motivation mechanisms of the JD-R model, as well as on positive and negative results, and examining how remote working affects employee well-being in the long term, not only during the current COVID-19 crisis, and analyzing the potential long-term effects of homework policies on employee job satisfaction and work-life balance. Research could focus on identifying what makes people happy in the long term and the risks associated with working remotely for a long time. Other variables can be examined, like employees' intrinsic and extrinsic motivation, job satisfaction, and employees' turnover. Also, this study can be extended to other GCC countries or to countries in which job insecurity and financial concern can be real matters for workers.

## **5.7 Summary**

This study has added to the body of literature exploring the employee well-being of Kingdom of Bahrain employees in the unique COVID-19 context. The findings give an output that overall affects employees' well-being. Work-home conflict and home-work conflict have been highlighted as detrimental for employees' well-being, whereas positive attitudes toward working from home technologies promote employee well-being. Additionally, the study highlighted managerial implications, theoretical contributions, and possible directions for future research in the field. It also provides practitioners with some key recommendations. The thesis's limitations were then discussed, followed by some of the thesis's perspectives.

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## Appendix 1

Below are the questions used in the thesis

### - Job Insecurity Scale:

| Kindly choose one according to your preference                                 | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1- I am afraid I will get fired.                                               | 1                 | 2        | 3       | 4     | 5              |
| 2- I worry about keeping my job.                                               | 1                 | 2        | 3       | 4     | 5              |
| 3- I fear I will lose my job.                                                  | 1                 | 2        | 3       | 4     | 5              |
| 4- I think I might get fired in the near future.                               | 1                 | 2        | 3       | 4     | 5              |
| 5- I am not sure I can keep my job.                                            | 1                 | 2        | 3       | 4     | 5              |
| 6- What is the probability that you will become unemployed in the near future. | 1                 | 2        | 3       | 4     | 5              |

### - Working from Home

| Kindly choose one according to your preference                                                       | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1- The demands of my work interfere with my home and family life.                                    | 1                 | 2        | 3       | 4     | 5              |
| 2- The amount of time my job takes up makes it difficult to fulfil family responsibilities.          | 1                 | 2        | 3       | 4     | 5              |
| 3- Things I want to do at home do not get done because of the demands my job puts on me.             | 1                 | 2        | 3       | 4     | 5              |
| 4- My job produces strain that makes it difficult to fulfil family duties.                           | 1                 | 2        | 3       | 4     | 5              |
| 5- Due to work-related duties, I have to make changes to my plans for family activities.             | 1                 | 2        | 3       | 4     | 5              |
| 6- The demands of my family or spouse/partner interfere with work-related activities.                | 1                 | 2        | 3       | 4     | 5              |
| 7- I have to put off doing things at work because of demands on my time at home.                     | 1                 | 2        | 3       | 4     | 5              |
| 8- Things I want to do at work don't get done because of the demands of my family or spouse/partner. | 1                 | 2        | 3       | 4     | 5              |
| 9- My home life interferes with my responsibilities at work                                          | 1                 | 2        | 3       | 4     | 5              |

|                                                                                     |   |   |   |   |   |
|-------------------------------------------------------------------------------------|---|---|---|---|---|
| such as getting to work on time, accomplishing daily tasks, and working overtime.   |   |   |   |   |   |
| 10- Family-related strain interferes with my ability to perform job-related duties. | 1 | 2 | 3 | 4 | 5 |

- Attitude toward Working from home technologies

| Kindly choose one according to your preference                         | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1- I think that WFH technologies are useful for my job.                | 1                 | 2        | 3       | 4     | 5              |
| 2- Using WFH technologies makes me able to complete tasks quicker.     | 1                 | 2        | 3       | 4     | 5              |
| 3- Using WFH technologies increases my productivity                    | 1                 | 2        | 3       | 4     | 5              |
| 4- WFH technologies is understandable and clear for me.                | 1                 | 2        | 3       | 4     | 5              |
| 5- Becoming skilful at using WFH technologies is easy for me           | 1                 | 2        | 3       | 4     | 5              |
| 6- I find WFH technologies easy to use.                                | 1                 | 2        | 3       | 4     | 5              |
| 7- WFH technologies is easy to operate for me                          | 1                 | 2        | 3       | 4     | 5              |
| 8- I have access to the necessary resources to use WFH technologies.   | 1                 | 2        | 3       | 4     | 5              |
| 9- I have the knowledge necessary to use WFH technologies.             | 1                 | 2        | 3       | 4     | 5              |
| 10- WFH technologies is well-suited with other work technologies I use | 1                 | 2        | 3       | 4     | 5              |

- Employees' well-being at workplace

| Kindly choose one according to your preference             | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1- I have easily adapted to day-to-day changes in my life. | 1                 | 2        | 3       | 4     | 5              |
| 2- I feel I remain a sensible person.                      | 1                 | 2        | 3       | 4     | 5              |
| 3- I understand the expectations from me by my firm.       | 1                 | 2        | 3       | 4     | 5              |
| 4- I believe that I have a purpose and direction in life.  | 1                 | 2        | 3       | 4     | 5              |
| 5- I think life is a continuous process of learning.       | 1                 | 2        | 3       | 4     | 5              |
| 6- I remain a confident person                             | 1                 | 2        | 3       | 4     | 5              |
| 7- I still feel I am an important part of my firm          |                   |          |         |       |                |
| 8- I remain close to my workmates                          | 1                 | 2        | 3       | 4     | 5              |
| 9- My colleagues remain a great source of social support   | 1                 | 2        | 3       | 4     | 5              |

|                                                                              |   |   |   |   |   |
|------------------------------------------------------------------------------|---|---|---|---|---|
| 10- I love keeping in touch with my colleagues during this Covid 19 Pandemic | 1 | 2 | 3 | 4 | 5 |
| 11- My day-to-day activities contribute towards my university                | 1 | 2 | 3 | 4 | 5 |
| 12- I am quite satisfied with my job                                         | 1 | 2 | 3 | 4 | 5 |
| 13- I attach lots of value to my work                                        | 1 | 2 | 3 | 4 | 5 |
| 14- Working for my University is a source of motivation                      | 1 | 2 | 3 | 4 | 5 |
| 15- I believe that my employer cares a lot about my needs                    | 1 | 2 | 3 | 4 | 5 |
| 16- I have mostly remained a happy person                                    | 1 | 2 | 3 | 4 | 5 |
| 17- I remain an optimistic person                                            | 1 | 2 | 3 | 4 | 5 |
| 18- I still feel good about myself                                           | 1 | 2 | 3 | 4 | 5 |
| 19- My life is mostly joyous                                                 | 1 | 2 | 3 | 4 | 5 |

- Financial concern

| Kindly choose one according to your preference                                        |                   |          |         |       |                |
|---------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
|                                                                                       | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1- My or my family's financial situation will get much worse over the next 12 months. | 1                 | 2        | 3       | 4     | 5              |
| 2- I am worried about my or my family's financial situation over the next 12 months.  | 1                 | 2        | 3       | 4     | 5              |
| 3- I am worried about providing for myself financially over the next 12 months.       | 1                 | 2        | 3       | 4     | 5              |

|                                  |
|----------------------------------|
| <b>Profile of the respondent</b> |
|----------------------------------|

1- Your job titles:

2- Has your company asked employees to work at home?

- ☐ Yes
- ☐ No

3- Been laid or lost a job

- ☐ Yes
- ☐ No

4- Did you work from home during Covid-19?

- ☐ Yes
- ☐ No

5- Gender:

- ☐ Male
- ☐ Female

6- Marital status:

- ☐ Single
- ☐ Married

7- Age:

- ☐ Less than 20
- ☐ 20-30
- ☐ 31-40
- ☐ 41-50

- 60 and above

8- Income:

- Less than 500 BD
- 500-600
- 601-700
- 700 and above

9- Educational level:

- High school graduate
- Diploma
- Bachelor's degree
- Master's degree
- Doctoral degree