| RESEARCH ARTICLE

Work-Life Balance Experiences of Business Process Outsourcing Employees in a Remote Work-Set Up

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| ABSTRACT

The study investigates the impact of remote work setup on the work-life balance of BPO employees in China. The respondents, who have experienced remote work for over three years, expressed concerns about self-discipline, punctuality, dedication, respect, and tact in their interactions. They also expressed insufficient time for self-development, proper nutrition, and rest. Stress management was also deemed challenging, with employees unable to manage mental distractions caused by non-fulfilment of obligations. The study suggests the need for a work-life balance improvement program for BPO employees in remote work settings.

| KEYWORDS

Business Process Outsourcing, Remote Work-Set up, Work-Life Balance

1. Introduction

At present, BPO is a multi-billion-dollar industry creating employment for millions of people in developing countries. Countries like India and China have been the giants and significant hubs for the Business Process Outsourcing (BPO) sector. It is one of the fastest-growing industries employing in the country. In 2019, the BPO industry added 71,000 new full-time jobs for Chinese. The total industry headcount increased by 5.8% to 1.3 million from 1.23 million in 2018. Furthermore, 73% of jobs in the BPO industry required mid- and high-level skills of employees in work from home set up since 2022 (Hernandez, 2022). Moreover, Lopez (2017) defined BPO as contracting non-primary business functions and activities to a third-party provider. China consistently ranks among the top global business process outsourcing providers, with its portfolio of third-party services expanding and diversifying significantly (Oxford, 2018). The year 2020 brought with it a new and challenging opportunity for the Chinese BPO market. Lockdowns were imposed, and the government's top priority became the Chinese people's health (China Department of Health, 2021). BPO operations, on the other hand, have been exempt from closure during quarantine periods, demonstrating their importance to the country's economic interests and allowing for work-from-home arrangements (Thompson, 2022).

The remote work set-up is the new operating model and represents the future of work. Everyone is adjusting to this unique working style and learning to create a smooth work life. Everyone in the management position understands the relevance of this 'new normal' and is creating better ways to enhance employee productivity in the remote work set-up policy.

There was an act legislated to institutionalize telecommuting as an optional work arrangement for personnel in the private sector in China. The state affirms that labor is a primary social and economic force; the law acknowledges that the state shall guard the rights of workers and help their wellbeing, especially in the times of advancement in technology that has unlocked new and alternative avenues for workforces to carry out their work such as homeworking and other flexible work measures.

Working from home benefits not only the organization itself but also its employees. Motivational factors that affect employees include organizational flexibility in terms of employees' working hours and places of work. It enables the organization to meet the needs of its employees better while helping them balance work and personal life and maintain good health (Benetyte, 2020). Consequently, it enhances productivity, lowers stress associated with communication, and reduces time spent working and commuting to and from work. Minimal work supervision is also experienced. On the other hand, employees working from home face challenges that negatively affect their efficiency at work. These include the need to socialize, blurring boundaries between leisure and work, poor work-life balance, and difficulties in maintaining effective communication and collaboration with colleagues and managers (Raisiene & Jonusauskas, 2020).

Based on the findings from previous research, there were several mixed and inconsistent results about the effect of job characteristics on employee performance and job satisfaction on employee performance. The researcher is interested in conducting this research, especially because there is no research that tests the four variables, so the novelty of this study is trying to connect and test the effect of job characteristics and work-life balance on job satisfaction and performance. In this regard, the study will be conducted to determine the work-life balance of the BPO employees and use the research results as a basis for a development program to further improve the BPO employees' work and life balance while working remotely.

2. Review of Related Studies
2.1 Remote or Work from Home Set-up of BPO Employees
In a study conducted by Figueroa (2022), BPO employees responded with disagreement on the measure that their job makes their personal life difficult and their personal life suffer because of work. In fact, the employees are also happy with the amount of time for nonwork-related activities, meaning they still have time for rest, leisure, social, and recreational moves after work. Also, the employees pay attention to personal needs because of work. They make sure that there is sufficient time and energy to pursue individual needs after work. The respondents disagree that their work interferes with their personal life.

In contrast, Kniffin et al. (2021) claim that working from home has complicated employees' work-life balance. It is forced confinement, and many employees face challenges mainly because of not having a workspace at home. Moreover, they state that it is challenging for employees to maintain a work-life balance as the border between work and home has disappeared. According to the study of Bao et al. (2022), their respondents reported that house chores, such as looking after children or pets and cooking, interrupted their work and took too much of their work time, which decreased their productivity.

Lacking self-discipline, being unable to focus on work at home, and problems in collaboration were reported among the challenges while at WFH. Silva (2020), on the other hand, reported that the greatest challenge of working from home is distractions. Their respondents reported that other challenges are collaborating with colleagues/clients, isolation/loneliness, motivation, taking adequate time away from work, disconnecting from work/burnout, and networking/fostering career development. That is why a study to know the work-life balance of employees, especially the BPO employees who have a significant number of employees working from home, is essential so that programs that could enhance their work-life balance could be introduced.

According to Bedarkar and Pandita (2017), successful work-life balance has many positive impacts, such as the individual's work engagement and work commitment (Caesens & Stinglhamber, 2017); therefore, organizations need to help employees to balance work and family with various work-life balance policies and practice. Regardless of gender, education, family background, or workplace, each employee should also have time to have a good time in his spare time with children, friends, family, or a wider community. Research can help reduce work-life conflicts and help an employee balance work and family or the obligations of working and family life (Boyar et al., 2017).

Parakandi and Behery (2019) said that employees with access to work-life balance policies and practices often reported better psychological well-being because the ability to use work-life balance practices enables them to have sufficient time for their family and therefore, they feel less stress with balancing work and family (Kashyap, Joseph and Deshmukh, 2019). In connection with this, the demographic variables of the employees, such as age, gender, educational attainment, length of service, and nature of work, influence the employees' work-life balance.

2.2 BPO Employees Profile
People change with age: their physicality, behavior, and perception and evaluation of certain phenomena change. Due to the progressive aging of the global population and the increasing proportion of older people in the total population, more and more attention is paid to the analysis and description of the specific characteristics, attitudes, and behaviors of older (Fealy, 2019). Issues regarding a person's age include questions concerning their sense of happiness, life satisfaction, self-esteem, and welfare because of the work-life balance achieved by the individual (MacKenzie, 2018). Therefore, age is one of the constraints for work-life balance (Emslie, 2018).

According to Yeandle (2021) and Phillipson (2019), the achievement or failure to achieve a desired level of WLB by older workers is influenced by a rather broadly based public policy determining the position of individuals of non-mobile and retirement age rather than their age itself. Penner and Perun (2021) link the possibility of WLB growth among seniors with activities related to increasing the labor market flexibility and its better adaptation to the needs of this group. In turn, Auer and Speckesser (2017) point out that older people's problems with achieving proper WLB most often stem from the stereotypical perception and discrimination of this group in society and in the workplace. Kazmierska and Stankiewicz (2020) confirm in their study that older individuals represent a higher level of satisfaction with the achieved work-life balance than younger ones. Also, conditions created in the workplace have a significant impact (more remarkable than in the case of young people) on the maintenance of balance between work and personal life of older workers. Through actions aimed at increasing the availability of flexible solutions for the maintenance of work-life balance, employers can influence their close-to-retirement age and employees' decisions about delaying the end of their professional activity. Thus, it reflects the age-related variation of assessments formulated by the workers related to activities undertaken in the organization by its management. Such variation is associated with the different needs and expectations of employees representing different age groups. Replies related to methods of managing an organization employing workers of different ages – having different needs – are provided by the concepts of age management and diversity management (Ilmarinen, 2019).

Various studies were conducted about the gender of an employee to determine the impact of demographic variables on their work-life balance. Studies by Gutek et al. (2018), Duxbury, Higgins, and Lee (2017), Grzywacz et al. (2020), and Rajadhyaksha and Velgach (2018) reported gender differences concerning work-family conflict. Gutek et al. (2018) indicated that women reported more work interference in a family than men despite spending about the same hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference. Agarwal and Jindal (2020) said that the demand for work-life balance varies according to gender. Men are hesitant to take flexible working cultures, so when it comes to women, it adversely influences their careers since managers may doubt their dedication to their professional roles. As a result, the role of gender in WLB shows more impact on balancing the aspects of life and work for women as they need to cater to the needs of the home, nurture children, etc.

Hochschild (2020) suggested that men performed one-third of home activities, and women performed two-thirds. Consequently, if there are family conflicts and the woman makes less money than her husband, she is likelier to leave the workplace. It was explained that effective work-life programs such as compressed work weeks, telecommuting, flexible work schedules, job sharing, and on-site childcare benefitted both the employer and the employee, leading to higher productivity and organizational loyalty (Whittard & Burgess, 2020). The result of Agarwal and Jindal's study indicates that male employees report greater satisfaction in the perception of work-life balance than female employees. Working women are exposed to responsibilities like looking after their family commitments, raising children, doing household chores, etc., and working in the office perfectly. This puts some extra burden on them compared to their counterparts' men. Thus, this disturbs women's work-life balance. Also, women must reach home safely, although companies usually arrange for drops at night. Also, when there is a working pressure or an urgent deadline to meet, women are often faulted by their male colleagues for being unavailable or not pulling their weight in the team; the perceived unwillingness of women to put in the required work in such a high-pressure job produces resentment and a tendency to marginalize women in terms of allotment of work (Agarwal, Mishra, & Dixit 2018)

Moreover, Wesley and Muthuswamy (2018) stated that men in all-male teams had been known to protest when there is a talk of recruiting a female employee for the team; they believe that this would not only bring down the performance of the team, but it would also spoil the working atmosphere of male camaraderie and gender informality, in which off-color jokes, for instance, are permitted. The system of control through peer pressure within the team can be turned against women, who, in any case, are in the minority, producing subtle pressure on them and marginalizing them when they do not come up to the expectations of other team members. The team leader does much work within the team through negotiation with the employees. Women may be given less responsible tasks because they are perceived as unable or unwilling to handle more complex tasks. Balancing work and family is often more difficult for women than men because of the disproportionate burden of family responsibilities (Bird, 2019). Women face uneven distribution of childcare and other domestic responsibilities, which become significant barriers to their career advancement (Cross & Linehan, 2019). Managing work and family for female employees becomes even more difficult in a society where women are expected to share the significant responsibility of family care. There is also a notion that work-family roles are largely shipped by stereotypical gender roles due to the traditionally held belief of men as "Breadwinners and women as housemakers." Therefore, the social construction of gender makes motherhood less negotiable than fatherhood (Gronlund, 2020).

In a WFH setup, Bick, Blandin and Mertens (2021) stated that women experience more changes in paid working hours and carry a heavier load in childcare and household work than men. Women with children experienced more psychological distress than women without children and a more considerable decline in time spent on leisure activities than men with children. The age of children was found to matter in the work-life balance, but no gender differences were found.

Being married and having children affects the satisfaction level of work and personal life (Nathalie & Philippe, 2019). Women with dependent children find it more challenging to balance their lives than those who do not have dependent children. Women with dependent children would like to spend most of their time with them and their education (Gupta, 2019). Women are prone to be super mothers or super managers who balance both careers and children, and these demands diminish markedly when children reach school age (Crosbie & Mooree, 2020). As age progresses and women get married, they will have more responsibilities at home, affecting their work-life balance. As their length of service increases, their workplace responsibilities will increase while moving up their career ladder. The extent to which their economic needs can be met depends upon their income levels. Women employees living in a joint family will have more responsibility at home. It is quite natural that with increasing dependents, she will have more responsibilities that may affect her work-life balance (Kumari, Thriveni & Devi, 2017).

Today, managing a stressful job and dedicating quality time to family is becoming a significant challenge. More and more women have managerial jobs. Even so, they want to have happy private lives as well and do their best to succeed in both domains of life, professional and personal, even if it has been predominantly viewed as a women's problem, especially for those who are in corporate employment and have family obligations (Parasuraman & Simmers, 2021). The work-life balance represents an issue in terms of the marital status of the employees. This is a prime concern for working men, too. Data suggest that in families where childcare is shared, men are likely to experience similar levels of work-life conflict as women (Barnes et al., 2019).

According to Duxbury and Higgins (2018), a large body of research links the parental responsibilities of working couples to the incidence of work-family conflict. Because they have more demands and less control over their time, parents encounter more difficulties balancing work and non-work activities than nonparents. Similar results were reported by Bond, Friedman, and Galinsky (2019). They found that parent employees exhibit significantly higher levels of conflict between work and family/personal life than non-parents. The transition to parenthood is characterized by increased stress (Owen & Cox, 2017), in which significant changes in the couple's relationship, responsibilities, and preoccupations occur (Belsky & Pensky, 2018).

On the other hand, Agarwal, Mishra, and Dixit (2018) said that many women are unwilling or unable to put in as many hours as their male counterparts for several reasons. Married women are less likely to be able to stay in the office till late at night unless there is a pressing need because they may face objections from their parents or in-laws or social disapproval. While young bachelors find a social life in the office that motivates them to stay late, women rarely become part of this. Moreover, Hampshire, Butera, and Bellini's (2018) study showed that parent employees experience more work-family conflict than non-parent employees. Furthermore, the educational attainment of employees has an impact on their work and life balance. According to the study by Esguerra (2020), younger employees with low educational attainment have higher levels of job stress. A significant positive relationship between the respondents' all areas of work-life balance and job stress was also revealed in the study. Hence, the level of work-life balance of employees is correlated to their level of job stress. She recommended that support should be given to the younger employees in pursuing their graduate studies in order to earn higher education degrees, which will open more doors for their career growth. Access to both internal and external scholarship grants and other faculty development support can be a good way of encouraging younger employees to improve their educational attainment. Moreover, Znidarsic (2019) found that with a higher academic rank. Relatively, Damianus et al. (2018) found that the higher the educational attainment is and the longer the work experience is, the higher the work productivity and self-efficacy of the employee becomes.

Additionally, the length of service of employees is one of the determinants of how workers balance their work and life. According to Cunnien et al. (2018), work experience, particularly mastery work experience, boosts self-confidence to achieve goals. They pointed out that workers with longer service lengths have higher self-efficacy than those with short service lengths. Handoko (2018) stated that the working period of an employee could also be a reference in seeing the extent to which workers can achieve maximum results with their skills. It means that the length of service of an employee is their advantage to get used to their work, and they have less stress in facing their everyday work. Besides that, Arjanggi, Kingkin, and Rosyid (2020) said that the time an employee has contributed to a company is also the extent to which he does his job well. Demerouti (2019) also said that the length of service an employee serves to a company is influenced by several factors: work demands, resources, power jobs, resources, power personnel, and personality. Lastly, Kurniawan, Muin, and Suryadi (2019) disclosed that a person's working period dramatically affects the speed and skills in doing the job.

The length of service or time an employee serves a company affects their skills in balancing their work and life as it makes an employee get used to his job, resulting in lesser stress and expertise in doing his job. The nature of an employee's work is also one of the determinants of their work-life balance. Lorincova (2019) confirmed that one's working position affects how one manages the balance between personal life and work. She also said that when creating motivation programs, it is necessary to consider the employees' working positions. A well-designed motivation program for a work-life balance can help a company to achieve more satisfied employees performing qualitatively better.

Consequently, higher and better employee performance will lead to better performance of the whole company. Nursafitri et al. (2018) stated that employees generally prefer to avoid repetitive, too-specialized, and mechanistic work, which affects their job performance. Therefore, every manager must anticipate this situation, for example, by doing job rotation or expanding the scope of work. There is a significant positive effect of job characteristics on employee job satisfaction. Akbar's (2019) research results confirmed that the nature of an employee's job is very well used to predict employee job satisfaction. Therefore, it is essential to consider job positions in establishing policies to increase the positive work-life balance of employees.

2.3 Work-Life Balance of BPO Employees in a Remote or WFH Set-up

All employees face the challenge of finding the properwork–life balance. The ability of employees to deal with a successful combination of work, family responsibilities, and personal life is crucial for both employers and family members of employees. Work– life balance not only means an even distribution of time between work and private life but rather flexibility in being able to work in the professional field while maintaining the time and energy to spend on personal life (Iste, 2018). Work has trumped all other aspects of a person's life. The desire to achieve great things professionally through work can overshadow a person's well-being. Developing harmony between life and work is essential for improving a person's physical, emotional, and mental well-being and career (Sanfilippo, 2020). Creating a healthy work environment requires striking a balance between life and work. Harmony between life and work, in particular, would aid in reducing workplace stress and burnout (Kohl, 2018).

Furthermore, Work-life Balance is a term usually used in organizations concerning the welfare of their employees. It is a concept associated with the institutional and social settings of countries. Hence, studies have developed several theoretical perspectives for in-depth knowledge of the fundamental issues between employees' lives and work (Gragnano, 2020). Furthermore, Heathfield (2019) described work-life balance as a model that sustains employees' efforts to split their time and energy between work and the other essential aspects of their lives. It is a daily effort to make time for family, friends, community participation, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. With the assistance of employers, who institute policies, procedures, actions, and expectations, work-life balance enables employees to pursue more balanced lives quickly.

However, with the COVID-19 emergency forced many people worldwide to work remotely. The situation has affected the remote working population, significantly affecting their work–life balance. Although there were mixed opinions on whether employee performance levels were higher when working from home, employees commented that working from home would negatively affect their performance if removed. Overall, it was clear to see the high positivity surrounding working from home and how this positively impacts employee motivation and performance levels, which can positively affect employee well-being, work-life balance, and job satisfaction (Ward, 2017). Furthermore, he mentioned that if employees are more motivated and perform to a higher standard, this is likely to positively impact the organization regarding staff retention and achieving more from their employees.

Rupietta (2016) studied how working from home affects employees' efforts. Employees who can work from home have high autonomy in scheduling their workand, therefore, are assumed to have higher intrinsic motivation. It was expected that working from home would positively influence employees' work efforts. According to Mokhtar (2020), there are six major benefits of working from home, which are: (1) saving more money and energy; (2) more family time; (3) less stress; (4) a relaxed environment; (5) more productive; and (6) better internet. Following the COVID-19 epidemic, most workers had limited remote work experience, but they and their companies needed to prepare to implement this technique.

Nonetheless, the unforeseen COVID-19 outbreak in 2020 also pressured millions of people worldwide into becoming remote workers, inadvertently resulting in a global trial in telecommuting. Work from home has then rapidly become the new normal in just a few weeks (Wang et al., 2021). Fahlevi (2020) revealed that the WFH program has several advantages and disadvantages, the advantages being that the WFH activity is more flexible in completing work, does not follow office hours, does not need to spend money on transportation costs or gasoline costs, can minimize the level of stress experienced besides traffic jams traffic from home to the office and has more free time. The disadvantage of WFH is that it can lose work motivation to cover electricity and internet costs, leading to data security issues. WFH is not new. With the advancement of technology, the global number of companies implementing WFH has increased dramatically (Kroll, 2019). Working remotely has been favored by various countries in the world and has become a common way of performing work activities. A report from a study claims that 37.2% of people worldwide work remotely (Gutierrez-Diez et al., 2018). Previous studies also confirm an increasing proportion of remote work in many countries, such as Japan, Australia, the USA, and Canada (Chung & Kalindi, 2019). WFH is also part of remote work or teleworking.

Teleworking is defined as working outside employers' premises with the support of technology. It allows employees to work outside the office at home or elsewhere. Remote working helps the organization save money on office space, electricity, and equipment. It also helps the environment because, with less back-and-forth, transportation leaves a smaller environmental footprint (MacRae,

2020). As some countries have been applying full compulsory quarantine due to the COVID-19 pandemic, the only alternative organizations in these countries are working from home. However, even when there was no pandemic, some organizations preferred working from home practice for their employees. Lupu (2017) mentions the reduced expenses of organizations, such as rent, maintenance, computers, telephones, offices, utilities, equipment, etc. He also said that it reduced the spreading of contagious diseases among employees, which causes interruptions in the working process and additional expenses. Another factor organizations have as a motivation is increased workforce productivity. Wienclaw (2019) adds the factor of caring for sick children or elders quickly without having to take time off from work to the list of factors reducing absenteeism.

Although working from home practice has become more common in many countries, organizations are still reluctant to adopt this form because of its drawbacks. Lupu (2017) mentions these drawbacks: the technical problems that cannot be solved remotely, the unequal salaries between employees working in the office and teleworkers, employee isolation, the limitation of regular interaction with colleagues, and difficulties in organizing union activities. Recent research by Dingel and Neiman (2020) claims that approximately 37% of US jobs, such as banking, management, technological and scientific services, may be placed at home. While WFH is growing in popularity, academics discuss its advantages and disadvantages. The downsides to operating from WFH include a vague boundary between the role and the home, inconvenience, and workers bearing the expenses from it. Most policymakers have designated WFH as a campaign target to fight the pandemic. In doing so, plans must be formulated with the practicality of both administrators and workers in mind since there would be consequences for all groups in any way (Rioveros et al., 2021).

As discussed, work-life balance is a state of harmony that equally balances a person's career and personal life responsibilities. A poor balance of life and work can be caused by increased work demands, working long hours for one's career, increased responsibilities at home, and having children to care for (Sanfilippo, 2020). According to Kumanu (2021), work-life balance is defined as how a person maintains their responsibilities equally during and outside of working hours. Time spent after work includes managing relationships with others, family responsibilities, and other interests and hobbies pursued outside of work. Moreover, working from home has significantly affected the employees' work-life balance. The more often they work from home, the higher the work effort they provide. By defining precise requirements for specific results to be achieved, employees are better prepared to manage their time and tasks, thus effectively balancing their work responsibilities with personal life, including family responsibilities. One of the most significant problems employees face working remotely is the conflict between work and private life, as they experience a blurred line between work and private life. Defining the boundaries between work and private life is always a topical issue in the case of remote working (ILO, 2020). In line with this, six components of work-life balance should be considered: self-management, time management, stress management, change management, technology management, and leisure management.

2.4 Self-management

Self-management is the continuous process of managing, evaluating, and reinforcing actions, thoughts, and emotions to have appropriate behaviors or performance about surroundings and environment through constant reminders of one's norms and values. Instead of usually blame of others for mistakes, a person constantly defends themselves; they should be able to take responsibility for their behaviors, deeds, mistakes, and, in general, emotions and how they impact their behaviors and daily lives, such as so many decisions that they must make in their lives (McPheat, 2017). Gerhardt (2018) states that self-management consists of a set of behavioral and cognitive strategies that assist individuals in structuring their environment (at work or elsewhere), establishing self-motivation, and facilitating behaviors appropriate for obtaining performance standards. They further mentioned that people improve self-management through the influence they exert over themselves to help achieve the self-motivation and self-direction they need to behave in desirable ways. Self-management at the workplace is about planning, organizing, and controlling an employee's work activities (Abele & Wiese, 2017). Self-management practices help enhance the behavior that is desirable for the employees at the workplace and control the behavior that is undesirable and which may arise from impulses, ingrained habits, and behavior learned due to upbringing. Self-management differentiates from management relying on strong supervisor involvement because it is conducted without the immediate presence of external control. In this way, self-management can aid in internalizing motivation so that the motivation system of the workplace does not depend only on external ways of motivating. Self-management practices can be performed when the employee makes decisions independently (Uhl-Bien & Graen, 2018).

The employees' need or will perform self-management is not enough; the organization's support is needed to do that. Successful self-management can be very beneficial for organizations, as it can enhance job satisfaction, attendance, self-efficacy, job performance, learning, and career success, as well as improve work behaviors such as learning, attendance, and task performance (Khandwalla, 2020). Hence, workplace selfmanagement practices can resolve many issues that organizations face nowadays. Marc, Susan, and Peter (2017) stated that self-management could help merge these two separate systems so that the employee internalizes the organization's values in their work and becomes a more productive employee.

Self-management, from an organizational perspective, can be divided into many aspects. Some of these are the decisions related to executing the work, planning the work hours, determining the extent of the work, and making important decisions regarding the task (Phil-Thingvad, 2017). This requires the management's actions to power the employee to answer the questions of why, how, and when work should be done independently. The external control systems that organizations provide do not affect the behavior of employees directly; they merely affect the self-management systems of each employee. In a broader definition, it accommodates employees to facilitate behaviors that are not naturally motivating and meet externally anchored standards. This process is also essential in life outside the workplace because it gives instruments for actions necessary for everyday life but only externally motivational. Many aspects of employees' work activities are not naturally motivating, at least when compared to alternative activities. Undesirable work activities can be facilitated by using self-management strategies. The basic self-management process, both in personal and work life, includes the following steps: self-assessment, goal setting, self-monitoring, and self-reinforcement. These steps will assist in behaviors that lead the individual to their goals (Chen & Chung, 2017). Wienclaw (2019) lists the benefits of flexible scheduling options as a technique in self-management: being free to sleep in and work late, starting and ending early, working forty hours in four days instead of five or six days a week, scheduling personal appointments (e.g., physician, dentist, hairdresser) during office work hours and completing the work later in the evening without using vacation days. The competing demands of work and family life can create stress and anxiety for some workers. Working from home blurs the boundaries between work and personal time. Employees who cannot establish boundaries from work to non-work have poor psychological detachment (Kinnunen, 2017). Psychological detachment implies not thinking about work or doing work-related duties at home. It is one of the significant predictors of well-being because some work situations can be unsettling and worrisome. It was found to significantly affect stress among employees working from home (Seva, 2021). The sleep-related difficulty has been related to the inability to detach from work. For WFH employees, one of their failures in managing themselves is that using electronic devices is a job requirement to facilitate communication. Employees with high workrelated smartphone use experience ego depletion when dealing with self-control demands at work. Sleep quality, however, attenuates this interaction. In cases of high sleep quality, next-day self-control processes at work are no longer affected by work-related smartphone use (Gombert, 2018). Sleep patterns are also related to productivity at work. The productivity of employees was adversely affected by poor sleep quality due to shiftwork. Although shiftwork may not apply to people working from home, the schedule disruption and working hours extending until late at night can also lead to poor sleep quality (Hinz, Nickell & Park, 2018). Sleep disorders and stress are widespread work-related health problems that BPO employees fail to manage (Godin, 2017). It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of work situations, family affairs, or both. Studies showed that it significantly determines employee productivity and performance (Paje, 2020). It is a significant problem for such employees who need to balance the competing demands of work and family. It significantly influenced the productivity of employees without spouses and young employees that WFH (Seva, 2021).

Students or people rated highly in self-management are more likely to perform very well in their tasks due to their positive attitudes, self-motivation, willingness to learn, and ability to adapt and initiate in times of change; therefore, it is paramount to focus and improve on self-management (Boyatzis & Victoroff 2019). It is essential to know that possessing the achievement orientation and conscientiousness competencies has the limitation of over-concentrating or persisting on tasks with the intention of perfecting, which in turn consumes much time for the mastery/perfection process. In contrast, others simply do it to the adequate level (Victoroff & Boyatzis, 2019). Persons with high conscientiousness are more likely to perform better by improving their traits to suit the tasks at hand and choosing the right moments for handling them, as cited by Hoffman (2020). It is vital to note that job performance is excellent and improved in the early stages of a job tenure due to the need to concentrate one's focus and energy to achieve a certain level of satisfaction. However, the detrimental side is that the more time spent on achieving tasks or at the same place of work, the less and less the effect of a proactive personality; thus, care needs to be taken by employers to ensure that this issue has a solution if they are to maintain staff productivity and curb turnover rate (Hoffman, 2020).

Staff performance in both functional and cognitive activities is constantly improved if a continuous effort is exerted towards the aim of growing performance, and these could be through activities such as functional performance activities, including physical activity, activities of daily living, social activities, and interaction, role performance including work and other role related activities while cognitive performance includes activities such as concentrating, thinking, and problem-solving (Hoffman, 2020). They further state that as self-management, more effort should be put into how employees manage their functional and cognitive activities and guide them, especially on aspects they either have little or no control over and letting them continue handling aspects they have total control over the ultimate purpose of arriving at desirable performances. Management has the responsibility of identifying and analyzing the perceptions of staff and how they formulate their response to aspects such as feedback, criticism, and recognition and, in general, appraisal results since different people react and perceive differently depending on the level of self-efficacy thus the need to identify the existing gaps and find solutions to bridge the gaps. At the beginning of new, challenging, supervisors or superiors need to guide new entrants on how to accomplish them in order to help them build their self-reliance; further anxiety and uncertainty could be reduced by making tasks procedural and routine so that staff constant monitoring and

guidance is reduced and staff are left to fend for themselves and yet still achieve desired goals and objectives (Hampshire, Butera & Bellini, 2018).

2.5 Time Management

One of the compelling and influential reasons for preferring working from home is the flexible scheduling options. Lupu (2017) states that flexibility gives employees a certain autonomy in planning their daily lives, in both employee and family activities, according to their needs. Employees who implement WFH are expected to be able to maintain their performance. This policy impacts employees because the WFH situation is different from the Work from Office (WFO), where WFH requires employees to adapt to changes in culture or a new work environment. Work from the office and home situations are different and separate, and work requires time and a unique atmosphere; therefore, employees need to adjust to the WFH atmosphere (Singh et al., 2020).

Wienclaw (2019) indicates that employees will have more free time to spend with them by not commuting with families. The benefits of working from home for employees include work/life balance. Because they have more spare time due to less back-and-forth transport, they can use the time to spend more time with family. It also reduces employee stress levels (Chung & Kalindi, 2019). Working at home allows parents to spend more time with their children, and the high job autonomy and scheduling flexibility can help work– family conflict. Greater autonomy in determining working hours and managing tasks improved the productivity of employees that works from home (Wang, 2021). Job autonomy is defined as the extent to which work can provide great freedom, independence, and discretion of the individual in work scheduling and determine the procedures to implement them (Johari, 2018).

Mache et al. (2020) found that the freedom to choose working hours minimizes the perception that the job is mentally demanding. However, auto adverse behavior has negative effects on people who do not have a high level of discipline. It caused them to slow down and not achieve their goals. Not all employees at WFH achieve work-life balance because it depends on the atmosphere at home and the support provided by family members. Workload affected the work-home balance among employees that worked from home during its early stages (Wang, 2019). On the other hand, young internet online workers reported significantly lower satisfaction with work-life balance and a higher negative work–home interaction because they spent more time at work (Jacukowicz (2020). However, social support provided by family members and however dampens the effect of stress and promotes quality of work life (Eisapareh,2020). Wang (2019) mentioned that work-from-home employees during the COVID-19 pandemic cited social support to overcome loneliness and feelings of isolation. It is associated with job satisfaction, work– family enrichment and mediates the relationship between stress and job satisfaction. Low supervisor and coworker support had been associated with tiredness and sleeping difficulties. Kula's (2017) study found that most homeworkers felt that homeworking afforded them some level of flexibility in how they used their time, which allowed them to balance the responsibilities of their paid work with their responsibilities of caring for others. The responsibilities homeworkers said they could manage more easily included the care of spouses, children, older people, or disabled relatives, as well as household tasks, such as cleaning, washing, shopping, gardening, and paying bills. However, tensions are inherent in these advantages, as being with the children does not support undisturbed working. Furthermore, traditional homeworkers, doing low-skilled work for low pay, tended to mind their children while they were working, in contrast to most professional homeworkers. Crosbie and Moore's (2020) study revealed that many homeworkers said they had problems with how much time they spent on their paid work. These problems included working longer hours than they were paid for and working longer hours than someone who did a similar job outside the home. This tendency to work long hours caused problems in people's family relationships.

2.6 Stress Management

Stress management is the ability of an employee to react to and manage stress to encourage employees to reach the optimum point in performance. Hakim (2017) mentions that stress management is a technique for controlling and minimizing stress because stress is a serious matter that must be handled properly so that it does not cause bad behavior, cause conflicts, or absenteeism problems that cause productivity to decrease. The better a person's stress management, the more resistant they are to sources of stress or stressors that arise (Mustajab et al., 2020). In other words, stress management is a person's ability to deal with an unpleasant or stressful situation, which is to actively and positively deal with stress so that it does not harm health and behavior.

Stress can be caused due to the overlapping of work and family life. Employees bring work home, and the inability to forget work at home and lack of support and stability from the family can cause stress to employees (Ahmed & Ramzan, 2020). It is an undesirable reaction by individuals facing heavy pressure, work demands, and workloads that affect employees' physical and mental health (Ahmed & Ramzan, 2020). Job stress is generally defined as a psychologically depressed condition caused by unpleasant physical or psychological experiences (Bimantoro & Noor, 2019). Work stress refers to the pressures or tensions people feel in the external environment, which cause emotional and physical stress (Kotteeswari & Sharief, 2017). Several previous studies mention that with stress, an employee will act more than before to work better. However, if the stress is excessive, it will create anxiety for employees and have the potential to reduce their performance (Ahmed & Ramzan, 2020).

There are two approaches to work stress: the individual and the company (Rivai & Sagala, 2021). For individuals, it is essential to approach this because work stress can affect life, health, productivity, and income. For companies, not only because of humanitarian reasons but also because they influenced the achievement of all aspects and effectiveness of the company. The source of work stress that occurs to employees, according to Judge and Robbins, can come from 3 factors: environmental factors, such as environmental uncertainty affecting changing organizational structures and technological advances; organizational factors in the form of high task demands; and individual factors in the employee's factors (Judge &, Robbins 2020). Family factors can also affect employee stress, ranging from no support from family to a lack of stability in household life (Dolcos & Daley, 2019). Many reasons cause employee stress: work, family, and excessive work conflict. Furthermore, the workplace setting is crucial for employees to work efficiently and effectively. Employees will be more motivated to work in a pleasant atmosphere, affecting their morale and productivity. The comfort of the working space at home was among the most significant telework characteristics influencing telework outcomes. Employees' emotions may be influenced by their work environment, which gives them security and helps them to function correctly (Aropah, 2020).

Lestari and Manggiasih (2022) explained in their study the importance of the ability to manage stress. They stated that stress needs to be considered because it is known that stress management positively influences work productivity. Therefore, it is recommended that employees should manage their time and be disciplined in completing work from home. The company continues to supervise and communicate with employees to ensure they work from home properly. WFH employees are expected to be able to arrange between resting, working, and relaxing hours and chat with friends or family so that they are physically and mentally healthy. When employees can manage stress well, employees can do their jobs more productively. Dalimunthe, Martono, and Wolor (2020) mentioned that working from home requires employees to remain productive, but on the other hand, they must gather and take care of the household and family. This will drain employees' energy, mind, and psychology as working from home could be stressful. They proposed six approaches that employees can take to prevent uncontrolled stress: communication with family, communication at work, scheduling, and safety.

Effective stress management will help increase productivity, reduce turnover, reduce absenteeism, and increase spirit at work (Marwansyah, 2019). Matin, Razavi, and Emamgholizadeh (2017) said that there are four approaches to managing work stress, including (1) social support: approach with activities aimed at providing social satisfaction to employees, such as joking, chatting, and playing games; (2) meditation: an approach by concentrating on the nature of the mind, relaxing the muscles, calming oneself and the mind; (3) biofeedback: approach with medical guidance, such as consultation with doctors, psychiatrists, and psychologists; (4) personal health program: preventive approach before stress occurs, through regular health check-ups, muscle relaxation, attention to body nutrition, and exercise. Lupu (2017), on the other hand, claims that stress may be manifested by reduced concentration levels, work-related mistakes, insubordination, creating dissatisfaction among team members, and developing diseases related to the occupation, such as stroke and heart attack.

2.7 Change Management
There are several definitions for the term Change Management. Prosci (2019) describes it as the process, tools, and techniques to manage the people's side of change to achieve a required business outcome. Project Management Institute (PMI) defines it as a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits. The onset of the pandemic and ensuing lockdowns induced sudden work from home for most people. Most industries and jobs are not yet designed for work-from-home options, so this sudden switch caught the company and the employees unawares. Suddenly, the boundary between work and life started fading away. This has led to an increased workload, and long working hours and being physically absent from work have fed into the idea that employees are always available. The set working hours have diminished, giving rise to a perception that employees can respond and attend meetings beyond the traditional hours. The added stress and feeling of being constantly at work increase anxiety levels, resulting in dissatisfied employees and affecting productivity (Osborne, 2021). The home was never designed to be an office, but now it is an office, school, and also a place to stay.

The sudden move into the home arena has also caused a strain, and the home feels intruded upon. Everyone at home now needs a separate room or a working space, a laptop, and an internet connection. That is not easy, considering most urban populations live in apartments, and an average person cannot afford a large one, considering constraints on affordability (Sengupta, Debashish, & Al-Khalifa 2022). Remote work existed long before the COVID-19 pandemic, but the pandemic has forced the shift to remote working and accelerated the digital transformation of today's workplaces. This has implied a substantial change in the way employees used to work. However, remote work will not likely disappear after the pandemic, considering the benefits it can bring and the advanced technology it uses (Eriksson & Petrosian, 2020).

Today's workplaces need to evolve into intelligent workplaces that are technologically advanced and agile to adapt to this transformation (Ulukan, 2020). Therefore, integrating remote work into today's workplace is paramount for organizations. The sudden shift to remote working makes it difficult for employees to engage in informal discussions, impacting group dynamics. As a result, employees can start feeling lonely and isolated (Eriksson & Petrosian, 2020). Also, there have been cases where employees' stress levels increased due to the inability to leave work when the workday ends. Moreover, another issue in terms of sudden change is new employees' inability to integrate into the organization's culture due to the lack of social interactions at work. Several cultural and organizational challenges will arise due to integrating remote work into today's workplaces. An example is the generational discrepancy that can imply different knowledge and expertise of new technologies. This may create employee doubts and concerns regarding the upcoming change (Ulukan, 2020). Additionally, this change will impact how employees collaborate and, as a result, may need to develop new skills to cope with this challenge. Moreover, organizations will be forced to consider alternative workplace infrastructure, which implies adopting new IT systems to ensure the full efficiency of remote work (Carroll et al., 2020).

To cope with the challenges linked to cultural and organizational aspects that remote work can bring, change management must be considered (Golden & Wiens-Tuers, 2008). Change Management includes tools and processes that can handle change by considering two aspects: the individual and the organization. Integrating remote work into today's workplaces will imply an organizational change that must be understood and integrated within all departments to ensure efficient outcomes. Therefore, implementing change management is essential for organizations to ensure efficient integration of remote work (Prosci, 2019).

The COVID-19 pandemic has increased the number of people who work from home, which has consequences for many job characteristics. The findings of Schieman et al.'s (2021) study show that working from home leaves employees with increased flexibility, job satisfaction, and feelings of balance. This is consistent with the declining work-family conflict during the pandemic and the overwhelmingly positive feelings toward working from home (Dubey & Tripathi, 2020). Working from home also seems to increase productivity and work hours, which may be due to less time commuting, less time on social activities, or other benefits of controlling one's work environment (Choudhury, Foroughi, & Larson 2021). There are some downsides to working from home, including reduced connectedness to coworkers. Those who work from home may miss face-to-face interactions with their coworkers and experience more isolation than those who continue to go to a physical workplace.

The pandemic has also imposed specific emergent changes in work practices that primarily include mandatory work from home (MWFH), virtual teams, online tech-enabled work platforms, and virtual leadership and management. Such sudden changes in work practices have been overwhelming for the workers, the organizations, and their leadership, who have been entirely unprepared for the sudden changes (Andrade & Lousa, 2021). This has affected the employees' lives and work (Hoti et al., 2022). Studies of work practices, specifically working from home, have induced questions regarding the effectiveness of this mode, as opposed to "on-site work," whereby an employee is physically present in an office or work address. Questions of well-being and even the willingness to work remotely have also been a subject of interest for researchers. The mandatory transition to working from home (due to disaster, pandemic, etc.), as opposed to the option of choosing this mode of work, is also an area of study (Thatcher & Zhu, 2019).

A study by Ferdinando, Salvatore, & Toscano (2020) on remote working emphasized the increased concentration levels expressed by employees who cited office distractions as a hindrance to on-site working, while Delanoeije et al. (2019) investigated the greater flexibility offered by this mode and how that contributed to increased rates of well-being. A decreasing work-home conflict was also investigated by Golden et al. (2019), with the merging of both spheres stated as being harmonious and reducing uncertainty.

Opposing the above studies, the adverse effects of working from home, involving the same issue as above, always have adverse spillover effects with the "work on" mode, which causes a tense home environment, and distractions from family members and household responsibilities cause inefficiency within at-home workers (Allen et al., 2018, p. 44). Feelings of isolation and anxiety have also increased with the at-home option, creating a remoteness that induces negative feelings, referred to as technostress by Suh and Lee (2017). More positively, some studies have investigated the urban pollution benefits of working from home, stating that reduced vehicle pollution, less centralization, and lower emissions are positive spillover effects of the work-from-home (Bento et al., 2018). A sudden transition to working from home and other new work arrangements has caused many disruptions in workers' work and day-to-day life, leaving most managers needing to be more knowledgeable about effectively managing workers in the new remote work arrangement. Research findings clearly show that pandemic-imposed remote work arrangements have caused a kind of work-life integration, resulting in conflicts in both work and life. Employees faced several issues, which could be segregated into four major types: managerial issues, work issues, logistical issues, and psychological issues. These issues spilled over into each other, resulting in a vicious cycle where one category of issues caused other issues, and so on.

2.8 Technology Management

Technology management can be regarded as the ability to implement technological capability (Cetindamar, Phaal, & Probert 2018). Technological capability is a set of resources offering the know-how to change existing products or create new ones (Wu, Ma, & Liu 2019). Previous research indicates that each technology management practice is associated with a certain level of technological capability. Based on this understanding, it is reasonable to argue that technology management practices may vary in different technological capability stages due to their inherently different characteristics (Jin & Zedtwitz, 2017). Thus, it is necessary to understand how technology management and its practices affect employees' work performance.

According to Nadheya and Yuvaraj (2018), employees are satisfied with technology as they are willing to learn more about the new technology without any hesitation. If they have enough training in technology management, this will increase their performance level. They keep updated with technologies as it helps to become professionals in their field. Employees show a positive attitude towards technology as it constrains their work, makes it easy, and helps them finish it on time. Suppose an organization is not forcing its employees to update their skills and provides enough time to adopt new technology. In that case, employees will feel stress-free and comfortable adopting, which will make them contribute more towards the organization's growth.

Technology does not affect the employees' interpersonal relationships; it helps them communicate better with their co-workers and prefer to work in teams than as individuals, but it has reduced their interactions. The employees prefer to have some recreational activities to be organized by their organization. On the other note, Donati et al. (2021) emphasized that technology would be taken on instantly without guiding those who might not be technologically aware of how to use these new applications. Feeling lost or not keeping up with other colleagues will result in employees feeling embarrassed and having to ask for help. They might opt out of doing certain work, thereby hurting productivity.

This has been referred to as technostress by the author. Another consideration involved the changing nature of technological improvements in the workplace and how there may be generational differences in how workers can adjust to organizational demands. According to de Koning and Gelderblom (2019), the relationship between information and communications technology (ICT) use among older workers influences job performance. De Koning and Gelderblom concluded that older workers make less use of ICT and have more difficulties with complex applications than younger workers. The diminished use of ICT was seen as a disadvantage for older workers, as the increased application of ICT in today's workplace is recognized as having a positive impact on performance. The intensive development of communications technology and mobile devices reduced the need to provide work in a fixed workplace and created favorable circumstances in this regard. Remote working is one of the flexible work arrangements used to produce and deliver work output. Its applications can appear in different forms and be described with various terms, such as telework, telecommuting, ICT-based mobile work, mobile network, mobile virtual work, homeworking, or home-based work. However, the literature distinguishes between and classifies different forms of remote work (Danziger & Garrett, 2022). It usually refers to work outside an employer's premises, supported by ICT technology tools. Imran et al. (2017) studied the effect of technological advancement on employee performance. It was found that technological advancement has a significant impact on the motivation and training of employees. Motivation has a significant impact on employee performance, but training has no significant impact on employee performance. The result of their study revealed that there is a significant relationship between technological advancement and employee performance.

Dimitra's (2018) study found that employees have a higher behavioral intention to use new technologies if they feel the new technology will help them perform better in their jobs. To realize the importance and relevance of new technologies, staff need to be appropriately educated about any new systems. In contrast, their staff must see senior management as supporting new technologies. Richardson and Writer (2017) have mentioned that WFH results from modern technology. However, it has also resulted in an increase in the instances of non-completion of tasks on time, which negatively impacts employees. Go (2019) has mentioned significant failures, the dark side of WFH, and the cultural differences faced during webinars by employees, which also creates a big gap in communication between superiors and subordinates.

Additionally, Tellis (2020) said that due to the excessive use of smartphones and laptops, there had been a constant increase in health-related issues like insomnia, backache, neck pain, obesity, fatigue, eye-related issues, etc. Cases of severe body aches have increased due to working on a laptop. Continuous working in one posture without using support while working from home causes back pain. Manohar (2020) has mentioned that working from home has contributed significantly to fatigue. It also sets in because of the lack of movement.

2.9 Leisure management

A home is where an employee comes after a hectic workday at the office to relax and spend quality time with family members. However, the gap between workplace and personal space has diminished due to remote work. Maintaining the balance between

these two is becoming tough and challenging. These two overlaps affect mental and psychological health (Nagrale, 2020). A dull, tiring job that has extensive and problematic time demands could lead to feelings of unfairness because the worker has such poor quality and low-quantity leisure time. What WFH offers could contribute to more effective time allocation of work and leisure time. Some jobs may require breaks due to boredom or waiting for tasks to be completed before progressing. The range of things to do during breaks may be more excellent at home than in a traditional workplace (for example, washing dishes while a computer prints a document). Breaks may also be leisure activities like watching television or playing with children. Working from home can also have beneficial aspects as it may allow members to escape from work problems (for example, rampant hatred of colleagues), which are temporary and could be ameliorated by doing some work at home (Cameron & Fox, 2022). WFH may improve work-life flexibility, but such arrangements pose challenges as the overlap between work and domestic lives is 'greatest when work is carried out in the places where people conduct their daily lives — bedrooms, kitchens, dining rooms, and so on (Felstead et al., 2021). As per the report of Connley (2020), roughly 32% of employees say watching TV is a top distraction in remote work. Another research says that twenty-seven minutes per day is lost due to such distractions. Davis (2020) has reflected that a lack of connectivity and coordination with team members can create problems. Since in-person interaction makes it impossible to keep track of all extensive communication, connectivity is the key. However, it is not easy to hold productive in-person meetings to coordinate different team members' efforts to remain aligned. Many employees need work guidance to stay on track.

A study by Beckel and Fisher (2022) found that parents working from home who served in dual roles as 'assistant teachers' to their children experience a decline in their well-being as they do not have time to relax at home. Working from home allows possibilities for joint production (such as combining work tasks with caring for children or dependent relatives). This appears to be more of a motive for women than for men (Popuri & Bhat, 2020). Hyman et al. (2020) observed that when these employees had to take work home, this adversely affected their health and led to stress and exhaustion. In the standard microeconomic income-leisure trade-off model, the income effects of reduced costs of various types mean that the employee can both do more work and have more leisure. This would be defined as units of effort and leisure rather than just time spent. There could be a win-win for employers and employees as a cause of efficiency loss (namely, rigidities in the work contract) is reduced.

2.10 Job Performance of BPO Employees

Kell and Motowidlo (2019) defined job performance as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard time. Performance is a variable that distinguishes between sets of behaviors carried out by different individuals and between sets of behaviors carried out by the same individual at different times. Employee performance is how employees work in a company for a certain period. In a company that has employees who can perform well, then the company's performance will be good, so there is a strong correlation between the performance of individuals (employees) and corporate performance. Performance results from the quality and quantity of work the employee achieves in performing their duties following his responsibilities. The measure of success achieved by the employees cannot be generalized to other employees because they have adjusted to the size of the force and the type of work done (Steel et al., 2017).

Accordingly, performance in work is a record of the effects produced in a particular job function or activity within a certain set period. Individual job performance is a combination of ability and effort, which can be measured by the consequences that are produced. Therefore, the performance of work not involving personal characteristics addressed by someone, but the work that has been and will be done by someone. According to Kell and Motowidlo (2017), performance refers to the results obtained from substantiated tasks that differentiate a person's job from other jobs and include aspects of more technical performance. Performance of work to contribute to the organization by transforming raw materials as part of steps to produce the organization.

Employee performance is crucial as it is a critical determinant in achieving organizational goals and objectives. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared toward improving employee performance. This is because for an organization to remain at the top of competitors, it should improve and monitor the performance of the workforce; failure to do so will cause an organization to face several challenges that will hinder its performance (Obiageli et al., 2018). Individual behaviors towards work help achieve organizational goals. Employees' attitudes aligned with organizational goals increase job performance. Employees with good job performances often have high career growth, higher salaries, and an excellent social reputation (Sonnentag & Frese, 2019). Given its importance, many studies have attempted to identify variables that directly and indirectly affect job performance. Organizations can enhance work-life balance by providing supportive roles and a conducive environment that directly affects employees' well-being and organizational performance (Diener et al. 2020). Su et al. (2020) argue that organizations that can improve the work-life balance allow employees to enhance their psychological capital, leading to creative performance.

Many researchers, including Cartwright and Cooper, have documented that employees' work-life balance stimulates psychological well-being, affecting job performance. They added that organizations should improve organizational performance to gain a competitive advantage. The people factor is energetic in improving and sustaining the organization's performance. In this context,

Arulrajah and Opatha (2019) argued that an organization's performance directly depends on the individuals it employs because employees are considered the major stakeholders in determining the performance of an organization. Hence, organizations are increasingly required to focus on improving the job performance of employees to enhance the organization's performance.

As noted above, work-life balance plays a pivotal role in determining employees' job performance. Many researchers have found that work-life balance positively correlates with work performance (Naithani, 2021). Given the present situation, organizations have to find ways and techniques to improve employees' job performance. In this sense, many researchers have generally agreed on the vital role of work-life in improving employees' job performance. Further, she stated that the work-life balance of an individual employee, when viewed collectively for the total workforce of an organization, results in a colossal impact on qualitative and quantitative organizational performance. According to research conducted by the Corporate Executive Board among more than 50,000 global workers, work-life balance ranks as the second most crucial workplace attribute behind compensation. Employees who feel they have a better work-life balance tend to work 21 percent harder than those that do not (Larsen, 2020). Work-life balance in the workplace has become an essential issue as it exhibits positive results such as low turnover, work engagement, organizational citizenship behavior, improved employee performance, increased firm productivity, job satisfaction, and commitment (Konrad, 2019). Hence, there is no accepted definition of what constitutes a work-life balance practice; the term usually refers to organizational support for dependent care, flexible work options, and family or personal leave. These practices include flexible work hours (e.g., flextime, which permits workers to vary their start and finish time provided a certain number of hours is worked; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth day off), working from home (telework), sharing a full-time job between two employees (job sharing), family program (e.g., parental leave, compassionate leave), onsite childcare, and informational assistance with childcare and eldercare services. Work-life balance, as the name indicates, is to achieve a level of evenness or stability that creates harmony and synchronization in an employee's overall life (Clarke, 2017).

The work-life balance is an essential aspect of corporate social responsibility. As a result, organizational leaders must recognize their responsibilities to ensure that their employees are not working so hard that it interferes with their personal lives, which can lead to medical issues, affecting morale, productivity, and job satisfaction (Bilal et al., 2017). The debate over job satisfaction concerning work-life balance has raged on for years and has gained prominence in developing countries (Malik et al., 2017). Herald (2021) mentioned that the performance of the BPO employees is measured in terms of abandonment rate, first call resolution rate/first contact resolution rate (FCR), the average time in queue, average handling time (AHT), customer satisfaction score (CSAT Score), service level, the average speed of answer (ASA), percentage blocked calls, occupancy rate and cost per call. BPO employees' job performance is measured by abandonment rate, the percentage of customer calls left unanswered as a percentage of the total number of inbound calls. A low abandon rate means agents are productive and tend to a high number of incoming calls, while a high percentage of abandoned calls means agents miss out on many incoming calls. The first call resolution rate/first contact resolution rate is an essential indicator of the overall productivity of a call center and individual agent performance. It measures the number of customers who had their issues resolved on the first call, indicating that employees are being productive and helping resolve the customer's problems without multiple interactions. While the average time in queue is the total time a customer must wait to get on a call with a customer support agent, longer wait times can lead to an unpleasant customer experience. In comparison, shorter wait times mean agents are more efficient and customers are more satisfied with their service. On the other note, the average handling time (ACD) is the amount of time a call center agent spends on customer interaction. A low ACD means they are efficient, but it is essential to improve quality while reducing the time spent on handling calls (Abad, Galarido & Tiu 2019). Allen, Bryant, and Vardaman (2020) also indicated that customers are asked to rate their call center agent on a scale of 1 to 5, with a high satisfaction rate indicating employees are being productive and working hard to satisfy customers. The next one is the service level, defined as the percentage of calls answered within a given time threshold. A high service level means you are responding to your customers fast, and they don't have to wait long for a call center agent to answer their queries. The average Speed of Answer (ASA) is an essential measure of customer satisfaction. It shows how long customers have to wait for an agent to answer their call. To increase customer satisfaction, reducing ASA and finding ways to improve individual agent productivity is important. However, it is also important to remember that some team members may be answering calls at a reasonable speed while one or two agents take a long time. The blocked call percentage displays the percentage of customers that received a busy tone when they tried to contact your call center. This can happen when no customer support agents are available and all call queues are full. Each blocked call represents a dissatisfied customer and decreases customer retention rates, so always ensure that the blocked call percentage is low. The occupancy rate is a key performance indicator showing how much time agents spend with callers. Low occupancy rates can lead to overstaffing, low call volume, poor call management, and after-call work, leading to burnout. Cost per call is an important KPI for measuring the performance of employees. It measures how much a business spends per call, and if it is high, it means employees are not being productive and need to handle more calls. On the other hand, a low cost per call means worker productivity is high, labor expenses are low, and agents can profit (Capuyan, Degracia, & Vizcarra 2017).

2.11 Work Skills

One of the three variables that are needed in the Job performance required in BPO industries are work skills; work skills pertain to workplace abilities like time management and technical abilities like programming. Work skills are the various abilities an individual uses to complete one's work. While degrees and other academic credentials are still valued by employers, more and more are using skills-based hiring to fill positions. For example, LinkedIn saw two connected trends occur in just two years: The number of jobs that didn't require a degree grew on the platform by nearly 40 percent between 2019 and 2020, and the number of job listings focusing on skills and responsibilities rather than credentials grew by 21 percent between 2020 and 2021 (Coursera, 2023).

Furthermore, in BPO industries, Niraj (2021) states several work skills that one should possess to be able to have a successful career. Such as having enough product or service knowledge about the company, the capacity to address customer issues, answering the client's or customers' questions, rudimentary computer skills, which include excellent speed when typing since most of the clients' requests are spoken verbally, keeping composed under duress, being able to live up to client expectations, being convincing speaker without being pushy, being able to establish rapport, and having a passion for offering top notch service. As support to this, in research conducted by Peart (2019), several BPO work skills are mentioned to be effective when it comes to having a successful career, such as the ability to adapt or learnability, resilience, agility, ability to collaborate with peers, social and communication skills, empathy, leadership skills and problem solving skills. In contrast, since there work from home set up has been in demand due to Covid 19, Whiting (2020) states that there is a need to adjust and reskill. In her research, it is found that 50% of all employees will require reskilling by 2023-2025 as technology adoption grows during the pandemic; these skills include self-management skills such as active learning, resilience, stress tolerance, and flexibility. The reason behind this lies in the shift from office based set-up to work from home set up.

2.12 Work Habits

Another variable to consider in the job performance of the BPO employees is the employees' work habits. Work habits are any behavioral, moral, or useful practice used by employees to support meeting company standards for job performance is referred to as a work habit. A strong foundation of ethical work practices establishes a standard for effectiveness, productivity, dependability, and teamwork. Cooperation, clear communication, adherence to rules, organization, punctuality, regular attendance, and time management are examples of fundamental workplace behaviors. By helping their peers in a support role, employees who practice good work habits can extend the scope of their regular job responsibilities and tasks to maximize productivity and company efficiency (Workplace Testing, 2023). In this regard, Cruz (2020) states several effective work habits of a successful BPO employee. First, punctuality, even in a work from home set up. Next on this is productivity or observing and meeting the deadline. In addition, having a healthy work-life balance, such as being able to manage work and leisure, is found to have a positive impact on the respondent's job performance. In addition, adapting well to criticism, posing pertinent inquiries, being organized, and communicating clearly have been found as positive and healthy work habits.

Furthermore, in research conducted by Herrity (2022), she found five effective work habits that became helpful to BPO employees during the pandemic. These are reflecting on self, assessing and listing strengths and weaknesses, working on relevant projects and avoiding procrastination, optimizing workloads, and creating goals. The mean score results for these work habits are 4.10, 3.98, 4.28, 3.80, and 3.74 out of 5, respectively, of the order. In this regard, the mentioned work habits, most especially working on relevant projects and avoiding procrastination, have been deemed to be significantly helpful in a work-from-home setup.

2.13 Social Skills

Aside from work skills and work habits, the BPO employee's social skills are also important in measuring the employee's job performance. Social skills are the ways people communicate with one another, including verbally, nonverbally, in writing, and visually. Interpersonal and soft skills are other names for social skills (Herrity, 2023). In line with this, Raymundo (2018) discovered several social skills that an individual should possess mastery of to have a successful career. These are the ability to settle disputes, empathy, clearly expressed words, relationship control, active listening, communication that is nonverbal, ability for conversation starters, and respect. Raymundo added that this is crucial when it comes to building healthy relationships in and out of the work environment. To support this, Riggio (2020) states that workplace social skills, even in a work from home set up, are still essential for establishing and maintaining positive interpersonal relationships with peers while working remotely. These skills are critical for effective teamwork and are required skills for leaders and managers. Despite their importance, little research has been conducted on work from home social skills, and there is no agreed-upon framework for organizing this diverse set of social skills. Nonetheless, organizations invest heavily in programs that aim to improve workers' social and interpersonal skills at the current time.

Furthermore, Li, Lin, and Lu (2023) concluded in their research that BPO analysts with stronger social skills produce more accurate earnings forecasts and that their stock recommendations elicit stronger market reactions. Social skills have a greater impact on analyst performance in companies with a poorer information environment. They also discovered that BPO financial analysts with

superior social skills are more likely to be selected as All-Stars. The evidence suggests that social skills are important in an analyst's overall job performance and that institutional investors value them.

3. Significance of the Study
2.1 Remote or Work from Home Set-up of BPO Employees
In a study conducted by Figueroa (2022), BPO employees responded with disagreement on the measure that their job makes their personal life difficult and their personal life suffer because of work. In fact, the employees are also happy with the amount of time for nonwork-related activities, meaning they still have time for rest, leisure, social, and recreational moves after work. Also, the employees pay attention to personal needs because of work. They make sure that there is sufficient time and energy to pursue individual needs after work. The respondents disagree that their work interferes with their personal life.

In contrast, Kniffin et al. (2021) claim that working from home has complicated employees' work-life balance. It is forced confinement, and many employees face challenges mainly because of not having a workspace at home. Moreover, they state that it is challenging for employees to maintain a work-life balance as the border between work and home has disappeared. According to the study of Bao et al. (2022), their respondents reported that house chores, such as looking after children or pets and cooking, interrupted their work and took too much of their work time, which decreased their productivity.

Lacking self-discipline, being unable to focus on work at home, and problems in collaboration were reported among the challenges while at WFH. Silva (2020), on the other hand, reported that the greatest challenge of working from home is distractions. Their respondents reported that other challenges are collaborating with colleagues/clients, isolation/loneliness, motivation, taking adequate time away from work, disconnecting from work/burnout, and networking/fostering career development. That is why a study to know the work-life balance of employees, especially the BPO employees who have a significant number of employees working from home, is essential so that programs that could enhance their work-life balance could be introduced.

According to Bedarkar and Pandita (2017), successful work-life balance has many positive impacts, such as the individual's work engagement and work commitment (Caesens & Stinglhamber, 2017); therefore, organizations need to help employees to balance work and family with various work-life balance policies and practice. Regardless of gender, education, family background, or workplace, each employee should also have time to have a good time in his spare time with children, friends, family, or a wider community. Research can help reduce work-life conflicts and help an employee balance work and family or the obligations of working and family life (Boyar et al., 2017).

Parakandi and Behery (2019) said that employees with access to work-life balance policies and practices often reported better psychological well-being because the ability to use work-life balance practices enables them to have sufficient time for their family and therefore, they feel less stress with balancing work and family (Kashyap, Joseph and Deshmukh, 2019). In connection with this, the demographic variables of the employees, such as age, gender, educational attainment, length of service, and nature of work, influence the employees' work-life balance.

2.2 BPO Employees Profile
People change with age: their physicality, behavior, and perception and evaluation of certain phenomena change. Due to the progressive aging of the global population and the increasing proportion of older people in the total population, more and more attention is paid to the analysis and description of the specific characteristics, attitudes, and behaviors of older (Fealy, 2019). Issues regarding a person's age include questions concerning their sense of happiness, life satisfaction, self-esteem, and welfare because of the work-life balance achieved by the individual (MacKenzie, 2018). Therefore, age is one of the constraints for work-life balance (Emslie, 2018).

According to Yeandle (2021) and Phillipson (2019), the achievement or failure to achieve a desired level of WLB by older workers is influenced by a rather broadly based public policy determining the position of individuals of non-mobile and retirement age rather than their age itself. Penner and Perun (2021) link the possibility of WLB growth among seniors with activities related to increasing the labor market flexibility and its better adaptation to the needs of this group. In turn, Auer and Speckesser (2017) point out that older people's problems with achieving proper WLB most often stem from the stereotypical perception and discrimination of this group in society and in the workplace. Kazmierska and Stankiewicz (2020) confirm in their study that older individuals represent a higher level of satisfaction with the achieved work-life balance than younger ones. Also, conditions created in the workplace have a significant impact (more remarkable than in the case of young people) on the maintenance of balance between work and personal life of older workers. Through actions aimed at increasing the availability of flexible solutions for the maintenance of work-life balance, employers can influence their close-to-retirement age and employees' decisions about delaying the end of their professional activity. Thus, it reflects the age-related variation of assessments formulated by the workers related to activities undertaken in the organization by its management. Such variation is associated with the different needs and

expectations of employees representing different age groups. Replies related to methods of managing an organization employing workers of different ages – having different needs – are provided by the concepts of age management and diversity management (Ilmarinen, 2019).

Various studies were conducted about the gender of an employee to determine the impact of demographic variables on their work-life balance. Studies by Gutek et al. (2018), Duxbury, Higgins, and Lee (2017), Grzywacz et al. (2020), and Rajadhyaksha and Velgach (2018) reported gender differences concerning work-family conflict. Gutek et al. (2018) indicated that women reported more work interference in a family than men despite spending about the same hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference. Agarwal and Jindal (2020) said that the demand for work-life balance varies according to gender. Men are hesitant to take flexible working cultures, so when it comes to women, it adversely influences their careers since managers may doubt their dedication to their professional roles. As a result, the role of gender in WLB shows more impact on balancing the aspects of life and work for women as they need to cater to the needs of the home, nurture children, etc.

Hochschild (2020) suggested that men performed one-third of home activities, and women performed two-thirds. Consequently, if there are family conflicts and the woman makes less money than her husband, she is likelier to leave the workplace. It was explained that effective work-life programs such as compressed work weeks, telecommuting, flexible work schedules, job sharing, and on-site childcare benefitted both the employer and the employee, leading to higher productivity and organizational loyalty (Whittard & Burgess, 2020). The result of Agarwal and Jindal's study indicates that male employees report greater satisfaction in the perception of work-life balance than female employees. Working women are exposed to responsibilities like looking after their family commitments, raising children, doing household chores, etc., and working in the office perfectly. This puts some extra burden on them compared to their counterparts' men. Thus, this disturbs women's work-life balance. Also, women must reach home safely, although companies usually arrange for drops at night. Also, when there is a working pressure or an urgent deadline to meet, women are often faulted by their male colleagues for being unavailable or not pulling their weight in the team; the perceived unwillingness of women to put in the required work in such a high-pressure job produces resentment and a tendency to marginalize women in terms of allotment of work (Agarwal, Mishra, & Dixit 2018)

Moreover, Wesley and Muthuswamy (2018) stated that men in all-male teams had been known to protest when there is a talk of recruiting a female employee for the team; they believe that this would not only bring down the performance of the team, but it would also spoil the working atmosphere of male camaraderie and gender informality, in which off-color jokes, for instance, are permitted. The system of control through peer pressure within the team can be turned against women, who, in any case, are in the minority, producing subtle pressure on them and marginalizing them when they do not come up to the expectations of other team members. The team leader does much work within the team through negotiation with the employees. Women may be given less responsible tasks because they are perceived as unable or unwilling to handle more complex tasks. Balancing work and family is often more difficult for women than men because of the disproportionate burden of family responsibilities (Bird, 2019). Women face uneven distribution of childcare and other domestic responsibilities, which become significant barriers to their career advancement (Cross & Linehan, 2019). Managing work and family for female employees becomes even more difficult in a society where women are expected to share the significant responsibility of family care. There is also a notion that work-family roles are largely shipped by stereotypical gender roles due to the traditionally held belief of men as "Breadwinners and women as housemakers." Therefore, the social construction of gender makes motherhood less negotiable than fatherhood (Gronlund, 2020).

In a WFH setup, Bick, Blandin and Mertens (2021) stated that women experience more changes in paid working hours and carry a heavier load in childcare and household work than men. Women with children experienced more psychological distress than women without children and a more considerable decline in time spent on leisure activities than men with children. The age of children was found to matter in the work-life balance, but no gender differences were found.

Being married and having children affects the satisfaction level of work and personal life (Nathalie & Philippe, 2019). Women with dependent children find it more challenging to balance their lives than those who do not have dependent children. Women with dependent children would like to spend most of their time with them and their education (Gupta, 2019). Women are prone to be super mothers or super managers who balance both careers and children, and these demands diminish markedly when children reach school age (Crosbie & Mooree, 2020). As age progresses and women get married, they will have more responsibilities at home, affecting their work-life balance. As their length of service increases, their workplace responsibilities will increase while moving up their career ladder. The extent to which their economic needs can be met depends upon their income levels. Female employees living in a joint family will have more responsibility at home. It is quite natural that with increasing dependents, she will have more responsibilities that may affect her work-life balance (Kumari, Thriveni & Devi, 2017).

Today, managing a stressful job and dedicating quality time to family is becoming a significant challenge. More and more women have managerial jobs. Even so, they want to have happy private lives as well and do their best to succeed in both domains of life, professional and personal, even if it has been predominantly viewed as a women's problem, especially for those who are in corporate employment and have family obligations (Parasuraman & Simmers, 2021). The work-life balance represents an issue in terms of the marital status of the employees. This is a prime concern for working men, too. Data suggest that in families where childcare is shared, men are likely to experience similar levels of work-life conflict as women (Barnes et al., 2019).

According to Duxbury and Higgins (2018), a large body of research links the parental responsibilities of working couples to the incidence of work-family conflict. Because they have more demands and less control over their time, parents encounter more difficulties balancing work and non-work activities than nonparents. Similar results were reported by Bond, Friedman, and Galinsky (2019). They found that parent employees exhibit significantly higher levels of conflict between work and family/personal life than non-parents. The transition to parenthood is characterized by increased stress (Owen & Cox, 2017), in which significant changes in the couple's relationship, responsibilities, and preoccupations occur (Belsky & Pensky, 2018).

On the other hand, Agarwal, Mishra, and Dixit (2018) said that many women are unwilling or unable to put in as many hours as their male counterparts for several reasons. Married women are less likely to be able to stay in the office till late at night unless there is a pressing need because they may face objections from their parents or in-laws or social disapproval. While young bachelors find a social life in the office that motivates them to stay late, women rarely become part of this. Moreover, Hampshire, Butera, and Bellini's (2018) study showed that parent employees experience more work-family conflict than non-parent employees. Furthermore, the educational attainment of employees has an impact on their work and work-life balance. According to the study by Esguerra (2020), younger employees with low educational attainment have higher levels of job stress. A significant positive relationship between the respondents' all areas of work-life balance and job stress was also revealed in the study. Hence, the level of work-life balance of employees is correlated to their level of job stress. She recommended that support should be given to the younger employees in pursuing their graduate studies in order to earn higher education degrees, which will open more doors for their career growth. Access to both internal and external scholarship grants and other faculty development support can be a good way of encouraging younger employees to improve their educational attainment. Moreover, Znidarsic (2019) found that with a higher academic rank. Relatively, Damianus et al. (2018) found that the higher the educational attainment is and the longer the work experience is, the higher the work productivity and self-efficacy of the employee becomes.

Additionally, the length of service of employees is one of the determinants of how workers balance their work and life. According to Cunnien et al. (2018), work experience, particularly mastery work experience, boosts self-confidence to achieve goals. They pointed out that workers with longer service lengths have higher self-efficacy than those with short service lengths. Handoko (2018) stated that the working period of an employee could also be a reference in seeing the extent to which workers can achieve maximum results with their skills. It means that the length of service of an employee is their advantage to get used to their work, and they have less stress in facing their everyday work. Besides that, Arjanggi, Kingkin, and Rosyid (2020) said that the time an employee has contributed to a company is also the extent to which he does his job well. Demerouti (2019) also said that the length of service an employee serves to a company is influenced by several factors: work demands, resources, power jobs, resources, power personnel, and personality. Lastly, Kurniawan, Muin, and Suryadi (2019) disclosed that a person's working period dramatically affects the speed and skills in doing the job.

The length of service or time an employee serves a company affects their skills in balancing their work and life as it makes an employee get used to his job, resulting in lesser stress and expertise in doing his job. The nature of an employee's work is also one of the determinants of their work-life balance. Lorincova (2019) confirmed that one's working position affects how one manages the balance between personal life and work. She also said that when creating motivation programs, it is necessary to consider the employees' working positions. A well-designed motivation program for a work-life balance can help a company to achieve more satisfied employees performing qualitatively better.

Consequently, higher and better employee performance will lead to better performance of the whole company. Nursafitri et al. (2018) stated that employees generally prefer to avoid repetitive, too specialized, and mechanistic work, which affects their job performance. Therefore, every manager must anticipate this situation, for example, by doing job rotation or expanding the scope of work. There is a significant positive effect of job characteristics on employee job satisfaction. Akbar's (2019) research results confirmed that the nature of an employee's job is very well used to predict employee job satisfaction. Therefore, it is essential to consider job positions in establishing policies to increase the positive work-life balance of employees.

2.3 Work-Life Balance of BPO Employees in a Remote or WFH Set-up
All employees face the challenge of finding the proper work–life balance. The ability of employees to deal with a successful combination of work, family responsibilities, and personal life is crucial for both employers and family members of employees.

Work– life balance not only means an even distribution of time between work and private life but rather flexibility in being able to work in the professional field while maintaining the time and energy to spend on personal life (Iste, 2018). Work has trumped all other aspects of a person's life. The desire to achieve great things professionally through work can overshadow a person's well-being. Developing harmony between life and work is essential for improving a person's physical, emotional, and mental well-being and career (Sanfilippo, 2020). Creating a healthy work environment requires striking a balance between life and work. Harmony between life and work, in particular, would aid in reducing workplace stress and burnout (Kohl, 2018).

Furthermore, Work-life Balance is a term usually used in organizations concerning the welfare of their employees. It is a concept associated with the institutional and social settings of countries. Hence, studies have developed several theoretical perspectives for in-depth knowledge of the fundamental issues between employees' lives and work (Gragnano, 2020). Furthermore, Heathfield (2019) described work-life balance as a model that sustains employees' efforts to split their time and energy between work and the other essential aspects of their lives. It is a daily effort to make time for family, friends, community participation, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. With the assistance of employers, who institute policies, procedures, actions, and expectations, work-life balance enables employees to pursue more balanced lives quickly.

However, with the COVID-19 emergency forced many people worldwide to work remotely. The situation has affected the remote working population, significantly affecting their work–life balance. Although there were mixed opinions on whether employee performance levels were higher when working from home, employees commented that working from home would negatively affect their performance if removed. Overall, it was clear to see the high positivity surrounding working from home and how this positively impacts employee motivation and performance levels, which can positively affect employee well-being, work-life balance, and job satisfaction (Ward, 2017). Furthermore, he mentioned that if employees are more motivated and perform to a higher standard, this is likely to positively impact the organization regarding staff retention and achieving more from their employees.

Rupietta (2016) studied how working from home affects employees' efforts. Employees who can work from home have high autonomy in scheduling their work and, therefore, are assumed to have higher intrinsic motivation. It was expected that working from home would positively influence employees' work efforts. According to Mokhtar (2020), there are six major benefits of working from home, which are: (1) saving more money and energy; (2) more family time; (3) less stress; (4) a relaxed environment; (5) more productive; and (6) better internet. Following the COVID-19 epidemic, most workers had limited remote work experience, but they and their companies needed to prepare to implement this technique.

Nonetheless, the unforeseen COVID-19 outbreak in 2020 also pressured millions of people worldwide into becoming remote workers, inadvertently resulting in a global trial in telecommuting. Work from home has then rapidly become the new normal in just a few weeks (Wang et al., 2021). Fahlevi (2020) revealed that the WFH program has several advantages and disadvantages, the advantages being that the WFH activity is more flexible in completing work, does not follow office hours, does not need to spend money on transportation costs or gasoline costs, can minimize the level of stress experienced besides traffic jams traffic from home to the office and has more free time. The disadvantage of WFH is that it can lose work motivation to cover electricity and internet costs, leading to data security issues. WFH is not new. With the advancement of technology, the global number of companies implementing WFH has increased dramatically (Kroll, 2019). Working remotely has been favored by various countries in the world and has become a common way of performing work activities. A report from a study claims that 37.2% of people worldwide work remotely (Gutierrez-Diez et al., 2018). Previous studies also confirm an increasing proportion of remote work in many countries, such as Japan, Australia, the USA, and Canada (Chung & Kalindi, 2019). WFH is also part of remote work or teleworking.

Teleworking is defined as working outside employers' premises with the support of technology. It allows employees to work outside the office at home or elsewhere. Remote working helps the organization save money on office space, electricity, and equipment. It also helps the environment because, with less back-and-forth, transportation leaves a smaller environmental footprint (MacRae, 2020). As some countries have been applying full compulsory quarantine due to the COVID-19 pandemic, the only alternative organizations in these countries are working from home. However, even when there was no pandemic, some organizations preferred working from home practice for their employees. Lupu (2017) mentions the reduced expenses of organizations, such as rent, maintenance, computers, telephones, offices, utilities, equipment, etc. He also said that it reduced the spreading of contagious diseases among employees, which causes interruptions in the working process and additional expenses. Another factor organizations have as a motivation is increased workforce productivity. Wienclaw (2019) adds the factor of caring for sick children or elders quickly without having to take time off from work to the list of factors reducing absenteeism.

Although working from home practice has become more common in many countries, organizations are still reluctant to adopt this form because of its drawbacks. Lupu (2017) mentions these drawbacks: the technical problems that cannot be solved remotely,

the unequal salaries between employees working in the office and teleworkers, employee isolation, the limitation of regular interaction with colleagues, and difficulties in organizing union activities. Recent research by Dingel and Neiman (2020) claims that approximately 37% of US jobs, such as banking, management, technological and scientific services, may be placed at home. While WFH is growing in popularity, academics discuss its advantages and disadvantages. The downsides to operating from WFH include a vague boundary between the role and the home, inconvenience, and workers bearing the expenses from it. Most policymakers have designated WFH as a campaign target to fight the pandemic. In doing so, plans must be formulated with the practicality of both administrators and workers in mind since there would be consequences for all groups in any way (Rioveros et al., 2021).

As discussed, work-life balance is a state of harmony that equally balances a person's career and personal life responsibilities. A poor balance of life and work can be caused by increased work demands, working long hours for one's career, increased responsibilities at home, and having children to care for (Sanfilippo, 2020). According to Kumanu (2021), work-life balance is defined as how a person maintains their responsibilities equally during and outside of working hours. Time spent after work includes managing relationships with others, family responsibilities, and other interests and hobbies pursued outside of work. Moreover, working from home has significantly affected the employees' work-life balance. The more often they work from home, the higher the work effort they provide. By defining precise requirements for specific results to be achieved, employees are better prepared to manage their time and tasks, thus effectively balancing their work responsibilities with personal life, including family responsibilities. One of the most significant problems employees face working remotely is the conflict between work and private life, as they experience a blurred line between work and private life. Defining the boundaries between work and private life is always a topical issue in the case of remote working (ILO, 2020). In line with this, six components of work-life balance should be considered: self-management, time management, stress management, change management, technology management, and leisure management.

2.4 Self-management

Self-management is the continuous process of managing, evaluating, and reinforcing actions, thoughts, and emotions to have appropriate behaviors or performance about surroundings and environment through constant reminders of one's norms and values. Instead of usually blame of others for mistakes, a person constantly defends themselves; they should be able to take responsibility for their behaviors, deeds, mistakes, and, in general, emotions and how they impact their behaviors and daily lives, such as so many decisions that they must make in their lives (McPheat, 2017). Gerhardt (2018) states that self-management consists of a set of behavioral and cognitive strategies that assist individuals in structuring their environment (at work or elsewhere), establishing selfmotivation, and facilitating behaviors appropriate for obtaining performance standards. They further mentioned that people improve self-management through the influence they exert over themselves to help achieve the self-motivation and self-direction they need to behave in desirable ways. Self-management at the workplace is about planning, organizing, and controlling an employee's work activities (Abele & Wiese, 2017). Self-management practices help enhance the behavior that is desirable for the employees at the workplace and control the behavior that is undesirable and which may arise from impulses, ingrained habits, and behavior learned due to upbringing. Self-management differentiates from management relying on strong supervisor involvement because it is conducted without the immediate presence of external control. In this way, self-management can aid in internalizing motivation so that the motivation system of the workplace does not depend only on external ways of motivating. Self-management practices can be performed when the employee makes decisions independently (Uhl-Bien & Graen, 2018).

The employees' need or will perform self-management is not enough; the organization's support is needed to do that. Successful self-management can be very beneficial for organizations, as it can enhance job satisfaction, attendance, self-efficacy, job performance, learning, and career success, as well as improve work behaviors such as learning, attendance, and task performance (Khandwalla, 2020). Hence, workplace selfmanagement practices can resolve many issues that organizations face nowadays. Marc, Susan, and Peter (2017) stated that self-management could help merge these two separate systems so that the employee internalizes the organization's values in their work and becomes a more productive employee.

Self-management, from an organizational perspective, can be divided into many aspects. Some of these are the decisions related to executing the work, planning the work hours, determining the extent of the work, and making important decisions regarding the task (Phil-Thingvad, 2017). This requires the management's actions to power the employee to answer the questions of why, how, and when work should be done independently. The external control systems that organizations provide do not affect the behavior of employees directly; they merely affect the self-management systems of each employee. In a broader definition, it accommodates employees to facilitate behaviors that are not naturally motivating and meet externally anchored standards. This process is also essential in life outside the workplace because it gives instruments for actions necessary for everyday life but only externally motivational. Many aspects of employees' work activities are not naturally motivating, at least when compared to alternative activities. Undesirable work activities can be facilitated by using self-management strategies. The basic self-management process, both in personal and work life, includes the following steps: self-assessment, goal setting, self-monitoring,

and self-reinforcement. These steps will assist in behaviors that lead the individual to their goals (Chen & Chung, 2017). Wienclaw (2019) lists the benefits of flexible scheduling options as a technique in self-management: being free to sleep in and work late, starting and ending early, working forty hours in four days instead of five or six days a week, scheduling personal appointments (e.g., physician, dentist, hairdresser) during office work hours and completing the work later in the evening without using vacation days. The competing demands of work and family life can create stress and anxiety for some workers. Working from home blurs the boundaries between work and personal time. Employees who cannot establish boundaries from work to non-work have poor psychological detachment (Kinnunen, 2017). Psychological detachment implies not thinking about work or doing work-related duties at home. It is one of the significant predictors of well-being because some work situations can be unsettling and worrisome. It was found to significantly affect stress among employees working from home (Seva, 2021). The sleep-related difficulty has been related to the inability to detach from work. For WFH employees, one of their failures in managing themselves is that using electronic devices is a job requirement to facilitate communication. Employees with high work related smartphone use experience ego depletion when dealing with self-control demands at work. Sleep quality, however, attenuates this interaction. In cases of high sleep quality, next-day self-control processes at work are no longer affected by work-related smartphone use (Gombert, 2018). Sleep patterns are also related to productivity at work. The productivity of employees was adversely affected by poor sleep quality due to shiftwork. Although shiftwork may not apply to people working from home, the schedule disruption and working hours extending until late at night can also lead to poor sleep quality (Hinz, Nickell & Park, 2018). Sleep disorders and stress are widespread work-related health problems that BPO employees fail to manage (Godin, 2017). It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of work situations, family affairs, or both. Studies showed that it significantly determines employee productivity and performance (Paje, 2020). It is a significant problem for such employees who need to balance the competing demands of work and family. It significantly influenced the productivity of employees without spouses and young employees that WFH (Seva, 2021).

Students or people rated highly in self-management are more likely to perform very well in their tasks due to their positive attitudes, self-motivation, willingness to learn, and ability to adapt and initiate in times of change; therefore, it is paramount to focus and improve on self-management (Boyatzis & Victoroff 2019). It is essential to know that possessing the achievement orientation and conscientiousness competencies has the limitation of over-concentrating or persisting on tasks with the intention of perfecting, which in turn consumes much time for the mastery/perfection process. In contrast, others simply do it to the adequate level (Victoroff & Boyatzis, 2019). Persons with high conscientiousness are more likely to perform better by improving their traits to suit the tasks at hand and choosing the right moments for handling them, as cited by Hoffman (2020). It is vital to note that job performance is excellent and improved in the early stages of a job tenure due to the need to concentrate one's focus and energy to achieve a certain level of satisfaction. However, the detrimental side is that the more time spent on achieving tasks or at the same place of work, the less and less the effect of a proactive personality; thus, care needs to be taken by employers to ensure that this issue has a solution if they are to maintain staff productivity and curb turnover rate (Hoffman, 2020).

Staff performance in both functional and cognitive activities is constantly improved if a continuous effort is exerted towards the aim of growing performance, and these could be through activities such as functional performance activities, including physical activity, activities of daily living, social activities, and interaction, role performance including work and other role related activities while cognitive performance includes activities such as concentrating, thinking, and problem-solving (Hoffman, 2020). They further state that as self-management, more effort should be put into how employees manage their functional and cognitive activities and guide them, especially on aspects they either have little or no control over and letting them continue handling aspects they have total control over the ultimate purpose of arriving at desirable performances. Management has the responsibility of identifying and analyzing the perceptions of staff and how they formulate their response to aspects such as feedback, criticism, and recognition and, in general, appraisal results since different people react and perceive differently depending on the level of self-efficacy thus the need to identify the existing gaps and find solutions to bridge the gaps. At the beginning of new, challenging, supervisors or superiors need to guide new entrants on how to accomplish them in order to help them build their self-reliance; further anxiety and uncertainty could be reduced by making tasks procedural and routine so that staff constant monitoring and guidance is reduced and staff are left to fend for themselves and yet still achieve desired goals and objectives (Hampshire, Butera & Bellini, 2018).

2.5 Time Management
One of the compelling and influential reasons for preferring working from home is the flexible scheduling options. Lupu (2017) states that flexibility gives employees a certain autonomy in planning their daily lives, in both employee and family activities, according to their needs. Employees who implement WFH are expected to be able to maintain their performance. This policy impacts employees because the WFH situation is different from Work from Office (WFO), where WFH requires employees to adapt to changes in culture or a new work environment. Work from the office and home situations are different and separate, and work requires time and a unique atmosphere; therefore, employees need to adjust to the WFH atmosphere (Singh et al., 2020).

Wienclaw (2019) indicates that employees will have more free time to spend with them by not commuting with families. The benefits of working from home for employees include work/life balance. Because they have more spare time due to less back-and-forth transport, they can use the time to spend more time with family. It also reduces employee stress levels (Chung & Kalindi, 2019). Working at home allows parents to spend more time with their children, and the high job autonomy and scheduling flexibility can help work–family conflict. Greater autonomy in determining working hours and managing tasks improved the productivity of employees that works from home (Wang, 2021). Job autonomy is defined as the extent to which work can provide great freedom, independence, and discretion of the individual in work scheduling and determine the procedures to implement them (Johari, 2018).

Mache et al. (2020) found that the freedom to choose working hours minimizes the perception that the job is mentally demanding. However, autoadverse behavior has negative effects on people who do not have a high level of discipline. It caused them to slow down and not achieve their goals. Not all employees at WFH achieve work-life balance because it depends on the atmosphere at home and the support provided by family members. Workload affected the work-home balance among employees that worked from home during its early stages (Wang, 2019). On the other hand, young Internet online workers reported significantly lower satisfaction with work-life balance and a higher negative work–home interaction because they spent more time at work (Jacukowicz (2020). However, social support provided by family members and however dampens the effect of stress and promotes quality of work life (Eisapareh,2020). Wang (2019) mentioned that work-from-home employees during the COVID-19 pandemic cited social support to overcome loneliness and feelings of isolation. It is associated with job satisfaction, work– family enrichment and mediates the relationship between stress and job satisfaction. Low supervisor and coworker support had been associated with tiredness and sleeping difficulties. Kula's (2017) study found that most homeworkers felt that homeworking afforded them some level of flexibility in how they used their time, which allowed them to balance the responsibilities of their paid work with their responsibilities of caring for others. The responsibilities homeworkers said they could manage more easily included the care of spouses, children, older people, or disabled relatives, as well as household tasks, such as cleaning, washing, shopping, gardening, and paying bills. However, tensions are inherent in these advantages, as being with the children does not support undisturbed working. Furthermore, traditional homeworkers, doing low-skilled work for low pay, tended to mind their children while they were working, in contrast to most professional homeworkers. Crosbie and Moore's (2020) study revealed that many homeworkers said they had problems with how much time they spent on their paid work. These problems included working longer hours than they were paid for and working longer hours than someone who did a similar job outside the home. This tendency to work long hours caused problems in people's family relationships.

2.6 Stress Management
Stress management is the ability of an employee to react to and manage stress to encourage employees to reach the optimum point in performance. Hakim (2017) mentions that stress management is a technique for controlling and minimizing stress because stress is a serious matter that must be handled properly so that it does not cause bad behavior, cause conflicts, or absenteeism problems that cause productivity to decrease. The better a person's stress management, the more resistant they are to sources of stress or stressors that arise (Mustajab et al., 2020). In other words, stress management is a person's ability to deal with an unpleasant or stressful situation, which is to actively and positively deal with stress so that it does not harm health and behavior.

Stress can be caused due to the overlapping of work and family life. Employees bring work home, and the inability to forget work at home and lack of support and stability from the family can cause stress to employees (Ahmed & Ramzan, 2020). It is an undesirable reaction by individuals facing heavy pressure, work demands, and workloads that affect employees' physical and mental health (Ahmed & Ramzan, 2020). Job stress is generally defined as a psychologically depressed condition caused by unpleasant physical or psychological experiences (Bimantoro & Noor, 2019). Work stress refers to the pressures or tensions people feel in the external environment, which cause emotional and physical stress (Kotteeswari & Sharief, 2017). Several previous studies mention that with stress, an employee will act more than before to work better. However, if the stress is excessive, it will create anxiety for employees and have the potential to reduce their performance (Ahmed & Ramzan, 2020).

There are two approaches to work stress: the individual and the company (Rivai & Sagala, 2021). For individuals, it is essential to approach this because work stress can affect life, health, productivity, and income. For companies, not only because of humanitarian reasons but also because they influenced the achievement of all aspects and effectiveness of the company. The source of work stress that occurs to employees, according to Judge and Robbins, can come from 3 factors: environmental factors, such as environmental uncertainty affecting changing organizational structures and technological advances; organizational factors in the form of high task demands; and individual factors in the employee's factors (Judge &, Robbins 2020). Family factors can also affect employee stress, ranging from no support from family to a lack of stability in household life (Dolcos & Daley, 2019). Many reasons cause employee stress: work, family, and excessive work conflict. Furthermore, the workplace setting is crucial for employees to work efficiently and effectively. Employees will be more motivated to work in a pleasant atmosphere, affecting their morale and productivity. The comfort of the working space at home was among the most significant telework characteristics

influencing telework outcomes. Employees' emotions may be influenced by their work environment, which gives them security and helps them to function correctly (Aropah, 2020).

Lestari and Manggiasih (2022) explained in their study the importance of the ability to manage stress. They stated that stress needs to be considered because it is known that stress management positively influences work productivity. Therefore, it is recommended that employees should manage their time and be disciplined in completing work from home. The company continues to supervise and communicate with employees to ensure they work from home properly. WFH employees are expected to be able to arrange between resting, working, and relaxing hours and chat with friends or family so that they are physically and mentally healthy. When employees can manage stress well, employees can do their jobs more productively. Dalimunthe, Martono, and Wolor (2020) mentioned that working from home requires employees to remain productive, but on the other hand, they must gather and take care of the household and family. This will drain employees' energy, mind, and psychology as working from home could be stressful. They proposed six approaches that employees can take to prevent uncontrolled stress: communication with family, communication at work, scheduling, and safety.

Effective stress management will help increase productivity, reduce turnover, reduce absenteeism, and increase spirit at work (Marwansyah, 2019). Matin, Razavi, and Emamgholizadeh (2017) said that there are four approaches to managing work stress, including (1) social support: approach with activities aimed at providing social satisfaction to employees, such as joking, chatting, and playing games; (2) meditation: an approach by concentrating on the nature of the mind, relaxing the muscles, calming oneself and the mind; (3) biofeedback: approach with medical guidance, such as consultation with doctors, psychiatrists, and psychologists; (4) personal health program: preventive approach before stress occurs, through regular health check-ups, muscle relaxation, attention to body nutrition, and exercise. Lupu (2017), on the other hand, claims that stress may be manifested by reduced concentration levels, work-related mistakes, insubordination, creating dissatisfaction among team members, and developing diseases related to the occupation, such as stroke and heart attack.

2.7 Change Management

There are several definitions for the term Change Management. Prosci (2019) describes it as the process, tools, and techniques to manage the people's side of change to achieve a required business outcome. Project Management Institute (PMI) defines it as a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business benefits. The onset of the pandemic and ensuing lockdowns induced sudden work from home for most people. Most industries and jobs are not yet designed for work-from-home options, so this sudden switch caught the company and the employees unawares. Suddenly, the boundary between work and life started fading away. This has led to an increased workload, and long working hours and being physically absent from work have fed into the idea that employees are always available. The set working hours have diminished, giving rise to a perception that employees can respond and attend meetings beyond the traditional hours. The added stress and feeling of being constantly at work increase anxiety levels, resulting in dissatisfied employees and affecting productivity (Osborne, 2021). The home was never designed to be an office, but now it is an office, school, and also a place to stay.

The sudden move into the home arena has also caused a strain, and the home feels intruded upon. Everyone at home now needs a separate room or a working space, a laptop, and an internet connection. That is not easy, considering most urban populations live in apartments, and an average person cannot afford a large one, considering constraints on affordability (Sengupta, Debashish, & Al-Khalifa 2022). Remote work existed long before the COVID-19 pandemic, but the pandemic has forced the shift to remote working and accelerated the digital transformation of today's workplaces. This has implied a substantial change in the way employees used to work. However, remote work will not likely disappear after the pandemic, considering the benefits it can bring and the advanced technology it uses (Eriksson & Petrosian, 2020).

Today's workplaces need to evolve into intelligent workplaces that are technologically advanced and agile to adapt to this transformation (Ulukan, 2020). Therefore, integrating remote work into today's workplace is paramount for organizations. The sudden shift to remote working makes it difficult for employees to engage in informal discussions, impacting group dynamics. As a result, employees can start feeling lonely and isolated (Eriksson & Petrosian, 2020). Also, there have been cases where employees' stress levels increased due to the inability to leave work when the workday ends. Moreover, another issue in terms of sudden change is new employees' inability to integrate into the organization's culture due to the lack of social interactions at work. Several cultural and organizational challenges will arise due to integrating remote work into today's workplaces. An example is the generational discrepancy that can imply different knowledge and expertise of new technologies. This may create employee doubts and concerns regarding the upcoming change (Ulukan, 2020). Additionally, this change will impact how employees collaborate and, as a result, may need to develop new skills to cope with this challenge. Moreover, organizations will be forced to consider alternative workplace infrastructure, which implies adopting new IT systems to ensure the full efficiency of remote work (Carroll et al., 2020).

To cope with the challenges linked to cultural and organizational aspects that remote work can bring, change management must be considered (Golden & Wiens-Tuers, 2008). Change Management includes tools and processes that can handle change by considering two aspects: the individual and the organization. Integrating remote work into today's workplaces will imply an organizational change that must be understood and integrated within all departments to ensure efficient outcomes. Therefore, implementing change management is essential for organizations to ensure efficient integration of remote work (Prosci, 2019).

The COVID-19 pandemic has increased the number of people who work from home, which has consequences for many job characteristics. The findings of Schieman et al.'s (2021) study show that working from home leaves employees with increased flexibility, job satisfaction, and feelings of balance. This is consistent with the declining work-family conflict during the pandemic and the overwhelmingly positive feelings toward working from home (Dubey & Tripathi, 2020). Working from home also seems to increase productivity and work hours, which may be due to less time commuting, less time on social activities, or other benefits of controlling one's work environment (Choudhury, Foroughi, & Larson 2021). There are some downsides to working from home, including reduced connectedness to coworkers. Those who work from home may miss face-to-face interactions with their coworkers and experience more isolation than those who continue to go to a physical workplace.

The pandemic has also imposed specific emergent changes in work practices that primarily include mandatory work from home (MWFH), virtual teams, online tech-enabled work platforms, and virtual leadership and management. Such sudden changes in work practices have been overwhelming for the workers, the organizations, and their leadership, who have been entirely unprepared for the sudden changes (Andrade & Lousa, 2021). This has affected the employees' lives and work (Hoti et al., 2022). Studies of work practices, specifically working from home, have induced questions regarding the effectiveness of this mode, as opposed to "on-site work," whereby an employee is physically present in an office or work address. Questions of well-being and even the willingness to work remotely have also been a subject of interest for researchers. The mandatory transition to working from home (due to disaster, pandemic, etc.), as opposed to the option of choosing this mode of work, is also an area of study (Thatcher & Zhu, 2019).

A study by Ferdinando, Salvatore, & Toscano (2020) on remote working emphasized the increased concentration levels expressed by employees who cited office distractions as a hindrance to on-site working, while Delanoeije et al. (2019) investigated the greater flexibility offered by this mode and how that contributed to increased rates of well-being. A decreasing work-home conflict was also investigated by Golden et al. (2019), with the merging of both spheres stated as being harmonious and reducing uncertainty.

Opposing the above studies, the adverse effects of working from home, involving the same issue as above, always have adverse spillover effects with the "work on" mode, which causes a tense home environment, and distractions from family members and household responsibilities cause inefficiency within at-home workers (Allen et al., 2018, p. 44). Feelings of isolation and anxiety have also increased with the at-home option, creating a remoteness that induces negative feelings, referred to as technostress by Suh and Lee (2017). More positively, some studies have investigated the urban pollution benefits of working from home, stating that reduced vehicle pollution, less centralization, and lower emissions are positive spillover effects of the work-from-home (Bento et al., 2018). A sudden transition to working from home and other new work arrangements has caused many disruptions in workers' work and day-to-day life, leaving most managers needing to be more knowledgeable about effectively managing workers in the new remote work arrangement. Research findings clearly show that pandemic-imposed remote work arrangements have caused a kind of work-life integration, resulting in conflicts in both work and life. Employees faced several issues, which could be segregated into four major types: managerial issues, work issues, logistical issues, and psychological issues. These issues spilled over into each other, resulting in a vicious cycle where one category of issues caused other issues, and so on.

2.8 Technology Management

Technology management can be regarded as the ability to implement technological capability (Cetindamar, Phaal, & Probert 2018). Technological capability is a set of resources offering the know-how to change existing products or create new ones (Wu, Ma, & Liu 2019). Previous research indicates that each technology management practice is associated with a certain level of technological capability. Based on this understanding, it is reasonable to argue that technology management practices may vary in different technological capability stages due to their inherently different characteristics (Jin & Zedtwitz, 2017). Thus, it is necessary to understand how technology management and its practices affect employees' work performance.

According to Nadheya and Yuvaraj (2018), employees are satisfied with technology as they are willing to learn more about the new technology without any hesitation. If they have enough training in technology management, this will increase their performance level. They keep updated with technologies as it helps to become professionals in their field. Employees show a positive attitude towards technology as it constrains their work, makes it easy, and helps them finish it on time. Suppose an organization is not forcing its employees to update their skills and provides enough time to adopt new technology. In that case,

employees will feel stress-free and convenient in adopting, which will make them contribute more towards the organization's growth.

Technology does not affect the employees' interpersonal relationships; it helps them communicate better with their co-workers and prefer to work in teams rather than as individuals, but it has reduced their interactions. The employees prefer to have some recreational activities to be organized by their organization. On the other note, Donati et al. (2021) emphasized that technology would be taken on instantly without guiding those who might not be technologically aware of how to use these new applications. Feeling lost or not keeping up with other colleagues will result in employees feeling embarrassed and having to ask for help. They might opt out of doing certain work, thereby hurting productivity.

This has been referred to as technostress by the author. Another consideration involved the changing nature of technological improvements in the workplace and how there may be generational differences in how workers can adjust to organizational demands. According to de Koning and Gelderblom (2019), the relationship between information and communications technology (ICT) use among older workers influences job performance. De Koning and Gelderblom concluded that older workers make less use of ICT and have more difficulties with complex applications than younger workers. The diminished use of ICT was seen as a disadvantage for older workers, as the increased application of ICT in today's workplace is recognized as having a positive impact on performance. The intensive development of communications technology and mobile devices reduced the need to provide work in a fixed workplace and created favorable circumstances in this regard. Remote working is one of the flexible work arrangements used to produce and deliver work output. Its applications can appear in different forms and be described with various terms, such as telework, telecommuting, ICT-based mobile work, mobile network, mobile virtual work, homeworking, or home-based work. However, the literature distinguishes between and classifies different forms of remote work (Danziger & Garrett, 2022). It usually refers to work outside an employer's premises, supported by ICT technology tools. Imran et al. (2017) studied the effect of technological advancement on employee performance. It was found that technological advancement has a significant impact on the motivation and training of employees. Motivation has a significant impact on employee performance, but training has no significant impact on employee performance. The result of their study revealed that there is a significant relationship between technological advancement and employee performance.

Dimitra's (2018) study found that employees have a higher behavioral intention to use new technologies if they feel the new technology will help them perform better in their jobs. To realize the importance and relevance of new technologies, staff need to be appropriately educated about any new systems. In contrast, their staff must see senior management as supporting new technologies. Richardson and Writer (2017) have mentioned that WFH results from modern technology. However, it has also resulted in an increase in the instances of non-completion of tasks on time, which negatively impacts employees. Go (2019) has mentioned significant failures, the dark side of WFH, and the cultural differences faced during webinars by employees, which also creates a big gap in communication between superiors and subordinates.

Additionally, Tellis (2020) said that due to the excessive use of smartphones and laptops, there had been a constant increase in health-related issues like insomnia, backache, neck pain, obesity, fatigue, eye-related issues, etc. Cases of severe body aches have increased due to working on a laptop. Continuous working in one posture without using support while working from home causes back pain. Manohar (2020) has mentioned that working from home has contributed significantly to fatigue. It also sets in because of the lack of movement.

2.9 Leisure management
A home is where an employee comes after a hectic workday at the office to relax and spend quality time with family members. However, the gap between workplace and personal space has diminished due to remote work. Maintaining the balance between these two is becoming tough and challenging. These two overlaps affect mental and psychological health (Nagrale, 2020). A dull, tiring job that has extensive and problematic time demands could lead to feelings of unfairness because the worker has such poor quality and low-quantity leisure time. What WFH offers could contribute to more effective time allocation of work and leisure time. Some jobs may require breaks due to boredom or waiting for tasks to be completed before progressing. The range of things to do during breaks may be more excellent at home than in a traditional workplace (for example, washing dishes while a computer printsa document). Breaks may also be leisure activities like watching television or playing with children. Working from home can also have beneficial aspects as it may allow members to escape from work problems (for example, rampant hatred of colleagues), which are temporary and could be ameliorated by doing some work at home (Cameron & Fox, 2022). WFH may improve work-life flexibility, but such arrangements pose challenges as the overlap between work and domestic lives is 'greatest when work is carried out in the places where people conduct their daily lives — bedrooms, kitchens, dining rooms, and so on (Felstead et al., 2021). As per the report of Connley (2020), roughly 32% of employees say watching TV is a top distraction in remote work. Another research says that twenty-seven minutes per day is lost due to such distractions. Davis (2020) has reflected that a lack of connectivity and coordination with team members can create problems. Since in-person interaction makes it impossible to keep track of all extensive

communication, connectivity is the key. However, it is not easy to hold productive in-person meetings to coordinate different team members' efforts to remain aligned. Many employees need work guidance to stay on track.

A study by Beckel and Fisher (2022) found that parents working from home who served in dual roles as 'assistant teachers' to their children experience a decline in their well-being as they do not have time to relax at home. Working from home allows possibilities for joint production (such as combining work tasks with caring for children or dependent relatives). This appears to be more of a motive for women than for men (Popuri & Bhat, 2020). Hyman et al. (2020) observed that when these employees had to take work home, this adversely affected their health and led to stress and exhaustion. In the standard microeconomic income-leisure trade-off model, the income effects of reduced costs of various types mean that the employee can both do more work and have more leisure. This would be defined as units of effort and leisure rather than just time spent. There could be a win-win for employers and employees as a cause of efficiency loss (namely, rigidities in the work contract) is reduced.

2.10 Job Performance of BPO Employees

Kell and Motowidlo (2019) defined job performance as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard time. Performance is a variable that distinguishes between sets of behaviors carried out by different individuals and between sets of behaviors carried out by the same individual at different times. Employee performance is how employees work in a company for a certain period. In a company that has employees who can perform well, then the company's performance will be good, so there is a strong correlation between the performance of individuals (employees) and corporate performance. Performance results from the quality and quantity of work the employee achieves in performing their duties following his responsibilities. The measure of success achieved by the employees cannot be generalized to other employees because they have adjusted to the size of the force and the type of work done (Steel et al., 2017).

Accordingly, performance in work is a record of the effects produced in a particular job function or activity within a certain set period. Individual job performance is a combination of ability and effort, which can be measured by the consequences that are produced. Therefore, the performance of work not involving personal characteristics addressed by someone, but the work that has been and will be done by someone. According to Kell and Motowidlo (2017), performance refers to the results obtained from substantiated tasks that differentiate a person's job from other jobs and include aspects of more technical performance. Performance of work to contribute to the organization by transforming raw materials as part of steps to produce the organization.

Employee performance is crucial as it is a critical determinant in achieving organizational goals and objectives. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared toward improving employee performance. This is because for an organization to remain at the top of competitors, it should improve and monitor the performance of the workforce; failure to do so will cause an organization to face several challenges that will hinder its performance (Obiageli et al., 2018). Individual behaviors towards work help achieve organizational goals. Employees' attitudes aligned with organizational goals increase job performance. Employees with good job performances often have high career growth, higher salaries, and an excellent social reputation (Sonnentag & Frese, 2019). Given its importance, many studies have attempted to identify variables that directly and indirectly affect job performance. Organizations can enhance work-life balance by providing supportive roles and a conducive environment that directly affects employees' well-being and organizational performance (Diener et al. 2020). Su et al. (2020) argue that organizations that can improve the work-life balance allow employees to enhance their psychological capital, leading to creative performance.

Many researchers, including Cartwright and Cooper, have documented that employees' work-life balance stimulates psychological well-being, affecting job performance. They added that organizations should improve organizational performance to gain a competitive advantage. The people factor is energetic in improving and sustaining the organization's performance. In this context, Arulrajah and Opatha (2019) argued that an organization's performance directly depends on the individuals it employs. Because employees are considered the major stakeholders in determining the performance of an organization. Hence, organizations are increasingly required to focus on improving the job performance of employees to enhance the organization's performance.

As noted above, work-life balance plays a pivotal role in determining employees' job performance. Many researchers have found that work-life balance positively correlates with work performance (Naithani, 2021). Given the present situation, organizations have to find ways and techniques to improve employees' job performance. In this sense, many researchers have generally agreed on the vital role of work-life in improving employees' job performance. Further, she stated that the work-life balance of an individual employee, when viewed collectively for the total workforce of an organization, results in a colossal impact on qualitative and quantitative organizational performance. According to research conducted by the Corporate Executive Board among more than 50,000 global workers, work-life balance ranks as the second most crucial workplace attribute behind compensation. Employees who feel they have a better work-life balance tend to work 21 percent harder than those that do not (Larsen, 2020). Work-life balance in the workplace has become an essential issue as it exhibits positive results such as low turnover, work engagement,

organizational citizenship behavior, improved employee performance, increased firm productivity, job satisfaction, and commitment (Konrad, 2019). Hence, there is no accepted definition of what constitutes a work-life balance practice; the term usually refers to organizational support for dependent care, flexible work options, and family or personal leave. These practices include flexible work hours (e.g., flextime, which permits workers to vary their start and finish time provided a certain number of hours is worked; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth day off), working from home (telework), sharing a full-time job between two employees (job sharing), family program (e.g., parental leave, compassionate leave), onsite childcare, and informational assistance with childcare and eldercare services. Work-life balance, as the name indicates, is to achieve a level of evenness or stability that creates harmony and synchronization in an employee's overall life (Clarke, 2017).

The work-life balance is an essential aspect of corporate social responsibility. As a result, organizational leaders must recognize their responsibilities to ensure that their employees are not working so hard that it interferes with their personal lives, which can lead to medical issues, affecting morale, productivity, and job satisfaction (Bilal et al., 2017). The debate over job satisfaction concerning work-life balance has raged on for years and has gained prominence in developing countries (Malik et al., 2017). Herald (2021) mentioned that the performance of the BPO employees is measured in terms of abandonment rate, first call resolution rate/first contact resolution rate (FCR), the average time in queue, average handling time (AHT), customer satisfaction score (CSAT Score), service level, the average speed of answer (ASA), percentage blocked calls, occupancy rate and cost per call. BPO employees' job performance is measured by abandonment rate, the percentage of customer calls left unanswered as a percentage of the total number of inbound calls. A low abandon rate means agents are productive and tend to a high number of incoming calls, while a high percentage of abandoned calls means agents miss out on many incoming calls. The first call resolution rate/first contact resolution rate is an essential indicator of the overall productivity of a call center and individual agent performance. It measures the number of customers who had their issues resolved on the first call, indicating that employees are being productive and helping resolve the customer's problems without multiple interactions. While the average time in queue is the total time a customer must wait to get on a call with a customer support agent, longer wait times can lead to an unpleasant customer experience. In comparison, shorter wait times mean agents are more efficient and customers are more satisfied with their service. On the other note, the average handling time (ACD) is the amount of time a call center agent spends on customer interaction. A low ACD means they are efficient, but it is essential to improve quality while reducing the time spent on handling calls (Abad, Galarido & Tiu 2019). Allen, Bryant, and Vardaman (2020) also indicated that customers are asked to rate their call center agent on a scale of 1 to 5, with a high satisfaction rate indicating employees are being productive and working hard to satisfy customers. The next one is the service level, defined as the percentage of calls answered within a given time threshold. A high service level means you are responding to your customers fast, and they don't have to wait long for a call center agent to answer their queries. The average Speed of Answer (ASA) is an essential measure of customer satisfaction. It shows how long customers have to wait for an agent to answer their call. To increase customer satisfaction, reducing ASA and finding ways to improve individual agent productivity is important. However, it is also important to remember that some team members may be answering calls at a reasonable speed while one or two agents take a long time. The blocked call percentage displays the percentage of customers that received a busy tone when they tried to contact your call center. This can happen when no customer support agents are available and all call queues are full. Each blocked call represents a dissatisfied customer and decreases customer retention rates, so always ensure that the blocked call percentage is low. The occupancy rate is a key performance indicator showing how much time agents spend with callers. Low occupancy rates can lead to overstaffing, low call volume, poor call management, and after-call work, leading to burnout. Cost per call is an important KPI for measuring the performance of employees. It measures how much a business spends per call, and if it is high, it means employees are not being productive and need to handle more calls. On the other hand, a low cost per call means worker productivity is high, labor expenses are low, and agents can profit (Capuyan, Degracia, & Vizcarra 2017).

2.11 Work Skills
One of the three variables that are needed in the Job performance required in BPO industries are work skills; work skills pertain to workplace abilities like time management and technical abilities like programming. Work skills are the various abilities an individual uses to complete one's work. While degrees and other academic credentials are still valued by employers, more and more are using skills-based hiring to fill positions. For example, LinkedIn saw two connected trends occur in just two years: The number of jobs that didn't require a degree grew on the platform by nearly 40 percent between 2019 and 2020, and the number of job listings focusing on skills and responsibilities rather than credentials grew by 21 percent between 2020 and 2021 (Coursera, 2023).

Furthermore, in BPO industries, Niraj (2021) states several work skills that one should possess to be able to have a successful career. Such as having enough product or service knowledge about the company, capacity to address customer issues, answering the client's or customers' questions, rudimentary computer skills, which include excellent speed when typing since most of the clients' requests are spoken verbally, keeping composed under duress, being able to live up to client expectations, being convincing speaker without being pushy, being able to establish rapport, and having a passion for offering top notch service. As support to this, in research conducted by Peart (2019), several BPO work skills are mentioned to be effective when it comes to having a

successful career, such as the ability to adapt or learnability, resilience, agility, ability to collaborate with peers, social and communication skills, empathy, leadership skills and problem solving skills. In contrast, since their work-from-home setup has been in demand due to COVID-19, Whiting (2020) states that there is a need to adjust and reskill. In her research, it is found that 50% of all employees will require reskilling by 2023-2025 as technology adoption grows during the pandemic; these skills include self-management skills such as active learning, resilience, stress tolerance, and flexibility. The reason behind this lies in the shift from office based set up to work from home set up.

2.12 Work Habits

Another variable to consider in the job performance of the BPO employees is the employees' work habits. Work habits are any behavioral, moral, or useful practice used by employees to support meeting company standards for job performance is referred to as a work habit. A strong foundation of ethical work practices establishes a standard for effectiveness, productivity, dependability, and teamwork. Cooperation, clear communication, adherence to rules, organization, punctuality, regular attendance, and time management are examples of fundamental workplace behaviors. By helping their peers in a support role, employees who practice good work habits can extend the scope of their regular job responsibilities and tasks to maximize productivity and company efficiency (Workplace Testing, 2023). In this regard, Cruz (2020) states several effective work habits of a successful BPO employee. First, punctuality, even in a work from home set up. Next on this is productivity or observing and meeting the deadline. In addition, having a healthy work-life balance, such as being able to manage work and leisure, is found to have a positive impact on the respondent's job performance. In addition, adapting well to criticism, posing pertinent inquiries, being organized, and communicating clearly have been found to be positive and healthy work habits.

Furthermore, in research conducted by Herrity (2022), she found effective five work habits that became helpful to BPO employees during the pandemic. These are reflecting on self, assessing and listing strengths and weaknesses, working on relevant projects and avoiding procrastination, optimizing workloads, and creating goals. The mean score results for these work habits are 4.10, 3.98, 4.28, 3.80, and 3.74 out of 5, respectively, of the order. In this regard, the mentioned work habits, most especially working on relevant projects and avoiding procrastination, have been deemed to be significantly helpful in a work-from-home setup.

2.13 Social Skills

Aside from work skills and work habits, the BPO employee's social skills are also important in measuring the employee's job performance. Social skills are the ways people communicate with one another, including verbally, nonverbally, in writing, and visually. Interpersonal and soft skills are other names for social skills (Herrity, 2023). In line with this, Raymundo (2018) discovered several social skills that an individual should possess mastery of to have a successful career. These are the ability to settle disputes, empathy, clearly expressed words, relationship control, active listening, communication that is nonverbal, ability for conversation starters, and respect. Raymundo added that this is crucial when it comes to building healthy relationships in and out of the work environment. To support this, Riggio (2020) states that workplace social skills, even in a work from home set up, are still essential for establishing and maintaining positive interpersonal relationships with peers while working remotely. These skills are critical for effective teamwork and are required skills for leaders and managers. Despite their importance, little research has been conducted on work from home social skills, and there is no agreed-upon framework for organizing this diverse set of social skills. Nonetheless, organizations invest heavily in programs that aim to improve workers' social and interpersonal skills at the current time.

Furthermore, Li, Lin, and Lu (2023) concluded in their research that BPO analysts with stronger social skills produce more accurate earnings forecasts and that their stock recommendations elicit stronger market reactions. Social skills have a greater impact on analyst performance in companies with a poorer information environment. They also discovered that BPO financial analysts with superior social skills are more likely to be selected as All-Stars. The evidence suggests that social skills are important in an analyst's overall job performance and that institutional investors value them.

3. Significance of the Study

BPO Industry. This study significantly explains the main purpose of remote work setup in the organization, which enables highlighting the facts and formulating empowerment from day one up to the accelerated adoption of this work setup in the organization. It would be beneficial to the organization and agencies by giving them insight into the existing remote work set-up scheme of the company. This research may also serve as a basis for improving the alternative work arrangements of employees in the BPO industry.

Employees/Office Professionals. The study helps to evaluate the effects of remote work set-up on employees' outlook and its significance to their career goals as well as work-life balance. This research would be helpful, primarily to the employees, for being the center of the research study. They are considered major beneficiaries of this research. They are the endpoint of the study both personally and professionally in terms of work performance and work arrangements. This study helps to clarify if remote work set-

up threatens one's job to avoid retention with the process and boost employee's morale towards adapting to technology and focus on upskilling on other knowledge-based processes.

Office Managers/Stakeholders. The study aims to help managers formulate strategies to effectively inculcate the work from home setup to team members by identifying the effects on employees' work-life balance, job performance, and alignment of employees' personal career goals and company objectives. The results of the study would provide reliable data on where to base recommendations that would mark the improvement in the remote work scheme. This can be used as a tool to bring structure to alternative work arrangement planning and will help the organization think and plan strategically and collaboratively.

Other Researchers in the field of Business Administration. Finally, the result of the study is helpful to other researchers to further evaluate and study the other factors related to work-life balance and job performance. This study also provides researchers with ideas on how the study's findings can be used as reference material for future studies that are related to work-life balance and job performance in BPO companies and related industries. More so, this study will be beneficial to other researchers who study similar topics about work-life balance. Future researchers would be encouraged to investigate further studies on problems encountered by employees, leaders, and managers of the organization.

3.1 Theoretical Framework

This study will be anchored in the resilience theory and Ecological theory. The resilience theory has been studied in several fields, including psychology, where it is defined as the ability to overcome and withstand adversity through self-repair (Higgins, 2017; Wolin & Wolin, 2017); psychiatry, where it is defined as humans using psychological and biological abilities to effectively master transition (Flach, 2017); and developmental psychopathology, where it refers to one's ability to deal with threats and uncertainties while maintaining an internal and comprehensive sense of identity (Kent & Rolf, 2018).

Resilience is defined as the ability to recover from difficulties, disappointment, and hardship, and it is considered a fundamental characteristic of a person. Researchers show that there is a link between a person's work-related stress and their ability to maintain resilience in the face of adversity over time (Copland, 2018; L. Greene, 2020). Survival, recession, and thriving are all related to resilience and define where an individual is during or after adversity. The concept of thriving implies that an individual can exceed their previous level of functioning despite setbacks. In this case, this theory is supportive of this study since it describes how BPO employees can manage stress despite setbacks through resiliency. Similarly, ecological theory supports this research because it explains how people, such as employees, are affected by their work-life balance, which is then attributed to various characteristics in a person's life, balancing their work and life responsibilities. To explain it further, according to Grzywacz and Marks (2017), the ecological system theory defines work and life as aspects that are indicative in nature, where each of the several attributes has an affective impact on work-life experiences and is also considered a collaboration of different processes, the individual, time, and contextual characteristics. However, over time, the ecological system theory evolved into what is now known as the person-in-environment theory, which recognizes the common denominator among various individuals and groups and emphasizes the dynamic relationships that interact with their social, physical, and natural environments (Pitt Catsouphes, 2019).

3.2 Conceptual Framework

The researcher developed an operational model based on the factors discussed in the preceding theories, which will be used to achieve the aims of this study.
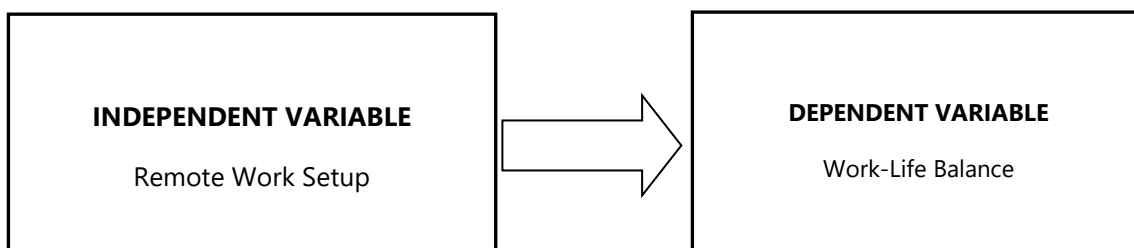

Figure 1. Conceptual Framework of the Study

This illustration shows how the independent variable remote work set-up affects the BPO employees' work-life balance in terms of self-management, time management, stress management, and leisure management.

3.3 Statement of the Problem

The study will determine the effect of remote work setup on the work-life balance experience of BPO companies in China.

Specifically, the study aims to answer the following sub-problems:

1.   How do the respondents describe their remote work set-up performance in the BPO company?
2.   How do respondents rate their experience with work-life balance in terms of:
         2.1 self-management;
         2.2 time management;
         2.3 stress management; and
         2.4 leisure?
3. Does the remote work set-up significantly affect the work-life balance of the BPO employees?
4. Based on the research findings, what development program can be crafted for the improvement of the BPO employees' work-life balance while in remote work set-up?

3.4 Definition of Terms

BPO. BPO means Business Process Outsourcing and what the industry does is to provide support for other companies. As the name indicates, this is a way for other businesses to outsource tasks to make their processes more efficient.

Change Management. Change management is defined as the methods and procedures used by a company to describe and implement change in both internal and external processes. Preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation are all part of this (Clousie, 2023). In this study, this will be one of the variables that will be measured in relation to the work-life balance of the BPO employees in a work from home setting, and this will also provide information on how the respondents adapt to change in the work from home set up.

Leisure Management. Leisure management refers to how organizations use their resources to provide leisure programs, facilities, and services to stakeholders and the public (Mcoulee, 2020). In this study, this will be one of the variables that will be measured in relation to the work-life balance of the BPO employees in a work from home setting. This variable will also define how the BPO employees manage to continue doing leisure activities despite the workloads they have.

Self-Management. Managing yourself effectively can be difficult, especially when it comes to getting enough sleep, exercise, and nutrition (Davidson, 2020). In this study, this will be one of the variables that will be measured in relation to the work-life balance of the BPO employees in a work from home setting. This will also define how the BPO employees still manage to take care of themselves in spite of the demands of the BPO industry.

Social Skills. Social skills are abilities that enable people to communicate effectively with one another (Kaplan & Courtney, 2023). In this study, this refers to one of the variables where the job performance of the BPO employees will be measured. This will also define how the BPO employees interact with their managers, clients, and workmates.

Stress-Management. Stress management refers to the tools, strategies, or techniques that help to reduce stress and the negative effects it has on your mental or
physical well-being. Stress can be managed using a variety of techniques (Davis, 2023). In this study, this will be one of the variables that will be measured in relation to the worklife balance of the BPO employees in a work from home setting. This will also define the ways in which BPO employees deal with stress while working in the BPO industry.

Technology Management. Technology management is a discipline that is closely related to or synonymous with IT management, in which businesses and/or companies use various technologies to foster strategic growth (Brewster, 2023). In this study, this will be one of the variables that will be measured in relation to the work-life balance of the BPO employees in a work from home setting. This will also refer to how the BPO employees maximize the use of available technological resources in the work from home set up.

Time-Management. involves making the best use of your day and the available resources - you keep up when your resources match your challenges (Hernandez, 2019). In this study, this will be one of the variables that will be measured in relation to the worklife balance of the BPO employees in a work from home setting. This will also refer to how the BPO employee manages the time to have a work-life balance.

Work Habits. Any of the behavioral, ethical, and practical elements used by employees to contribute to job performance standards that meet company guidelines are referred to as a work habit (Workplacetesting, 2017). In this study, this refers to one of the

variables where the job performance of the BPO employees will be measured. This will also define the practices of the BPO employees in the work from home set up.

Work-life balance. Work-life balance is defined as "giving equal time or priority to personal and professional activities." However, both definitions have flaws that prevent work-life balance from being the solution it should be (Thomas, 2022). In this study, this will serve as the work-life balance of the Employees in a work from home set up. This will also serve as the general term for self-management, time-management, stress management, change management, technology management, and leisure management. This will also refer to the ways the BPO employees manage work and other life events.

Work Skills. Work skill pertains to the ability of an employee that requires specialized training and knowledge before mastering (Blizzter, 2017). In this study, this refers to one of the variables where the job performance of the BPO employees will be measured. This will also pertain to the BPO employees' skills that are needed in the work from home set up.

3.5 Scope and the Limitations of the Study

This study will be limited to determining the work-life balance of selected BPO employees in a remote home set-up to come up with research results that will become a basis for crafting a development program to further improve the BPO employees' work-life balance experience. Furthermore, this research will be conducted in the three selected BPO companies in China. The research respondents will be the selected BPO employees in the aforementioned locale; the researcher chose these respondents because of their accessibility and experience while working remotely, which will be very beneficial in coming up with valid and reliable results. As a further matter, to avoid delays in the research processes, only the respondents who can finish answering the questionnaire within a two-week period will be included in the study.

4. Methodology of the Study

This chapter presents the methodology and procedures that will be used in collecting data for the study. It will describe the research design, the area of the study, the population, the sample and the instruments that will be used in data collection. The methodology underpinning this study is mainly quantitative; however, qualitative data analysis methods may also be employed.

4.1 Methods and Techniques of the Study

The experimental research design will be the structure for this study in which numeric score ratings will gather the perception of the respondents observed in a structured pattern. This research design will deal with the problem of the study scientifically and will establish a clear cause and effect of remote work set-up on the work-life balance of BPO employees. The method of the research will be quantitative, whereas, according to Bhawna & Gobind (2015; as cited by Susaie & Shah, 2022), quantitative research is the systematic empirical investigation of observable phenomena using statistical, mathematical or computational techniques. This method was used to analyze relationships between variables and present these relationships mathematically through statistical analysis, which is the main purpose of the research.

This study will utilize descriptive statistics that will determine the description of the respondents to remote work set-up and rate the work-life balance in terms of self-management, time management, stress management, change management, technology management, and leisure management. The results will examine how employees perceive the effects of remote work set-up on the work-life balance of the employees of selected BPO companies in China.

4.2 Respondents of the Study

According to Hameed (2016), this allows the researcher to select a particular setting and respondents to participate in the research, and for this study, the employees of selected BPO companies who have experienced remote work set-up for more than three (3) years.

4.3 Population and Sample of the Study

Furthermore, the researcher will compute the sample size using the sample size calculator by raosoft.com, where the confidence level will be set to 95% and a 5% margin of error will be expected. The total number of employees of selected BPO companies is necessary for the researcher to calculate the final sample size.

4.4 Instruments of the Study

The researcher will employ an online survey-questionnaire that is grounded in the principles of resilience theory and ecological theory. Prior to conducting the primary data collection, the dependability of each measured item will be assessed by means of a pilot survey. According to Gray (2009), piloting can decrease non-response rates and enhance the correctness, clarity, and reliability of the questionnaire. The pilot questionnaires will be disseminated to ten (10) employees from chosen BPO firms in China. This

pilot study will identify significant issues and implement necessary adjustments prior to performing the official survey. The wording and presentation of the questionnaire will be modified to enhance its dependability.

The instrument consists of two components, namely:

Part I provides a detailed description of the remote work arrangement established in the BPO organization.
Part II focuses on evaluating the BPO employees' experience with work-life balance, specifically in terms of their ability to manage themselves, manage their time, manage stress, adapt to change, handle technology, and engage in leisure activities.

SELF MANAGEMENT					
Indicators	5	4	3	2	1
1.1 I can spend the time I want on my ownself development.					
1.2 I have enough time to think, plan and to schedule my day-to-day activities.					
1.3 I have sufficient time to take care of myself.					
1.4 I can eat regularly for my proper nutrition.					
1.5 I have sufficient time to rest and relax.					
1.6 I undergo physical exercise regularly.					
1.7 I have enough time to treat myself.					

Figure 2. Sample indicators from the questionnaire

4.5 Data Processing and Statistical Treatment
The researcher will collect the accomplished survey questionnaire after the two (2) weeks period of data gathering from the selected BPO companies in China. The data will be arranged in a tally sheet and will be forwarded to a statistician for data processing. Descriptive statistics will be applied to describe the remote work set-up implemented in the BPO company and the rating of the BPO employees' experience with work-life balance in terms of self-management, time management, stress management, change management, technology management, and leisure management. Calculated mean scores with verbal interpretation for measurement will be applied in the rating scale, as shown in Table 1. This will determine if the remote work set-up implemented in the BPO company has a significant effect on BPO employees' experience with work-life balance in terms of self-management, time management, stress management, change management, technology management, and leisure management, in which inferential statistics will be used. The effect of the remote work set-up implemented in the BPO company on the work-life balance of the employees will be measured using the Analysis of Variance (ANOVA). ANOVA, as the statistical analysis technique for the study, compared the measured data sets that determined the significance. All statistical tests of significance were tested using $\alpha = 0.05$ level of significance. Multiple Regression Analysis will also be used for the independent variables whose values are known to predict the value of the single dependent value.

4.6 Presentation, Analysis, And Interpretation of Data
This chapter presents analyses and interpretations of the study's data. The data are presented in the order and sequence of the questions raised in Chapter 1 for clarity and consistency in the discussion: (1) How do the respondents describe their remote work set-up performance in the BPO company? (2) How do respondents rate their experience with work-life balance in terms of self-management, time management, stress management, and leisure? (3) Does the remote work set-up significantly affect the work-life balance of the BPO employees? (4) Based on the research findings, what development program can be crafted for the improvement of the BPO employee's work-life balance while in remote work set-up?

4.6.1 How do the respondents describe their remote work set-up performance in the BPO company?
Table 2 Employees' Description of their Performance in Remote Work Set-up

Indicators	Average rating	Interpretation	Rank
1. I can show punctuality on my work.	2.31	Disagree	16
2. I can report regularly on my work.	2.56	Agree	9
3. I can perform my task without much supervision.	2.94	Agree	4
4. I can practice self-discipline on my work.	2.40	Disagree	13

5. I can demonstrate dedication and commitment to the tasks assigned to me.	2.25	Disagree	17
6. I can demonstrate the ability to operate machines needed on my job.	2.92	Agree	6
7. I can handle the details of the work assigned to me.	2.92	Agree	6
8. I can show flexibility (whenever the need arises).	2.99	Agree	3
9. I can manifest thoroughness and precise attention to detail.	2.17	Disagree	19
10. I can fully understand the linkage or connection between my previous, intervening and subsequent tasks.	3.19	Agree	1
11. I can usually come up with sound suggestions to problems.	2.90	Agree	8
12. I can show tact in dealing with different people I have contact with.	2.13	Disagree	20
13. I can show respect and courtesy in dealing with my peers and supervisors.	2.22	Disagree	18
14. I can willingly help others (whenever necessary) in the performance of my tasks.	2.40	Disagree	13
15. I am capable of learning from and listening to my co-workers.	2.32	Disagree	15
16. I can show appreciation and gratitude for any form of assistance granted to me by others.	2.93	Agree	5
17. I can show poise, self-confidence, and always well-groomed.	3.00	Agree	2
18. I can show maturity when it comes to my emotion.	2.53	Agree	11
19. I continuously update my skills and knowledge to contribute effectively to the organization.	2.52	Agree	12
20. I always provide feedback and suggestions on how to improve working conditions of my fellow employees to increase their productivity.	2.54	Agree	10
Overall	**2.57**	**Agree**	

Table 2 shows the numerical data of the employees' description of their performance in remote work set-up. Pertaining to the table, on rank one with the highest weighted mean of 3.19 and interpreted as Agree, *I can fully understand the linkage or connection between my previous, intervening and subsequent tasks*. Followed by *I can show poise, self-confidence and always well-groomed* on rank two with a weighted mean of 3.00 and interpreted as Agree. On rank three, with a weighted mean of 2.99 and a verbal interpretation of Agree, *I can show flexibility (whenever the need arises)*. On rank four, *I can perform my task without much supervision*, having a weighted mean of 2.94, which is interpreted as Agree. *I can show appreciation and gratitude for any form of assistance granted to me by others,* ranked fifth with a weighted mean of 2.93 and interpreted as Agree. Both *I can demonstrate the ability to operate machines needed on my job, and I can handle the details of the work assigned to me* ranked sixth with a weighted mean of 2.92 and interpreted as Agree. On rank eight, *I can usually come up with sound suggestions for problems* with a weighted mean of 2.90 and an interpretation of Agree. *I can report regularly on my work,* ranked ninth, having a weighted mean of 2.56 and interpreted as Agree. On rank ten, *I always provide feedback and suggestions on how to improve working conditions of my fellow employees to increase their productivity* with a weighted mean of 2.54 and interpreted as Agree. On rank eleven with a weighted mean of 2.53 and interpreted as Agree, *I can show maturity when it comes to my emotion*. On rank twelve, *I continuously update my skills and knowledge to contribute effectively to the organization* with a weighted mean of 2.52 and a verbal interpretation of Agree. Both *I can practice self-discipline in my work, and I can willingly help others (whenever necessary) in the performance of my tasks* ranked thirteenth with a weighted mean of 2.40 and interpreted as Disagree. Right at rank fifteen, *I am capable of learning from and listening to my co-workers,* having a weighted mean of 2.32 and a verbal interpretation of Disagree. *I can show punctuality in my work,* ranked sixteenth with a weighted mean of 2.31 and a verbal interpretation of Disagree. On rank seventeen, *I can demonstrate dedication and commitment to the tasks assigned to me*, having a weighted mean of 2.25, which can be interpreted as

disagree. *I can show respect and courtesy in dealing with my peers and supervisors,* having a weighted mean of 2.22 and a verbal interpretation of Disagree ranked eighteenth. On rank nineteen, *I can manifest thoroughness and precise attention to detail* with a weighted mean of 2.17, which is interpreted as Disagree. Lastly, having the lowest weighted mean of 2.13 and interpretation of Disagree, *I can show tact in dealing with different people I have contact with.* Overall, the employees' description of their performance in remote work set-up corresponds to a general weighted mean of 2.57 and a verbal interpretation of Agree.

4.6.2 How do respondents rate their experience with work-life balance in terms of :
Table 3 Employees' Rating of their Experience with Work-Life Balance

Indicators	Average rating	Interpretation	Rank
Managing Self			
1. I can spend the time I want on my own self development.	2.32	Disagree	2
2. I have enough time to think, plan and to schedule my day-to-day activities.	2.40	Disagree	1
3. I have sufficient time to take care of myself.	2.25	Disagree	3
4. I can eat regularly for my proper nutrition.	2.13	Disagree	4
5. I have sufficient time to rest and relax.	1.82	Disagree	5
Overall	**2.18**	**Disagree**	**4**
Managing Time			
6. I am satisfied with the number of hours I work.	3.04	Agree	1
7. I can meet the requirements of my job without working long hours.	2.92	Agree	4
8. My family time does not suffer because of my working hours.	2.99	Agree	2
9. My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.	2.82	Agree	5
10. I can attend to my family needs even if I have long hours on my job.	2.97	Agree	3
Overall	**2.95**	**Agree**	**1**
Managing Stress			
11. I don't easily get irritated or frustrated.	2.49	Disagree	4
12. I don't easily get tired and exhausted even if I don't have enough rest.	3.14	Agree	2
13. I can manage myself when I experience mental distraction caused by non-fulfilment of obligations.	2.13	Disagree	5
14. My self-confidence/self-esteem is not affected even if I do mistakes most of the time.	3.19	Agree	1
15. I can manage myself when I experience mood swings, difficulty in making decisions, and loss of concentration.	2.60	Agree	3
Overall	**2.71**	**Agree**	**3**
Managing Leisure			
16. I have time and energy to engage in any leisure activities that I want to do.	2.82	Agree	5
17. I feel satisfied with my free/leisure hours.	3.02	Agree	1
18. I can join extra-curricular events and social activities.	2.99	Agree	2
19. I can enjoy my time off without thinking of my work duties.	2.92	Agree	3
20. I can use my time off for relaxing and resting.	2.90	Agree	4
Overall	**2.93**	**Agree**	**2**

Table 3 shows the numerical data of employees' ratings of their experience with work-life balance in terms of self-management, time management, stress management, and leisure.

4.6.2.1 Self-management;
In this section, it quantifies the employees' rating of their experience with work-life balance in terms of self-management. Pertaining to the table above, on rank one having a weighted mean of 2.40 and interpreted as Disagree, I have enough time to

think, plan and schedule my day-to-day activities. Followed by I can spend the time I want on my own self development on rank two with a weighted mean of 2.32 and a verbal interpretation of Disagree. On rank three, I have sufficient time to take care of myself, having a weighted mean of 2.25, which is interpreted as disagree. On rank four, with a weighted mean of 2.13 and interpreted as disagree, I can eat regularly for proper nutrition. Lastly, having the lowest weighted mean of 1.82, which is interpreted as disagree, I have sufficient time to rest and relax. Overall, employees' rating of their experience with work-life balance in terms of self-management corresponds to a general weighted mean of 2.18 and a verbal interpretation of Disagree.

4.6.2.2 Time Management;
In this section, it quantifies the employees' rating of their experience with work-life balance in terms of time management. Pertaining to the table above, on rank one having a weighted mean of 3.04 and interpreted as Agree, I am satisfied with the number of hours I work, followed by My family time does not suffer because of my working hours on rank two with a weighted mean of 2.99 and a verbal interpretation of Agree. On rank three, I can attend to my family's needs even if I have long hours on my job, having a weighted mean of 2.97 and interpreted as Agree. For the fourth rank, having a weighted mean of 2.92 and a verbal interpretation of Agree, I can meet the requirements of my job without working long hours. Lastly, having the lowest weighted mean of 2.82, which is interpreted as Agree, my workplace provides technological resources that allow me to work from home if I have family affairs to attend to. Overall, employees' rating of their experience with work-life balance in terms of time management corresponds to a general weighted mean of 2.95 and a verbal interpretation of Agree.

4.6.2.3 Stress Management;
In this section, it quantifies the employees' rating of their experience with work-life balance in terms of stress management. Pertaining to the table above, on rank one having a weighted mean of 3.19 and interpreted as Agree, My self-confidence/self-esteem is not affected even if I make mistakes most of the time. This is followed by the fact that I don't easily get tired and exhausted even if I don't have enough rest on rank two with a weighted mean of 3.14 and a verbal interpretation of Agree. On rank three, I can manage myself when I experience mood swings, difficulty in making decisions, and loss of concentration, having a weighted mean of 2.60 and being interpreted as Agree. I don't easily get irritated or frustrated. I ranked fourth with a weighted mean of 2.49 and interpreted as Disagree. Lastly, it has the lowest weighted mean of 2.13 and is interpreted as disagreeing. I can manage myself when I experience mental distractions caused by the non-fulfilment of obligations. Overall, employees' rating of their experience with work-life balance in terms of stress management corresponds to a general weighted mean of 2.71 and a verbal interpretation of Agree.

4.6.2.4 Leisure Management
In this section, it quantifies the employees' rating of their experience with work-life balance in terms of leisure management. Pertaining to the table above, on rank one having a weighted mean of 3.02 and interpreted as Agree, I feel satisfied with my free/leisure hours. This is followed by my ability to join extracurricular events and social activities on rank two with a weighted mean of 2.99 and a verbal interpretation of Agree. On rank three, I can enjoy my time off without thinking of my work duties, having a weighted mean of 2.92 and interpreted as Agree. I can use my time off for relaxing and resting, ranked fourth with a weighted mean of 2.90 and a verbal interpretation of Agree; lastly, having the lowest weighted mean of 2.82 and is interpreted as Agree, is the I have time and energy to engage in any leisure activities that I want to do. Overall, employees' rating of their experience with work-life balance in terms of leisure management corresponds to a general weighted mean of 2.93 and a verbal interpretation of Agree.

Out of all the employees' ratings of their experience with work-life balance and based on the weighted mean from the employee's responses, they preferred the most time management, having the highest general weighted mean of 2.95 and a verbal interpretation of Agree.

4.6.3 Does the remote work set-up significantly affect the work-life balance of the BPO employees?
Table 4 Effect of Remote Work Set-up on BPO Employee's Work-life Balance

ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	1.90	3	0.63	9.49	0.0008	3.24
Within Groups	1.07	16	0.07			
Total	2.97	19				

Table 4 shows the numerical data of the significant effect of remote work set-up on BPO employees' work-life balance. Since the computed f of 9.49 is greater than the critical value of 3.24 with a degree of freedom of 3 and 16 at the level of significance at 5 %, therefore, the result is to reject the null; hence, the remote work set-up has a significant effect to the work-life balance experiences of BPO employees.

4.6.4 Based on the research findings, what development program can be crafted for the improvement of the BPO employees' work-life balance while in remote work set-up?
It can be gleaned from the research findings that remote work set-up in BPO companies significantly affects employees' work-life balance; therefore, a development program in work-life balance can be crafted considering the physical, emotional and mental health of the employees. The components of the development program to be spearheaded by the BPO company owners are: offer flexible and remote working; encourage managers to focus on productivity rather than hours; encourage breaks; regularly review workloads; lead by example; give employees time to volunteer; reconsider time off; increase support for parents; offer health cash plans; perks or no perks; ask your employees for views; and acknowledge every employee is different.

5. Summary of the Findings, Conclusions, and Recommendations
This chapter summarizes the important findings of the study, the conclusion, and the recommendations based on the complete and thorough results of the study. This study was based on the results of the data gathered from the respondents' questionnaires. An analysis of the content was done with the use of the statistical tools as weighted mean.

5.1 Employees' Description of Their Performance in Remote Work Set-up
The employees' description of their performance in remote work set-up, at rank one with the highest weighted mean of 3.19 and interpreted as Agree, employees can fully understand the linkage or connection between their previous, intervening and subsequent tasks. Followed by employees can show poise and self-confidence and are always well-groomed on rank two with a weighted mean of 3.00 and interpreted as Agree. On rank three, with a weighted mean of 2.99 and a verbal interpretation of Agree, employees can show flexibility (whenever the need arises). On rank four, employees can perform their tasks without much supervision, having a weighted mean of 2.94, which is interpreted as Agree. Employees can show appreciation and gratitude for any form of assistance granted to them by others, ranked fifth with a weighted mean of 2.93 and interpreted as Agree. Both the indicators that employees can demonstrate the ability to operate machines needed on their job and that they can handle the details of the work assigned to them ranked sixth with a weighted mean of 2.92 and were interpreted as Agree. On rank eight, employees can usually come up with sound suggestions for problems with a weighted mean of 2.90 and an interpretation of Agree. Employees can report regularly on their work, ranked ninth, having a weighted mean of 2.56 and interpreted as Agree. On rank ten, employees always provide feedback and suggestions on how to improve the working conditions of their fellow employees to increase productivity with a weighted mean of 2.54 and interpreted as Agree. On rank eleven with a weighted mean of 2.53 and interpreted as Agree, employees can show maturity when it comes to their emotions. On rank twelve, employees continuously update their skills and knowledge to contribute effectively to the organization with a weighted mean of 2.52 and a verbal interpretation of Agree. Both the indicators that employees can practice self-discipline in their work and willingly help others (whenever necessary) in the performance of their tasks ranked thirteenth with a weighted mean of 2.40 and interpreted as Disagree. Right at rank fifteen, employees are capable of learning from and listening to their co-workers, having a weighted mean of 2.32 and a verbal interpretation of Disagree. Employees can show punctuality in their work ranked sixteenth with a weighted mean of 2.31 and a verbal interpretation of Disagree. On rank seventeen, employees can demonstrate dedication and commitment to the tasks assigned to them, having a weighted mean of 2.25, which is interpreted as disagree. Employees can show respect and courtesy in dealing with their peers and supervisors, having a weighted mean of 2.22 and a verbal interpretation of Disagree ranked eighteenth. On rank nineteen, employees can manifest thoroughness and precise attention to detail with a weighted mean of 2.17, which is interpreted as Disagree. Lastly, having the lowest weighted mean of 2.13 and interpretation of Disagree, employees can

show tact in dealing with different people they have contact with. Overall, the employees' description of their performance in remote work set-up corresponds to a general weighted mean of 2.57 and a verbal interpretation of Agree.

5.2 Employees' Rating of their Experience with Work-Life Balance

The results on the employees' rating of their experience with work-life balance in terms of self-management showed that, at rank one, having a weighted mean of 2.40, employees disagreed that they have enough time to think, plan and schedule their day-to-day activities. Followed by their disagreement that they can spend time on their own self development rank two with a weighted mean of 2.32. On rank three, employees disagreed that they had sufficient time to take care of themselves, having a weighted mean of 2.25. On rank four with a weighted mean of 2.13, employees disgareed that they can eat regularly for their proper nutrition. Lastly, having the lowest weighted mean of 1.82, employees disagreed that they had sufficient time to rest and relax. Overall, employees' rating of their experience with work-life balance in terms of self-management corresponds to a general weighted mean of 2.18, whereas most of them disagreed.

In terms of time management, at rank one, having a weighted mean of 3.04, employees agreed that they were satisfied with the number of hours they worked. Followed by their agreement that their family does not suffer because of their working hours, rank two with a weighted mean of 2.99. On rank three, the respondents agreed that they can attend to their family needs even if they have long hours on their job, having a weighted mean of 2.97. For the fourth rank, having a weighted mean of 2.92, respondents agreed that they could meet the requirements of their jobs without working long hours. Lastly, having the lowest weighted mean of 2.82, the respondents agreed that their workplace provides technological resources and allows them to work from home if they have family affairs to attend to. Overall, employees' rating of their experience with work-life balance in terms of time management corresponds to a general weighted mean, whereas most of them agreed.

With stress management, on rank one having a weighted mean of 3.19, employees agreed that their self-confidence/self-esteem is not affected even if they make mistakes most of the time. This is followed by their agreement that they don't easily get tired and exhausted even if they don't have enough rest on rank two, with a weighted mean of 3.14. On rank three, employees agreed that they could manage themselves when they experience mood swings, difficulty in making decisions, and loss of concentration, having a weighted mean of 2.60. On the other hand, employees disagreed that they don't easily get irritated or frustrated, ranking fourth with a weighted mean of 2.49. Followed by the lowest weighted mean of 2.13, employees disagreed that they could manage themselves when they experience mental distraction caused by non-fulfilment of obligations. Overall, employees' rating of their experience with work-life balance in terms of stress management corresponds to a general weighted mean of 2.71 and a verbal interpretation of Agree.

In leisure management, at rank one, having a weighted mean of 3.02, employees agreed that they felt satisfied with their free/leisure hours. This was followed by their agreement to join extracurricular events and social activities, which ranked two, with a weighted mean of 2.99. On rank three, employees agreed that they could enjoy their time off without thinking of their work duties, having a weighted mean of 2.92. Employees agreed that they could use their time off for relaxing and resting ranked fourth with a weighted mean of 2.90. Lastly, having the lowest weighted mean of 2.82, employees agreed that they have time and energy to engage in any leisure activities they want to do. Overall, employees' rating of their experience with work-life balance in terms of leisure management corresponds to a general weighted mean of 2.93, whereas most of them agreed.

Out of all the employees' ratings of their experience with work-life balance and based on the weighted mean from the employee's response, they preferred the most time management, having the highest general weighted mean of 2.95 and a verbal interpretation of Agree.

5.3 Effect of Remote Work Set-up on BPO Employee's Work-life Balance

Since the computed f of 9.49 is greater than the critical value of 3.24 with a degree of freedom of 3 and 16 at a level of significance of 5 %, it rejected the formulated null hypothesis of the study. Therefore, the remote work set-up has a significant effect on the work-life balance experiences of BPO employees.

5.4 The Development Program can be crafted for the Improvement of the BPO Employees Work-life Balance while in Remote Work Set-Up.

A development program in work-life balance can be crafted considering the physical, emotional and mental health of the employees. The components of the development program to be spearheaded by the BPO company owners are: offer flexible and remote working; encourage managers to focus on productivity rather than hours; encourage breaks; regularly review workloads; lead by example; give employees time to volunteer; reconsider time off; increase support for parents; offer health cash plans; perks or no perks; ask your employees for views; and acknowledge every employee is different.

5.5 Conclusions
The following conclusions were drawn based on the findings of the study.

1.   The majority of the employees disagreed that they could practice self-discipline in their work and were not willing to help others in the workplace. Many employees disagreed that they were capable of learning from and listening to their co-workers, and they could not show punctuality in their work. Employees also disagreed that they could demonstrate dedication and commitment to the tasks assigned to them. Many employees disagree that they can show respect and courtesy in dealing with their peers and supervisors, and they cannot manifest thoroughness and precise attention to detail at work. Lastly, most employees cannot show tact in dealing with different people they have contact with.
2.   In terms of self-management, the majority of the employees disagreed that they have enough time to think, plan and schedule their day-to-day activities, and they cannot spend time on their own self development. Many employees disagreed they have sufficient time to take care of themselves, and they cannot eat regularly for proper nutrition. More employees disagreed that they had sufficient time to rest and relax.

        Meanwhile, in stress management, most employees disagreed that they don't easily get irritated or frustrated; they cannot manage themselves when they experience mental distraction caused by non-fulfilment of obligations.
3.   Since the remote work set-up has a significant effect on the work-life balance experiences of BPO employees, there is a need to craft a work-life balance improvement program for BPO employees in a remote work set-up.

5.6 Recommendations
Based on the findings and conclusion, the following recommendations are offered.

1. The BPO company owners and managers should create motivational programs in order to encourage the employees to practice self-discipline and be helpful in the workplace. Senior employees should learn to lead their subordinates in listening to queries, being punctual, and strongly demonstrating their dedication and commitment as leaders of the team.
2. BPO company owners and managers should give their subordinates enough time to think, plan, schedule their day-to-day activities, and spend time on their own self-development. BPO company owners and managers may also invite resource speakers on the health, physical and mental concerns of the BPO employees.
3. The managers of the BPO companies should craft a development program for work-life balance that considers the physical, emotional, and mental health of the employees. The components of the development program to be spearheaded by the BPO company owners are:

- **Offer flexible and remote working.**

Managers should be aware that workers value employers who empower them to manage their own time. Employees feel valued at companies where they know they can finish earlier, get their boiler fixed, or see a physician when needed, safe in the knowledge that their employer knows that they'll still get the job done.

- **Encourage managers to focus on productivity rather than hours**

Rather than count the hours employees work, managers should focus on the completion of a particular task.

Some days, employees may need to put in long hours to complete a task, but this can be offset by the days when they don't need to do a full eight-hour day.

- **Encourage breaks;**

BPO company owners and managers should encourage employees to take breaks, take a walk or even work in an entirely different part of the office.

BPO company owners and managers can create break-out rooms or set aside spare desks that workers can go to. Managers can also sometimes create team chatter because it can be overwhelming and healthy to break away from work for a bit.

- **Regularly review workloads**

BPO company owners and managers should review the allocation of duties to ensure individuals have achievable workloads.

BPO company owners and managers need to be familiarised with the processes of allocating work. What seems like a small task to management might actually take an individual a day to do.

BPO company owners and managers should talk to their teams regularly to know who is busy and stressed and who has the capacity. They should ask the staff regularly to indicate whether they are overworked, just right or have spare capacity.

- **Lead by example**

BPO company owners and managers should ensure that staff and supervisors enjoy a healthy work-life balance. They should also ensure they're leaving the office on time, taking breaks, and not emailing workers outside of office hours or expecting them to deliver work in unworkable time scales when it isn't urgent.

- **Give employees time to volunteer.**

BPO company owners and managers should provide millennials with the opportunity to do good by allowing them the freedom to give back while working; these employees will generally feel good about themselves and their workplace.

- **Reconsider time off**

BPO company owners and managers should give their staff more time off. Equally, another way to prevent burnout is to force workers to take their time off within the holiday year by not allowing them to carry over holidays or capping how many days they can carry over. Most team members would rather book the time off than risk losing them.

- **Increase support for parents.**

Often, companies lose great talent, especially mothers, because they can't cater to their childcare needs. The problem isn't restricted to mothers alone, with many men saying they want to spend more time with their children, too. Therefore, managers should ensure the mothers and fathers in the BPO company are getting a better work-life balance to avoid losing precious expertise.

Also, providing better and equal benefits for maternity, paternity, or shared parental leave will encourage all parents to balance their working life and parenthood regardless of their gender. And consider if managers can do more to offer parents part-time roles or job shares.

- **Offer health cash plans.**

BPO company owners and managers should offer health cash plans, providing reassurance to employees, knowing that they have insurance if they or their family become unwell. These plans can also encourage a more proactive approach to health check-ups and inoculations, leading to fewer staff absences.

- **Perks or no perks**

BPO company owners and managers should consider perks in the office, such as ping pong tables. However, there may be additional services that can save employees time and money and alleviate stress.

These may include subsidised gym membership or free fitness classes; a discount at the dry cleaners; massages in the office; company cars or support including petrol allowance; repairs and maintenance; helping staff with their tax returns or tax support if they have any questions.

BPO company owners and managers should think about what's right for their employees and the company by designing experiences personalised to the workforce and people.

- **Ask employees for views.**

BPO company owners and managers should ask the employees about their different points of view in order to create a better work-life balance for them.

- **Acknowledge every employee is different.**

Many employees may be desperate to achieve a better work life balance. However, others may feel satisfied with the time they spend working. Some may want to start work later but be happy to finish later, too. Others may not mind working extended hours if it means they can switch off when they get home. Some may be eager to work part time but just don't know how to approach the matter with their manager.

BPO company owners and managers should attract – and keep – the best people, know that every employee is different, and design experiences at work that can be personalised for everyone.

If the BPO company is serious about creating a better work-life balance for your employees, there won't be a one-size-fits-all that works. BPO company owners and managers need to tailor the approach to each employee.

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