

Influence of Telecommuting on Work-life Balance and Employee Happiness: An Empirical Study of Sri Lankan Employees

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Abstract - Telecommuting, work-life balance and employee happiness are three most compelling concepts in the present corporate world which aid to optimize employee performance and gain strategic competitive edge. Recognizing the significance of these factors to the real world of work, a systematic empirical endeavor made to address the existing research niche and intellectual curiosity of the author by examining the relationship between telecommuting and work-life balance and telecommuting and employee happiness and the impact of telecommuting on work-life balance and employee happiness in Sri Lankan context. Hence, present study contributes to the literature in the areas of telecommuting, work-life balance and employee happiness. The study is an analytical study where the time horizon was cross sectional and unit of analysis is individual employees. Survey method was adopted using an author developed questionnaire consisting of three instruments to gather data and 110 employees were responded utilizing convenient sampling technique. Reliability and validity of the instruments were assured. Empirical findings of the study reveal that there is a significant positive relationship between telecommuting and work-life balance, there is a significant positive relationship between telecommuting and employee happiness as well as telecommuting has a significant positive impact jointly on work-life balance and employee happiness in Sri Lankan context.

Keywords – Telecommuting; Work-life Balance; Employee Happiness; Sri Lankan Context

1. INTRODUCTION

Present world of work has adopted new technology to perform vast changes to their traditional operations. Telecommuting is considered as one of the prominent strategies resulted from advanced technology. As per Lakshmi et al. (2017) [14] traditional working arrangements turning in to virtual office, declining the importance of personal presence was a clearly visible drastic change occurred in last decade. Onyemaechi et al 2018[18] (cited from Allen, Golden & Shockley 2015) state telecommuting is permitting employees to substitute their regular office work to perform their job tasks away from office using technological means. Flexibility is an inevitable requirement of employees in the new millennium where organizations have adopted telecommuting to enhance flexibility of work tasks. Moreover, with the COVID-19 pandemic faced by the people around the globe, attention toward telecommuting abruptly raised. Telecommuting was one of the prime prerequisites when people tend to adopt 'new normal' situation due to pandemic.

Telecommuting closely linked with work-life balance. Amidst of the busier work environment in 21st century, and with the rise of dual career families and women employment, work-life imbalance became common. This has become a burning issue in the society where the significance of work-life balance feature has been

renewed. As the world turning into a knowledge base environment, employees are well aware on many aspects of work which led them to expect better organizational strategies to promote work-life balance. Hence, organizations must address this issue as messed up work-life balance has direct pessimistic consequences on organizational performances. Managers viewed telecommuting as a better resolution to address this issue. Happy employees are referred as more productive workers. Development of technology has led organizations to give less consideration on employee happiness and wellbeing in recent past. Yet, in the present managers has identified the cruciality of human resource and tend to broaden their scrutiny towards the happiness of their employees. With that organizations are considerate more on optimizing the quality of employees to assure they experience workplace happiness (Rahmi 2018)[24]. Employee happiness became a forefront consideration in corporate strategy due to the crucial impact of it towards employee performance.

Although, work-life balance is a widespread concept which has been vastly probed in the literature, studies relating to telecommuting and work-life balance are frequent, quantitative relationship between telecommuting and work-life balance has not been clearly addressed specially in Sri Lankan context. Further, despite the rise of attention towards employee happiness empirical studies on employee happiness are still lacking in the literature.

As employee happiness is recently emerged concept there is a prominent research gap relating to this realm. Further, there's an intellectual curiosity leap among organizations in the present context with related to telecommuting and work-life balance as well as telecommuting and employee happiness. Therefore, this study focusses on addressing the contextual and empirical research niche on relationship and the impact of telecommuting on work-life balance as well as relationship and impact of telecommuting on employee happiness with related to Sri Lankan context. Hence, study intended to fill the research gap exist in the literature with related to the above concepts.

2. RESEARCH QUESTIONS AND OBJECTIVES

This study aspires to fill the contextual and empirical research gap which exist. Therefore, to address the grey areas in the literature and the actual need of the business organizations in the present following research questions were formulated.

1. Does telecommuting significantly and positively relate with work-life balance?
2. Does telecommuting have a significant positive impact on work-life balance?
3. Does telecommuting significantly and positively relate with employee happiness?
4. Does telecommuting have a significant positive impact on employee happiness?

A systematic attempt is made to answer above mentioned research question by having the main objectives of the study consistent with the above-mentioned research questions as follows;

- To investigate whether telecommuting has a significant positive relationship with work-life balance Sri Lankan context.
- To investigate whether telecommuting has a significant positive impact on work-life balance in Sri Lankan context.
- To investigate whether telecommuting has a significant positive relationship with employee happiness in Sri Lankan context.
- To investigate whether telecommuting has a significant positive impact on employee happiness in Sri Lankan context.

3. LITERATURE REVIEW

3.1 Telecommuting

Today's businesses striving to face global competitiveness successfully and greater consideration on employees has led businesses to adopt new strategies like telecommuting. Telecommuting has been defined numerously in past literature. As per Siha & Monroe 2006 (cited from Watad and DiSanzo, 2000; Nilles, 1992; Olson, 1983) define telecommuting as; opportunities granted for employees to work from home instead of reporting to main office location. Further, as mentioned

by Onyemaechi et al. 2018[18] (cited from Kossek 2003) assert telecommuting is a form of alternative, flexible work schedule when employees work off site using telecommunication technology to connect with their office and customers. In addition, Pratt (2000)[23] define Telecommuting as spending substantial proportion of time in a remote location to send and gain information, communicate with clients and colleagues, and deliver work products using communication facilities. When investigating literature telecommuting is interchangeably referred as; remote working, mobile working, working from home, nomadic working, working at local satellite office or tele centers and teleworking (Sullivan 2012)[28]. Furtherance of technology such as; emails, faxes, smart phones network, local networks and usage of computer-based groupware and vast availability of high-speed internet has driven organizations towards adopting telecommuting strategy (Davies 1996)[5]. Adding to that Ahmadi et al (2000)[1] assert, higher utilization of email and fax, reduction of cost of computers, availability of high speed modems and client-server computers, and the rise of computer networks such as local area network (LAN) has enable workers to easily connect with other members in supply chain which has fuel the growth of telecommuting.

Moreover, as per Ahmadi et al (2000)[1] white collar job holders are more suitable to telecommute as they do greater amount of independent work. Further, they emphasize that individuals who require more independence in their work, broaden span of focused effort, who are self-directed, motivated and excellent planners and who are more achievement oriented as they can face any endeavors are more successful in telecommuting.

As the working definition of the independent variable telecommuting following definition was developed; *"Telecommuting is when employees are allowed to work from convenient location other than physically attending to the work site utilizing advanced technology such as internet, email, video conferencing etc."*

3.1.1 Factors Required for Effective Telecommuting

Many scholars have put their attention on identifying what factors stimulate workers on telecommuting. Although there is no revelation on precise factors which affect telecommuting; Peters (2001)[22] has identified; organizational characteristics, job characteristics, household characteristics and individual characteristics influence employees to adopt telecommuting strategy. Moreover, relatable but straighter factors which may have an influence over telecommuting has been presented by Hartman et al (1991)[7] as; performance evaluation and support, childcare issues, family satisfaction and disruption, time spent on telecommuting and occupational characteristics.

Davies (1996)[5] emphasize the significance of organizational structure and culture in adopting telecommuting. Further he writes; organizational structure is considered as a strategic aspect which determine

whether organization could adopt telecommuting practice or not. As well as organizational culture is what drives the organization therefore suitability with culture cannot be ignored. In which he reveals telecommuting cannot be adopted isolate by an organization, organizational structure and culture must support telecommuting practices to reap the successful outcomes.

3.2 Work-Life Balance

Work life balance concept is widespread concept in the management literature which has grabbed the attention of numerous scholars. Due to this, different philosophers have defined this term differently in which definitions on this concept is appeared to be endless. Greenhaus et al 2003 (as in Opatha & Perera 2017)[19] define work life balance as; the degree to which individuals are equally satisfied and engaged in both job and family role. As per Dhas (2015)[6] Creating and continuing helpful and healthy working environment which aid employees to balance both work and personal duties which result in reinforcing employee productivity and loyalty is considered as work life balance. Moreover, Nelson & Lyubomirsky 2015[17] (cited in Guest 2002) define work life balance as the capability of individuals to fulfill home and work obligations.

Following definition is formulated by author for the construct work-life balance as the working definition;

“Work life balance is an individual’s ability to prioritize and fulfill both family/ personal life and professional life responsibilities”.

3.2.1 Factors Required for Effective Work-life Balance

Kanthisree & Devi (2013)[12] disclose that present world of work contains more intellectual, knowledge base work which people need to highly concentrate on work all the time even outside the office which has result in work-life imbalance scenarios. With that, attention towards identifying factors affecting to work-life balance is highly considered. Opatha & Perera 2017 [19](cited in McFarland 2004) discover factors affecting work-life balance as; high workload, long working hours, lack of managerial support and greater job involvement, as well as age, marital status, number of children, lack of family support, various roles performed by the same employee considered to have a high impact on work-life balance.

Further, aggressive global competition, difficulties in managing diversified workforce, stimulated employee interest toward work and personal life values (Kanthisree & Devi 2013)[12] has challenged the implementation of work-life balance in the present business world. Challenges of work-life balance has a straightforward influence on recruitment, retention and commitment of employees (Dhas 2015)[6].

Work life balance in new millennium has taken the spotlight among HR practitioners and managers as work-life balance has direct link with many organizational outcomes such as; employee job satisfaction, turnover intentions, productivity and achievement of organizational strategic objectives. Proving the fact Lakshmi et al

(2017)[14] writes many large-scale organizations have acknowledged that it is crucial to let employees feel at ease when doing their work as it will lead employees to perform their job successfully.

3.3 Employee Happiness

Happy employees are considered as most effective and most productive workers in the literature. Wesarat et al 2014 (cited in Bhattacharjee & Bhattacharjee 2010; Carleton 2009) define employee happiness as; employee’s career and personal life satisfaction as well as subjective workplace wellbeing. Further, Andrew 2011 [2](cited from Myers & Diener 1995) define employee happiness as the experience of regular positive outcomes, occasional adverse impacts and general sense of satisfaction with the life as a whole. Veenhoven (2017)[31] view happiness as; the degree to which a person objectively assesses the overall quality of their own life and how much he or she enjoys their own life. Opatha and Uresha (2020) [21]define Happiness as; the feeling of joyfulness and meaningfulness linked with different facets of one’s life such as personal life, career, social life, etc.

Employee happiness is commonly considered as a blanket term in the literature. This perspective explained in (Kaczmarek 2017) [11]as; Happiness in psychological perspective referred in two aspects. At first happiness is considered as an umbrella term for wellbeing which cover numerous theories of wellbeing such as, optimistic views on self and the world, intrinsic rewarding and valued experience and positive psychological performance. While secondly, in psychology of emotions most scholars suggest happiness as the basic emotion. This explained that happiness is a blanket term which covers diverse theories.

Thus, as the working definition following definition is draw up for the construct, i.e. employee happiness;

“Employee happiness is being positive about work and find the joy through identifying the deep meaning of life by balancing personal life and professional life”.

3.3.1 Types of Happiness

Literature suggest there are two types of happiness as hedonic happiness and eudaimonic happiness. Walczak (2014)[32] identified these two types as *Aristotelian eudaimonia* and *Cyrenaic hedonism*. Hedonic happiness refers to subjective wellbeing (Opatha and Uresha 2020) [21]while eudaimonic happiness draws from the way how an individual’s self-fulfillment and the virtuous way they live (Opatha 2019)[20]. Moreover, Huta, Pelletier, Baxter, and Thompson (2012)[10] assert affective hedonic happiness and cognitive hedonic happiness are the two components of hedonic happiness or subjective wellbeing.

4. RESEARCH FRAMEWORK

An attempt was made in this section to establish a network on three main variables; telecommuting, work-life balance and employee happiness based on general theories, logical beliefs of authors and past empirical findings. Three abstract variables namely; telecommuting,

work-life balance and employee happiness are considered in the study. Telecommuting is considered as the independent variable and as dependent variables work-life

balance and employee happiness were considered. Theoretical framework of the study depicted in Figure 1.

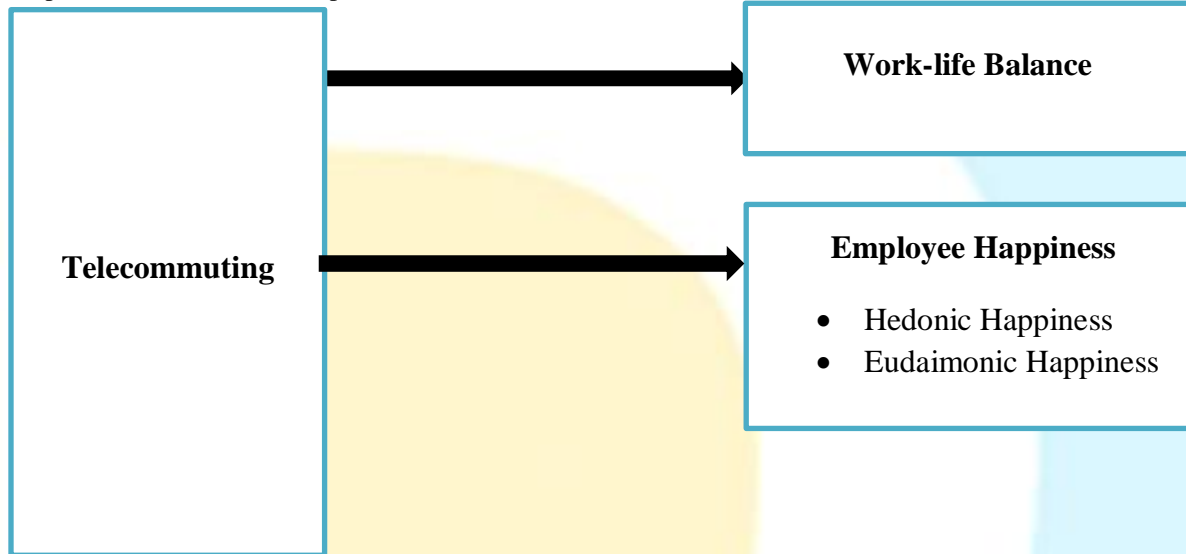


Figure 1 – Theoretical Framework

4.1 Hypothesis Development

4.1.1 Telecommuting and Work-Life balance

As per Hartman et al. (1991)[7] number of family problems are solved due to telecommuting. Martinez and Gomez (2013)[15] showed that many scholars agreed with the above view (cited in Gajendran and Harrison, 2007; Lautsch et al., 2009; Kossek and Ozeki, 1998) by stating that telecommuting will result in lower level of work family conflict. A contradictory view is presented by Hill et al. 1998 (cited in Jones 1997) telecommuting has the potential of blurring the limits between work and family life which may lead to increase more family problems. Yet, Miller 2016[16] (cited from Bannon, Ford, & Meltzer 2011; Church 2015; Clark, Karau., & Michalisin 2012) assert; as telecommuting allows flexible work arrangements which permit workers to control their own time, work-life balance has become one of the most prominent benefit of telecommuting.

Hence, based on above empirical findings following hypotheses are formulated;

H₁: There is a significant positive relationship between telecommuting and work-life balance.

H₂: There is a significant positive impact of telecommuting on work-life balance.

4.1.2 Telecommuting and Employee Happiness

Past literature does not present direct link between telecommuting and employee happiness where there is an empirical and contextual niche with related to this area. Several indirect connections can be detected by exploring past literature. Rahmi (2018)[24] state that work is core determining factor of employee happiness and she adds location of the workplace is a main factor which makes employees happy. This reflects that if employees are permitted to use remote locations in their job it will have

an impact on their happiness. Further, as per Andrew (2011)[2] individuals who engage in part-time work are considered to be happier and have a healthy work-family balance. As part time work can be included in the scope of telecommuting strategy this also shows that telecommuting/ flexible working links with employee happiness. Moreover, Weisul (2011)[33] state according to Fonner and Rollof (2010) telecommuters are less stressed and highly satisfied with their jobs which result in experiencing higher level of happiness.

Accordingly, considering the above findings and to address the research gap following hypothesis are constructed;

H₃: There is a significant positive relationship between telecommuting and employee happiness.

H₄: There is a significant positive impact of telecommuting on employee happiness.

5. OPERATIONALIZATION

5.1 Telecommuting

Telecommuting is considered as one of the prime strategies used by the organizations in order to face global competitiveness successfully and to gain human capital competitive advantage by letting employees to achieve higher satisfaction. Proving the fact Hartman et al (1991)[7] state that telecommuting benefitted in two perspectives namely; organizational perspective and employee perspective; organizational and managerial perspective relate with productivity effects and in terms of employee perspective satisfaction related attitudinal effect can be gained.

Considering the significance of the telecommuting to the present world of work author has developed the below statements to measure telecommuting, driven by the

questionnaires developed by Khairudin & Aziz (2019), Carr (2006). Table 1 specify the statements used to

measure the variable telecommuting developed by the author in the questionnaire.

Dimension	Statement
Telecommuting	I engage in telecommuting/ work from home.
	My organization allows to telecommute.
	Organizational management and my supervisor are always available to help me when a problem incurred while I telecommute.
	I could complete all my work duties while staying at home.
	I Have required devices and adequate internet connection to telecommute effectively.

Table 1: Statements for dimensions measuring Telecommuting

The responses were captured on a 5-point Likert scale which contain the points ranging from 1 to 5 which indicate 1 stands for strongly disagree, 2 equals to disagree, 3 represent neutral, 4 stands for agree and 5 shows strongly agree.

5.2 Work-Life Balance

Work-life balance is considered as one of the dependent variables under the study. Working definition of the construct work-life balance has been developed as "Individual's ability to prioritize and fulfill both family/ personal life and professional life responsibilities".

The level of instrument is interval and responses were captured on a 5-point Likert scale which contain the points ranging from 1 to 5. For positive statements this indicate 1 stands for strongly disagree, 2 equals to disagree, 3 represent neutral, 4 stands for agree and 5 shows strongly agree. While for negative statements; 1 stands for strongly agree, 2 implies agree, 3 is neutral, 4 equals to disagree and 5 refers to strongly disagree.

Below mentioned statements presented in Table 2 are being used to measure the construct work-life balance. Author has developed the statements by referring to few studies such as; Herlin (2010)[8], Hill et al. (1998)[9], Baert et al. (2020)[3].

Dimension	Statement
Work-life Balance	Telecommuting gives me the opportunity to participate in household responsibilities and activities.
	Telecommuting reduces my travel costs and lowers my living costs.
	Telecommuting strengthen my family relationships.
	I am experiencing a better work-life balance and less work-related stress when I'm working from home.
	I experience more distractions when working from home that will make working at home difficult for me.
	I can do my job more efficiently when I work from home than when I work at office.

Table 2: Statements for dimensions measuring Work-life Balance

5.3 Employee Happiness

As per, Veenhoven (2017)[31] there are three kind of happiness as; overall happiness which is known as life satisfaction, affective component also called as hedonic level of affect, and cognitive component called contentment. Further, many scholars have point out two types of happiness. Walczak (2014)[32] identified two types of happiness namely; Aristotelian eudaimonia and

Cyrenaic hedonism. Similarly, Opatha (2019)[20] assert two kinds of happiness as hedonic happiness and eudaimonic happiness.

Based on the above dimensions, author has developed statements to include in the questionnaire to measure employee happiness by referring to Uresha & Opatha (2020)[29]. Table 3 presented the dimensions and indicators used to measure employee happiness.

Dimensions	Indicators	Statement
Hedonic Happiness	Affective Hedonic Happiness	I often experience cheerful and good moods when I'm telecommuting / working from home.
		I feel pleased to work from home/ telecommute.
	Cognitive Hedonic Happiness	My marriage/personal life makes me happy

		more honestly when I telecommute as I have more time to spend with my family.
Eudaimonic Happiness	Engagement and Accomplishment	I am fully engaged with my works when working from home.
	Relationships and Meaning and Purpose	I do have fun with other people since I have time when telecommute.
		I have very warm feelings towards almost everyone and everything I do when I telecommute as I feel more relaxed.

Table 3: Statements for dimensions measuring Employee Happiness

5.4 Validity and Reliability of Instruments

5.4.1 Reliability

Inter-item reliability of constructs was scrutinized using Cronbach's alpha test. Table 4 present the results of

Cronbach alpha test, which suggest that internal reliability of instruments is good, as Cronbach alpha values of all constructs are greater than 0.7.

Instrument	Cronbach's alpha
Telecommuting	.861
Work-life balance	.840
Employee Happiness	.944

Table 4: Results of Cronbach's Alpha

5.4.2 Validity

Validity examines the capability of an instrument to measure what it actually considered to measure (Uresha 2020)[30]. As per Sekaran and Bougie (2010)[26] appropriate conceptualization and operationalization of variables ensure content validity. Conceptualization of the variables presented in the literature review and operationalization of variables ensure content validity of the instruments and indirectly through high internal consistency reliability of instrumented presented by alphas. Construct validity ensured by the fact that correlation analysis and regression analysis support the hypothesis formulated in the study.

Unit of analysis was individual employees. Data gathered at a one point in time, therefore study is cross sectional. Data was collected from both male and female employees in different age ranges. Data was collected from respondents around the country and majority of them are from Colombo district. Data analysis was performed using the analytical tool; Statistical Package for Social Sciences (IBM-SPSS) version 23.

6. METHOD

A quantitative study was conducted to answer the research questions and the research strategy was survey method as primary data was gathered through a questionnaire. A self-administered questionnaire was developed by the author by blending the survey scales from Khairudin & Aziz 2019[13]; Hill et al. 1998[9]; Baert ey al. 2020[3]; Carr 2006[4]; Herlin 2010[8]; Uresha and Opatha 2020[29]. This questionnaire contains 20 questions developed and edited by the author to measure three constructs; telecommuting, work-life balance and employee happiness. Google form containing the questionnaire was used to gather data from respondents all around the country and 106 responses were received.

7. FINDINGS

Results of univariate and bivariate analyses are presented in this section. Under univariate analysis descriptive statistics has been carried out. Pearson Correlation and Linear regression analyses was carried out under bivariate analysis to test all four hypotheses (H_1 , H_2 , H_3 and H_4) of this study.

Table 5 depicts the descriptive statistics based on the data gathered from 106 Sri Lankan employees around the country on the independent variable telecommuting.

As per Table 5 depicts the central tendency measure mean. According to the analysis the mean value is 3.5909 which is greater than 3 which exhibits that interest of Sri Lankan employees towards telecommuting is at a high level because the mean value is nearly 4 as the data was coded in the study as 1 is considered as very low degree, 2 is equal to low degree, 3 is regarded as neutral level while 4 is considered as high degree and 5 is equal to very high degree.

Central Tendency and Dispersion Measures	Value
Mean	3.5909

Median	4.0000
Mode	4.00
Standard Deviation	1.28717
Variance	1.657
Minimum	1.00
Maximum	5.00
Range	4.00

Table 5: Descriptive statistics of Telecommuting

To address the first hypothesis (H₁) and third hypothesis (H₃) Pearson Correlation analysis was performed. Pearson

Correlation values of telecommuting and work-life balance are depicted in Table 6.

	Pearson Correlation	Sig
Telecommuting and Work-life balance	.672**	.000
Telecommuting and Employee Happiness	.626**	.000

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

Table 6: Pearson Correlation Coefficients for all variables

As per Table 6 data, there is a positive relationship between telecommuting and work-life balance as well as the relationship is highly significant at the 0.01 level (2 tailed) as $p < 0.01$. Therefore, it is possible to accept the first hypothesis (H₁) that there is a significant positive relationship between telecommuting and work-life balance.

Moreover, based on data in Table 6, it is visible that there is a positive relationship between telecommuting and employee happiness as the significant value is presented as .000 which is less than 0.01. This reflects that the relationship is highly significant at the 0.01 level (2 tailed). Accordingly, it is possible to accept the third hypothesis (H₃) that there is a significant positive relationship between telecommuting and employee happiness.

To check the validity of the research framework presented in the study linear regression analysis technique was

performed. Below Table 7 draws the linear regression analysis results, it reflects that as R square of telecommuting on work-life balance is 0.452 which explains that 45.2% of variance of work-life balance is explained by telecommuting and this is significant as the significant value is ($p < 0.05$). Thus, it is possible to accept the second hypothesis (H₂) that there is a significant positive impact of telecommuting on work-life balance.

Further, based on the data presented in Table 7 exhibits that R square of telecommuting on employee happiness is recorded as .392 which elucidate that 39.2% of variance of employee happiness is explained by telecommuting. Also, as the significant value is .000 ($p < 0.05$) it is significant. Hence, the fourth hypothesis (H₄) can be accepted that there is a significant positive impact of telecommuting on employee happiness.

	R Square	F	Sig.
Telecommuting on Work-life balance	.452	88.967	.000
Telecommuting on Employee Happiness	.392	69.713	.000

Table 7: Linear Regression Analysis

Major Findings of the study is presented in Table 8

Hypothesis	Value	Remark
H ₁ : There is a significant positive relationship between telecommuting and work-life balance.	P = .672 Sig = .000	Accepted
H ₂ : There is a significant positive impact of telecommuting on work-life balance.	R square = .452 Sig = .000	Accepted
H ₃ : There is a significant positive relationship between telecommuting and employee happiness.	P = .626 Sig = .000	Accepted

H ₄ : There is a significant positive impact of telecommuting on employee happiness.	R square = .392 Sig = .000	Accepted
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Table 8: Major findings of the study

8. DISCUSSION

The current study consisted with four hypotheses. Addressing the first hypothesis (H₁) revealed that, there is a significant positive relationship between telecommuting and work-life balance. This relationship is consistent with the study carried out by Rehman & Siddiqui (2020)[25]. In which they claim that work-life balance positively correlates with telecommuting. Further, a similar finding is disclosed by Khairudin & Aziz (2019)[13] assert that, there is a significant correlation with work-life balance and telecommuting among employees in oil and gas industry.

Second hypothesis (H₂) was tested and the result suggest that there is a significant positive impact of telecommuting on work-life balance. This finding is supported by the literature as; Rehman & Siddiqui (2020)[25] assert that findings of their study reveal that employees who are allowed to telecommute and be flexible with their work tend have a healthy work-life balance. Further, a similar perspective is presented in Lakshmi et al 2017[14] (cited in Beauregard 2009) reveal that virtual office concept influence employees to experience higher work-life balance.

Employee happiness is considered as another dependent variable in the study. With reference to this variable third and fourth hypotheses (H₃ and H₄) are formulated. These hypotheses are developed to address the empirical research niche, and lack of sufficient knowledge with related to employee happiness.

Third hypothesis (H₃) reveal the result as, there is a significant positive relationship between telecommuting and employee happiness. With that, fourth hypothesis (H₄) disclose that, there is a significant positive impact on telecommuting on employee happiness. Very less literature available to support these findings as employee happiness is a newly emerged concept in Human Resource Management literature. Few indirect arguments which support the findings can be identified as; as per Weisul 2011[33] (cited in Fonner and Rollof 2010) writes telecommuters experienced lower stress and higher satisfaction compared to other employees. This may lead telecommuters to experience high level of happiness. Also, Rahmi (2018) identify that location of workplace is a key determinant of employee happiness. This can be argued as if employees are allowed to work remotely it will enhance their level of happiness. Moreover, he (cited in Januwarsono 2015) state, employees feel happy in the place where they can work without stress or burden. This reflect work from home has higher influence over employee happiness as generally home is the place where an individual generally feel less stressed.

9. CONCLUSION

With the global competitiveness organizations are facing aggressive competition which has led employees to run the marathon of work and family very fast. In which employees had to be really busy in fulfilling their office responsibilities and simultaneously be busy with fulfilling personal responsibilities. This busyness has result in employees owing messed up family life and encounter very low level of happiness in their lives. One of the best solutions provided to strike a balance between all the above-mentioned aspects is adopting telecommuting strategy by organizations. Telecommuting is similarly known as; work from home, remote working, teleworking, etc. This study empirically interrogates the impact of telecommuting on work-life balance and employee happiness and the correlation between telecommuting and work-life balance and telecommuting and employee happiness of Sri Lankan employees which measures the actual effect of telecommuting in the present business world. Statistical evidences support the all four-hypothesis developed in the study.

Statistical results revealed that; there is a significant positive relationship between telecommuting and work-life balance, there is a significant positive impact of telecommuting on work-life balance, there is a significant positive relationship between telecommuting and employee happiness and there is a significant positive impact of telecommuting on employee happiness. Findings of the study is important in both theoretical and practical perspective as all concepts covers in the study, i.e. telecommuting, work-life balance and employee happiness are absolutely important for HR practitioners to consider grabbing the best out of the employees. Further, future researchers are encouraged to test the gender differences of all three variables, factors affecting the success of telecommuting in the Sri Lankan context, and the impact of above mentioned variables with turnover intention, organizational commitment, etc will have a higher significance in the present context. Further, for managers to develop and adjust their organizational policies these research suggestions would be useful to reap the success.

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