The Mediating Role of E-Leadership on The Relationship Between Employee Resilience and Work Life Balance In Remote working.

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ABSTRACT

Purpose-This research paper investigates the interplay between work-life balance, employee resilience, and E-leadership in the context of increased technology usage and remote work following the Covid-19 pandemic. The term employee resilience plays an important role in adverse conditions, and a resilient employee behave differently than the other one. In organisational setting the employee as well as the leaders behaviour and especially E leadership in which leader leads the team by using technology as medium plays a significant role so how it affects the dynamics between the employee resilience and work life balance is studied under this paper." wherein excessive technology use disrupts daily life, is examined, particularly its impact on managing teams through digital mediums, thereby necessitating effective E-leadership. **Objectives** The objective is to explore the effect of employee resilience on work life balance when it gets mediated by E leadership. Through the empirical outcome make the different organisation aware about what strategies a firm can adapt to support women work life balance in current scenario and contribute to both academic and its feasible application in managing workforce. **Methodology** A structured questionnaire is used to collect data from IT sector working women, by focussing on their experience on employee resilience and work life balance. Subsequently, a hypothetical study was conducted utilizing the gathered data. This hypothetical study aimed to explore the relationships between employee resilience-work life balance, hypothesizing e-leadership, potential mediating effects. The methodology encompassed statistical analyses, such as regression or mediation analysis, to examine these relationships and derive meaningful insights.

Keywords Work-life balance, Employee Resilience, E Leadership.

1. INTRODUCTION

Remote working is the greatest challenge during the Covid -19, after that it becomes new normal and now it's not so uncommon as most companies adapted this mode of working. During remote working employee resilience becomes so important in order to handle challenges like dissolution of boundaries between work and life, heightened dependency and reliance on digital mode of communication. In that scenario the employee resilience becomes important, as they navigate these challenges and productivity, work- life balance amidst uncertainty and change. The next important variable is E- Leadership, as in remote working scenario leading a virtual team is very crucial and need different capabilities by the leader as the whole communication is mediated or done through the usage of technology and different ICT devices. So, E –leadership considered to be a critical component in remote working. Leading a virtual team required a shift in approach, which include qualities like effective communication skills, empathy, trust, ability to collaborate and knowledge and skills for using digital platforms. When we don't work face to face in office setting then maintaining trust in the leader and employee relationship is very crucial, one leader has to be supportive who can adapt or get a grip on problems of remote working and simultaneously enhancing productivity by leveraging technology. Other variable is Employee resilience, in a layman words it's the capability of the employee to bounce back in adverse conditions, as in remote working there are some opportunities and challenge, like one has full autonomy of their work and challenges like balancing home and work simultaneously, so a resilient employee can handle these situations very effectively. Last is work life balance, which takes on new significance in the remote work context. In remote working flexibility and autonomy increased but striking a balance between them work and home is a huge challenge under this situation.

1.1 EMPLOYEE RESILIENCE

Term resilience introduced in the 17th century, it was derived from Latin word resilient which means to rebound and recoil. Then in 1818 it is used to describe the property of a timber, which explains why some types of wood can handle severe and sudden load without breakage. Then later on this term is used to measure the toughness of material used in the construction of ships. Then later on resilience is related with the Environment Resilience and Stability of the Ecological Systems. (Holling1973) defined that after any turbulence in the environment ecosystem resilience is considered as its capacity to sponge up changes and still exist. There are two important features which were accepted by researchers that the resilient individuals are more adaptable whenever they

are exposed to unfavourable circumstances or events. The second point is   transient dysfunction. Resilience does not prevent from happening of dysfunction or distress; and the individuals who show the absence of dysfunction or distress then they show resistance not resilience. Some distress is normal for every individual but the resilient employee copes it and return back to their normal state. We can define the Employee resilience is the capacity and the ability of an employees that how they handle the adverse circumstances without breaking (that is emotionally and physically and bounce back to the normal state. This pandemic has huge impact on the employee as they have to handle the work as well as family and simultaneously that's under the fear of corona. So this resilient capability of the employees affects the work life balance of the employees. Because it will change the perspective of looking at a problem. Technology use at work significantly reduces work stress, which results in resilience. On the basis of job resources, that is, ICT tools, employees can develop resilience, which makes them easily engaged with their work, because personal resources and job resources have been used to overcome job demands, such as stress. More prepared -the resilient employees get more prepared for any future happenings. Desire commitment to survive-survival is basic human instinct and resilient employees have strongest will for the same. Adaptability is another feature as they constantly evolve and more willing to adapt. Gaining experience -they gain experience through these events and analyse and make future plans. (1) confirmed the impact of IT support in enhancing educators' resilience to keep working even during the pandemic.

According to a study Employee resilience pertains to an individual's capacity to effectively manage and surmount challenges, setbacks, and stressful circumstances. Employees who are resilient show inclination towards persistent, learn lessons from setbacks, and respond constructively to adversity. Conversely, work-life balance denotes the harmonious alignment of professional obligations with personal life commitments. It encompasses efficient management of time and energy to enable individuals to fulfil work duties while also addressing personal needs, familial responsibilities, and leisure pursuits. Sustaining a well-rounded work plus life balance is a key for mitigating stress, averting burnout, and fostering holistic wellbeing. The connection between employee resilience and work-life balance stems from the notion that a balanced lifestyle can foster and uphold employee resilience. When individuals apportion sufficient time for relaxation, personal pursuits, and family commitments, they enhance their capacity to replenish energy reserves, cope with stress, and devise strategies which manage workplace challenges. A supportive equilibrium between work and private

life can cultivate an optimistic outlook, emotional equilibrium, and resilience in overcoming setbacks, all integral facets of resilience. In conclusion, fostering a healthy work-life balance can cultivate and bolster employee resilience by furnishing individuals with the essential resources and backing to flourish in both personal and professional spheres. Companies that prioritize initiatives promoting work-life balance can establish an environment conducive to nurturing resilient and committed employees, holistic welfare (2). A constructive correlation exists between resilience and work-life balance, wherein relational coordination and strong interpersonal connections in the workplace foster improved work-life equilibrium and shield against burnout, particularly amidst crises. (3). Employee resilience, defined as the proactive actions individuals undertake to address work-related challenges in crisis situations (4) is significant as it influences individuals' ability to persevere amidst adversity and contributes to organizational resilience. Initiatives within SHRM, such as training programs and developmental interventions, play a significant role in fostering employee resilience, recognized as a key individual asset. Moreover, SHRM practices emphasizing human and social aspects, alongside environmental considerations, not only contribute to organizational sustainability but also exert a positive influence on employee resilience. (5)

1.2 E-LEADERSHIP

Research shows that social interaction and the employee perception regarding support increases satisfaction. Social isolation which is the outcome of remote working may lead to negative work outcomes (6) Like in a study it was found that relational communication is a challenge for remote worker what's new in this study is that few workers find remote working as an opportunity to build relational communication as now they have control (manage) over their communication. (7) So in virtual world leader play a significant role. Due to increase usage of ICTs and hybrid mode of working raised the demand for people to be led through digital channels (8) So E leadership is a style that completely suits a working pattern where people connected by internet and cloud technology. (9), E-leadership is a social influence process, mediated by technology, to bring change in attitudes, thinking, feelings, behaviour, and performance with individuals, groups, or organizations to direct them toward achieving a specific goal. There was a framework given by Roman et al. that explain six competencies of E leaders. Firstly, it is observed that digital training, e-leadership, and work-life balance positively affect work motivation. Secondly, e-training, e-leadership, work-life balance, and work motivation are all found to positively influence employees' performance. These findings underscore the importance for companies to prioritize e-training, e-

leadership, and work-life balance factors in order to sustain employee motivation and achieve optimal performance, In the landscape of the COVID-19 pandemic, remote work has become the norm, necessitating leaders to manage teams dispersed across various departments, organizations, and even countries. In this virtual realm, leadership often entails guiding individuals who may belong to different companies, and occasionally even rival ones. In virtual teams, "prime challenge is that when time zones are different and work is distributed in that mode, it becomes more concerned when due to failure of local communication and human infrastructure and some problem needs immediate solution for the local are then work of distant collaborators suffer.

There are three reasons which clearly explained that why E-leadership is important. Firstly, there is technology evolution day by day globally, there is technology proliferation one has to choose which technology communication tool is best required in his job completion, because with ease of performance come numerous challenges, like overloaded communication and constant contact. (10) The second reason is there is now change in organizational pattern due to digital revolution. The team management, telework and leadership depend majorly on these form of technical communication. So the E leader must use the collaboration tools which are ICT mediated (11). Third reason for change management E leadership is required and all leaders must be competent in using new technologies, as their technology knowledge and know how is very important in leading techno-savvy work force, as the new trainees today who are joining firms are more sound technically and digitally. (12). It was important to take technology enabled strategies as the technology and work life balance both leads to motivation of employees and their performance improvement. (13)

1.3 WORK LIFE BALANCE

Work from home is also known as work from anywhere, remote working, work from any place other than office be it home, a café or working in a park bench. this is not new but major focus come after Covid -19. Due to increase in number of digital devices the traditional homes are now converted into digital homes. (14). Many researchers claimed that this increased usage of technology blurred the boundary of work and home and disrupting the work life balance by creating conflict. (15) Work-Life Balance (WLB) is defined as maintaining the balance between work and life activities. (16) (17), Different people perceive the impact of technology in varied ways; some argue that it blurs boundaries and encroaches on our personal lives, while others contend that it enhances work flexibility and improves work-life balance.(18), No matter we are in which side but

this day to day advancement in technologies is not for one day it will exist and get foster so how it affects the WLB is an important key to find out the root because which affects the work as well as family and may lead to several underlying problems. different scholars have different views on the impact of remote working on the WLB of workers. Some studies show that there is positive relationship between Working remotely on the work life balance of employee's. On the other hand, few researchers emphasise that, this working style has affected the work life balance adversely due to blurring of boundaries. (19); (20).

2. Research Gap

Previous research has frequently studied the individual factors like resilience, but few studies have thoroughly explored their interaction, especially in relation to the mediating role of e leadership. This study seeks to fill this gap by offering a more detailed understanding of the challenges encountered by women in balancing their personal life and work in IT sector. By bridging this gap, the study aims to provide a more nuanced understanding of the challenges faced by women in balancing work and personal life in the IT sector, as well as to offer insights into effective strategies for organizational support and leadership practices in remote work settings.

3. Methodology

The study was prompted by the observation that due to lucrative salary and desk job resulted in most of the women are attracted towards the IT industry, as the data shows that in India about 30 percent employees are women who are working in IT sector which keeps on inclining new heights day by day. IT jobs are deadline driven, requiring different work culture so they need different capabilities Being women in itself weather everyone accepts or not they are considered as responsible for implicitly or explicitly for the home, children's house chores, senior member and of course kids. However, nowadays males participate in home chores but still it was considered as women primary responsibility. So somehow this balance between the work and life gets affected and it sooner or later affect the upward movement in hierarchy of women employees in the organisational structure. Mostly it was observed that women prioritise their children and family over work, it hardly become audible that some male has left his job to handle kids and in-laws at home. To explore this issue, the research includes collecting data from 353 women employees working in IT sector in Lucknow through structured questionnaire for employee resilience 9 item scale (21) is used, for E leadership 18 item scale is used (22) and for measuring work life of remote working E work life 17 item scale is used (19). The data was analysed through basic segmentation

and weighted averages. Comparative and preferential analyses were conducted to identify the core issues and their effects on remote work-life. The regression analysis is used to test the hypothesis. The study highlighted that the employee resilience can depreciate the effect of technology interference and positively affect the work life balance. E leadership mediation plays a vital role as propel the positive effect of Employee resilience and results in increasing work life balance. So these hypothesis is tested by applying various statistical test for analysis.

4.1 Hypothetical Study

The study aims to statistically analyse the extent to which employee resilience affect the professional and personal lives of women in IT, employing a combination of quantitative surveys and qualitative interviews to gather relevant data and insights.

H(o): There is no significant relationship between employee resilience and the E work-life of women employees working in IT sector in Lucknow.

H (a1): There is significant relationship between employee resilience and the E work-life of women employees working in IT sector in Lucknow.

Table -1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.144	1	6.144	5.502	.020[b]
	Residual	393.016	352	1.117		
	Total	399.160	353			

Work Life Balance

ANOVA

This table represents the outcome of analysis of variance statistics5.502 value is used to explain the model significantly explains the variance in the dependent variable which is work life balance. The significance value that is p value which is .020 which is less than 0.05 alpha level it shows that the null hypothesis is rejected.

H (0): There is no significant relationship between employee resilience and the E Leadership of women employees working in IT sector in Lucknow.

H (a2): There is significant relationship between employee resilience and the E Leadership of women employees working in IT sector in Lucknow.

Table 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.882	1	22.882	182.131	.000[b]
	Residual	44.223	352	.126		
	Total	67.105	353			

E Leadership

ANOVA

The above result from the study shows the relationship between the employee resilience and E-leadership. The value of F which is 182.131 explains that the model that the employee resilience significantly affects the variation in E leadership. This statistically significant result of p-value which is .00 at 0.05 alpha value challenges the null hypothesis (H0) that there is no relationship between employee resilience and E-leadership, and instead supports the alternative hypothesis (Ha). So it indicates that when the employees behave more resiliently then the E leadership behaviour also improves and becomes effective.

H(o): There is no significant relationship between employee E Leadership and the E work life of women employees working in IT sector in Lucknow.

H (a3): There is significant relationship between employee E Leadership and the E work life of women employees working in IT sector in Lucknow.

Table 3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.366	1	19.366	17.948	.000[b]
	Residual	379.794	352	1.079		
	Total	399.160	353			

E Work Life

ANOVA

This results in an F-value of 17.948, which is significantly high, coupled with a p-value (Sig.) of .000. These results strongly support the alternative hypothesis H(a) that there is a significant relationship between E-leadership and the E work-life of women employees in the IT sector. This

significant p-value suggests that variations in E-leadership qualities among female IT professionals are closely related to differences in their perceived work-life balance.

H (0): E Leadership does not act as a mediating factor between employee resilience and E work-life of women employees working in IT sector in Lucknow.

H(a4): E leadership acts as a mediating factor between employee resilience and E work-life of women employees working in IT sector in Lucknow.

Table 4

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.378	2	9.689	8.955	.000[b]
	Residual	379.781	351	1.082		
	Total	399.160	353			

ANOVA

The table 4, ANOVA table analysis the result of two independent variables on work life balance. The p –value is less than 0.05 predictor value for statistical significance this means that the variation in predictor variable is due to the two independent variable is significant, hence the null hypothesis is rejected and alternate hypothesis is accepted. This means that the way in which E-leadership is exercised within the IT sector can significantly influence how employee resilience affect employee's work-life balance.

Table 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.124[a]	.015	.013	1.05666

a. Predictors: (Constant), ER

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.220[a]	.049	.043	1.04019

a. Predictors: (Constant), EL, ER

The model summaries indicate that when we introduced E leadership between the employee resilience and E work life, it enhances the explanatory power of the model for the outcome variable

that is work life balance. Specifically, the correlation coefficient (R), which measures the strength and direction of a linear relationship between predictors and an outcome, increases when E-leadership is included. When we introduced the E leadership the increase in R square and adjusted R square shows the E-Leadership mediates the relationship between employee resilience and E-work life. This indicates that when E leadership included with the employee resilience then the dependent variable increases and the mediation effect is positive.

CONCLUSION

As post Covid -19 most of the working in remote working or hybrid mode is more popular, but it's not like that one way of working fits all, the traditional way of working offices will remain but which mode of working a firm use depends upon number of factors but aforesaid factors like employee resilience, E-leadership and work life balance play a crucial role in current changing business dynamics. Which resulted in employers are giving more importance to give better employee work life balance. (23). The introduction of employee resilience, E-leadership, and work-life balance in the remote working perspective represents a fundamental shift in how we conceptualize and approach work in the digital age. By prioritizing discussed factors, an environment can be created that foster resilience, empower effective leadership, and support employees in achieving a harmonious integration of work and life in the remote work landscape.

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