

Conceptual Evaluation of the Impact of the Link between Remote Working and Work-Life Balance on Employee Motivation

Assoc. Prof. Yesim Sirakaya*

* Department of Psychology, St Clements University

<p>Corresponding Author Assoc. Prof. Yesim Sirakaya</p> <p>Department of Psychology, St Clements University</p> <p>Article History</p> <p>Received: 19/12/2024</p> <p>Accepted: 03/01/2025</p> <p>Published: 05/01/2025</p>	<p>Abstract: This article discusses the effects of remote working on work-life balance and its reflections on employee motivation in a conceptual framework. In today's business world, with the advancement of technology and changing business dynamics, the adoption of the remote working model has become widespread. However, understanding the effects of remote working on work-life balance and employee motivation is of strategic importance for organizations.</p> <p>The article examines the advantages and challenges of this working model, focusing primarily on the definition and evolution of remote working. The effects of remote working on work-life balance are detailed in terms of flexibility, time management, work-family conflict, and individual needs. Additionally, its relationship with work-life balance elements such as employees' psychological and social well-being, job satisfaction and productivity is analyzed. Next, the connections between work-life balance and employee motivation are evaluated. How the remote working model shapes employee motivation and elements such as task satisfaction, job satisfaction, workload management and social interaction as motivation factors are discussed. Within the framework of motivation theories, it is emphasized how remote working affects the intrinsic and extrinsic motivation of employees.</p> <p>Using a literature review and conceptual analysis method, the article examines previous research and theories assessing the effects of telecommuting on motivation. The findings reveal the potential for remote working to improve work-life balance, as well as its contradictory effects on increasing or decreasing employee motivation. In conclusion, the article highlights that organizations should consider the interactions between work-life balance and employee motivation when developing remote working strategies. It also concludes that future research is needed to better understand the long-term effects of remote work.</p> <p>Keywords: United Nations, Multilateral Diplomacy, Conflict, Landscape, Human rights, War, Africa</p>
---	---

How to Cite: Sirakaya, Y., (2025). Conceptual Evaluation of the Impact of the Link between Remote Working and Work-Life Balance on Employee Motivation. *IRASS Journal of Multidisciplinary Studies*, 2(1), 1-9.

Introduction

Technological developments and changes in global business dynamics have radically transformed the ways of doing business. Especially in recent years, the adoption of the remote working model has created a significant change in the business world. Remote working refers to carrying out work through technological tools without a physical office environment. This model offers various advantages for both individuals and organizations, but it also brings with it various challenges. The proliferation of remote working has reshaped employees' work-life balance (work-life balance). Work-life balance refers to how individuals manage the boundaries between work and personal life and maintain balance between these two areas. Remote working offers flexibility, allowing employees to adjust their time management and workload according to their personal preferences.

However, this flexibility can also lead to work-family conflicts, social isolation, and blurred boundaries between work and private life.

This study aims to examine the effects of remote working on work-life balance and the reflections of this situation on employee motivation within a conceptual framework. Elements such as employee motivation, job satisfaction, productivity and psychological well-being are factors that directly affect employee performance and overall satisfaction. Understanding the effects of remote working on these elements is critical for organizations to implement this working model in the most efficient way. First of all, the historical development and basic concepts of remote working will be discussed. The evolution of the remote working model and how it has been shaped by technological innovations

and global business trends will be explained. The advantages and challenges of this model will be examined through a literature review and the effects of remote working on work-life balance will be detailed. The difficulties faced by employees in maintaining the balance between work and private life and the potential effects of these difficulties on motivation will be analyzed.

Finally, the relationship between work-life balance and employee motivation will be discussed within the framework of motivation theories. A conceptual evaluation will be made on how remote working affects the intrinsic and extrinsic motivation of employees and its connection with job satisfaction and productivity. The findings will provide organizations with information to better understand the potential impacts of remote working and increase the feasibility of this model. This introduction emphasizes that, while outlining the article, we will conceptually address the effects of remote working on work-life balance and employee motivation. Understanding the role of remote working in the business world and its effects on employees aims to contribute to the existing knowledge in this field.

Aim

The main purpose of this study is to analyze the effects of remote working practices on work-life balance and the consequences of these effects on employee motivation within a conceptual framework. The objectives of the study can be listed as follows:

Definition and Classification of the Concept of Remote Working: To define the different forms and application models of remote working, to determine the basic features of remote working by making a comprehensive review of the place and development of this concept in the literature.

Examining the Conceptual Framework Related to Work-Life Balance: To detail the concept of work-life balance and examine the potential effects of remote working on this balance. By analyzing existing theories and models regarding work-life balance, revealing the contributions and challenges of remote working in achieving and maintaining this balance.

Determining Factors Affecting Employee Motivation: Analyzing the effects of remote working on employee motivation. In this context, to determine the positive and negative factors affecting motivation by examining the effects of remote working on employees' job satisfaction, work commitment, performance and general motivation levels.

Investigating the Relationship Between Work-Life Balance and Employee Motivation: Understanding the relationships between work-life balance and employee motivation. To examine the direct and indirect effects of the changes caused by remote working on work-life balance on the motivation levels of employees.

Conceptual Model Proposal and Suggestions for Future Research: In line with the findings, to develop a conceptual model proposal that explains the effects of remote working on work-life balance and employee motivation. Additionally, to make suggestions for more in-depth research on the subject and to provide strategic recommendations for practitioners.

In line with these aims, the study aims to provide a comprehensive conceptual analysis to better understand the effects of remote working practices on the business world and to develop strategic suggestions to increase employee motivation in this context.

Method

In this study, the literature review method was used to examine the relationships between remote working, work-life balance and employee motivation from a conceptual perspective. Existing literature will be reviewed in order to comprehensively understand the issues of work-life balance and employee motivation. This review will focus on definitions of relevant concepts, theories, models and findings of previous research. A comprehensive literature search will be conducted using academic journals, books, theses, reports, and reliable online databases (e.g., Google Scholar, JSTOR, EBSCOhost). "Remote working," "work-life balance," "employee motivation," and related concepts will be used as keywords. The obtained literature will be systematically examined and a conceptual framework will be created. In this analysis, the effects of remote working on work-life balance and the consequences of these effects on motivation will be discussed in depth. The conceptual findings obtained will be interpreted by comparing them with the literature. A general evaluation will be made on the effects of remote working on work-life balance and motivation. In line with the analyses, strategic recommendations will be developed for employers and managers. These recommendations will aim to provide practical solutions to increase employee motivation and improve work-life balance. In line with the limitations of the study and the findings obtained, suggestions will be made for future research on the subject.

Results

Numerous steps have been taken by communities to stop the spread of COVID-19 as a result of the pandemic, which has affected a significant portion of the global population. Significant improvements are shown when these variables are analyzed at the micro level, particularly in the institutional working environments and business processes. The practice of working remotely has gained popularity during the COVID-19 pandemic. Employees' work-life balance was somewhat disrupted by this method's negative characteristics, even if they viewed its benefits favorably. Employee emotions, beliefs, attitudes, and behaviors have changed as a result of these disruptions. Employee motivation is the area where these changes are most noticeable. These elements that impact employee motivation have made it harder for organizations to accomplish their objectives and streamline processes. In light of this, the study looked at how employee motivation was affected by shifts in work schedules and work-life balance during the COVID-19 pandemic. Consequently, it has been determined through a comparison of numerous studies that work-life balance and remote working are beneficial for employee motivation.

The Covid-19 virus, spreading around the world, has led to a number of changes in practices in various areas of society. These changes have created differences in the economies of societies, the work-life balances and psychological states of individuals. Changes in areas such as business life, working conditions and practices allow us to better understand micro-level effects. For

example, changes in the daily workflow of organizations in the business lives of working individuals have led to personal changes. Businesses have supported the adaption process, offered a variety of equipment to help employees work remotely, and attempted to lessen the impact of the virus by altering working procedures and corporate operations (Nowacki, Grabowska, and Lis, 2021, 245). There have been modifications at the macro level in addition to these micro-level advancements. These consequences have also been felt by administrative units, the food and beverage, retail, supply chains, import-export, agriculture, and lodging industries. While businesses experienced great losses, decreased profits and liquidity shortage, employees faced problems such as decreased income and layoff practices (Georgiadou, Mouzakitis and Askounis, 2021, 2). The effects of Covid-19 are not limited to the change of work systems, but have also been effective in other areas such as work life balance and employee motivation.

Today, with the increase in globalization and the increase in workforce participation rates, work life balance has become an important concept for employees. During the COVID-19 pandemic, workers have encountered a number of obstacles that have made it challenging to effectively manage their personal and professional obligations. The ability of people to successfully manage their personal and professional lives is known as work-life balance. This concept emphasizes the individual's decision-making ability to ensure work flexibility and determine the place, time and method of working (Uddin, 2021, 2). In this context, the effects of remote working on work-life balance have become evident. The change in employees' work routines and the transition from the office to the home environment have caused significant changes in the work-life balance. Creating the necessary elements to ensure work-life balance has become a challenging process for employees. In particular, maintaining the balance between the quality time individuals devote to their private lives and the time they allocate to their work lives has brought about various difficulties, and this has created negative psychological effects. In addition to positive developments such as increased employee motivation, it has been observed that low motivation and burnout syndromes are becoming increasingly common. Therefore, examining the elements and changes that emerged during the Covid-19 period is guiding for both institutions and individuals. The purpose of the study is to investigate the effects of remote working and work life balance on employee motivation. To achieve this goal, conceptual explanations were first made by making use of the diversity of qualitative and quantitative research, and then the research on these concepts was presented. At the end of the study, it was concluded that remote working and changes in work life balance have both positive and negative effects on employee motivation.

A. Conceptual Aspects of Remote Working

Remote working is a practice that began to become widespread in line with the demands of organizations before the 1990s. Today, it is considered as an element that increases work life balance, and this has increased the effectiveness of the remote working method (Irawanto, Novianti, Roz, 2021, 1-2). Remote working has become a concept that expresses a working order that develops with the support of information and communication technologies. This method provides employees with the opportunity to carry out business activities from outside the organization by using information and technologies (Al-Rfou,

2021, 96). This practice, which offers the opportunity to work outside of traditional office environments, has various positive and negative effects on both employees and employers. For example, some studies show that remote working affects employees' psychological health, job satisfaction, and performance management. In addition, improvements are made for employers in retaining their employees, while employees are offered the opportunity to maintain work-life balance and fulfill their job descriptions. From a social perspective, remote working creates positive environmental impacts and provides economic and social benefits by reducing carbon footprints (Beno, 2021, 11-12).

Another study states that the remote working method creates a win-win situation for both employers and employees. Positive aspects emerge, such as less use of office spaces for employers, a better work-life balance for employees, increased job satisfaction and strengthening of organizational commitment (Felstad, Henseke, 2017, 197). According to a different survey, firms can benefit from remote work in a number of ways, including finding new hires more easily, cutting down on office expenditures, and saving employees money and time on their commutes. Additionally, both employers and employees view remote working as beneficial because it allows them to spend more time with their families and makes it simpler to obtain employment in different places (Blumberga, Pylinskaya, 2019, 277). According to the research, remote working has the following broad benefits and drawbacks:

Benefits of remote working system

Increased independence offered to employees

- Rapid growth
- Availability at improved rates
- Increase in employee productivity
- Minimizing burnout

Disadvantages of remote working system

Employee's feeling of loneliness

- Increase in workload
- Time management difficulties
- Dividing the work into various parts
- Slowdown in problem solving processes

B. Examination of Remote Working Applications During Covid-19 Period

There are various changes in working methods depending on past and present conditions. One of these changes in working conditions is the transition of employees to remote working. Remote working has become a working style that is slowly and steadily becoming more common. Remote working rates in Europe have increased over the years, from 5.4% to 9%. The Covid-19 period has caused this proportional increase to accelerate. The rapid change in working methods has caught employees unprepared and brought about problems such as lack of experience (Tramontano, Grant, Clarke, 2021, 1). In addition to these problems, other factors were also influential. For example, studies conducted in various countries have shown that in the United States, job losses in jobs that do not allow remote work are three times higher than in jobs that allow remote work. Factors affecting job losses include gender, ethnic group and education levels.

Research in Italy shows that remote working further deepens existing inequalities in labor markets. It has been concluded that highly educated and highly paid employees have more remote working opportunities than other employees (Depalo, 2021, 5-6).

Research on remote working during the Covid-19 period reveals that high-income employees have an advantage in diversifying the opportunities in their workplaces and obtaining work equipment. In addition, changes in the role perceptions and expectations of female employees, the impact of the roles of other family members in the remote working process, and the difficulties of finding a suitable area for remote working are among the main difficulties brought by this working system (Al-Rfou, 2021, 99-101). Team functions have also encountered some difficulties during the remote working process. For example, the opportunity for team members to receive immediate help was lost, and this caused disruptions in the immediate cooperation and communication processes (Cook, Zschomler, Biggart, Carder, 2020, 263-264). With the Covid-19 period, various applications have entered our lives that can reduce the degree of difficulties caused by remote working. Ongoing collaborations on digital platforms have increased efficiency and effectiveness in business lines suitable for remote work. It has been observed that this increase rate is higher compared to before Covid-19 (Gupta, 2020, 1-2). In addition, the efficiency of remote working is found to be higher in richer and densely populated societies with higher education levels, creating a catalyst effect in this transition process (Crowley, Doran, 2020, 1225).

Details about remote working research and various models related to the Covid-19 period are presented in Table 2 below. The Covid-19 pandemic has changed today's working conditions and types, causing adaptations in organizational working models. While remote working offers an alternative for organizations, various remote working models have also emerged (Achurch Consulting, 2021):

Wang, Liu, Qian, Parker (2021): This study identified four main challenges related to remote working and virtual job characteristics. It has been found that social support has a positive correlation with remote working difficulties, timeliness is linked to workload, and autonomy in doing work is negatively correlated with feelings of loneliness.

Gallacher, Hossain (2020): A study carried out in Canada found that 41% of people began working remotely during the COVID-19 pandemic. It was shown that the shift to remote working in March and April 2020 did not result in the greatest number of job losses. It has been determined that employees with lower educational levels, seasonal and part-time workers, non-immigrant workers, and young workers have less options for remote work.

Brynjolfsson, Horton, Ozimek, Rock, Sharma, TuYe (2020): It was determined that with the onset of the Covid-19 period in America, layoffs and long-term work leaves affected 10.1% of the society. A negative relationship has been found between working from home and going to work. It has been observed that it is easier for young individuals, those working at management level and those working professionally to transition to the remote working system. It has been determined that employees

defined as knowledge workers tend to leave work less frequently and take longer breaks from work.

Gómez, Mendoza, Ramírez, Olivas-Luján (2020): With the start of the pandemic, it was observed that the stress caused by Covid-19 in work-study environments in Mexico had an impact on the workforce. It has been determined as a result of the research that the workload on individuals increases with remote working.

Angelucci, Angrisani, Bennett, Kapteyn, Schaner (2020): According to a study conducted in America, it was determined that the job losses of people who were not suitable for remote work were three times higher than those who were suitable. Female employees, Hispanics, African-Americans and employees without a degree were among the groups that experienced the highest job losses. It has been observed that those who are not suitable for remote work are more likely to suffer from respiratory diseases due to their low protection opportunities, and this group has the highest loss of life.

Béland, Brodeur, Wright (2020): According to a study conducted in America, employees in occupational groups suitable for remote work were less affected by the transition to this working order than those who were not suitable for remote work. In the study, suggestions were made on the development of infrastructure and in-house policies that support remote working.

Beland, Brodeur, Haddad, Mikola (2020): According to a study conducted in Canada, it was determined that remote working practices did not affect the stress levels in the family.

Molino, Ingusci, Signore, Manuti, Giancaspro, Russo, Cortese (2020): In a study conducted in Italy, it was found that remote working caused techno-stress. A positive relationship has been observed between techno-stress and workload, family turmoil and individual stress.

Van Zoonen, Sivunen, Blomqvist, Olsson, Ropponen, Henttonen, Vartiainen (2021): According to the research, structural factors have made remote working more accessible for employees. It has been determined that the important variable affecting remote working is social isolation.

Dubey, Tripathi (2020): The study showed that working from home was perceived positively by individuals. It has been stated that there are trust and expectation variables behind this positive perception. Word clouds associated with remote working were created in 100,000 tweets examined on Twitter. These words include "good", "break", "hope", "love", "sharing", "happiness", "safety", "home", "team", "management", "fun" and "trust". " has been mentioned frequently.

C. Conceptual Structure Related to Work and Life Balance

The idea of work-life balance is said to have first appeared in the 1930s, but it wasn't until the 1970s in England and the 1980s in the US that it gained widespread acceptance and adoption. Through this approach, the idea gained recognition on a global scale and was able to cross national boundaries. The concept, which first came to the fore in these countries, has led institutions to develop work life programs to support female employees who have children. This process helped shape the content of the concept and contributed to employees' efforts to achieve balance in their family and professional lives. It is emphasized that work and non-

work activities should be compatible with the determined priorities (Ramakrishnan, 2020, pp. 3-4). Studies have stated that employees should be able to establish a successful balance between their roles in their work and private lives (Uddin, 2021, p. 2). Some other studies emphasize maintaining a balance between the time devoted to business life and the time devoted to private life (Wolor, Solikhah, Fidhyallah, Lestari, 2020, p. 445).

Research offers various definitions that can explain work-life balance and models that can help in this regard. The model shown in Figure 1 below states that in order to achieve work-life balance, the effects of factors (time, boundaries, behaviors) that may have a negative impact should be reduced. This model is an approach that combines work-life conflict and work-life enrichment. In the model, factors that negatively affect work-life balance are defined as role inequalities, while factors that positively affect them are shown as role negotiations. Additionally, it is emphasized that increasing work-life enrichment is an effective way to achieve better work-life balance (McMillan, 2011, pp. 15-16).

Models for remote working:

1. Remote Working Model Not Dependent on Time Zones (Fully Remote Asynchronous):

Features:

- The institution does not have a physical office.
- The work is carried out entirely remotely.
- There is no set time limit for communication and work.
- Employees meet physically for meetings only.
- Employees can work from anywhere in the world.

Opportunities:

- High flexibility is provided for employees.
- It offers the opportunity to work in any time period you want.
- Employee or customer services and programs can be offered at any time.
- Employers can set salaries according to the economic standards of the country where employees live.

2. Remote Working Model Depending on Time Zones (Fully Remote Synchronous):

Features:

- There is a requirement to work within the time frames set by the organization.
- Employees must be located in the same geographical areas.

Opportunities:

- Provides ease of communication
- It allows one-on-one meetings to be held with the participation of all employees.

3. Hybrid Model:

Features:

- While some of the employees work in the office, the other part may work remotely or from home.

- Employees' workplaces (office or home) are specific and clearly defined.

Opportunities:

- It can help reduce operational costs.
- Provides more options in recruiting potential employees.

4. Partially Remote Work Model:

Features:

- For a few days, most employees, though not all, have the option to work from home or the office.

Opportunities:

- Facilitates coordination between teams
- Reduces operational costs.

5. Remote Work Focused Model (Remote-First Work):

Features:

- The majority of employees work remotely.
- Remote working is the main focus.
- Very few employees are in the office.
- Ability to come to the office is often limited for meetings or operational needs.

Opportunities:

- Provides flexibility in working conditions
- Reduces office costs.
- Can help with work-life balance.

6. Office-Focused Model (Office-First Work):

Features:

- The majority of employees work from the office.
- Offers the opportunity to work remotely once a week or once a month

Opportunities:

- Facilitates integration of employees
- Allows to organize instant one-on-one meetings.
- It provides the opportunity to produce quick solutions.

D. Analysis on Work and Life Balance in the Covid-19 Era

Work-life balance, which was a common research topic in the pre-pandemic period, has become even more important with the increase in affecting variables in the post-pandemic period. This issue, which has been on the agenda for more than 20 years, has provided individuals with greater autonomy in ensuring their work-life balance by giving them the flexibility to decide when and where to work, when evaluated with remote working practices (Anderson & Kelliher, 2020, p. 678). This autonomy allows employees to maintain their work-life balance through personal schedules.

Studies offer various suggestions to achieve work-life balance. One study highlighted eight factors that can help maintain balance: effectively managing stress, having adequate sleep patterns, maintaining physical activity, emphasizing a healthy diet, increasing motivation through individual rewards, engaging in activities that increase challenge levels, developing a positive individual identity, and organizing time well (Amin, Griffiths, &

Dsouza, 2020, p. 2). Other studies diversify the recommendations. In a study conducted in Georgia, suggestions were presented for institutions and individuals to ensure work-life balance. These suggestions include that human resources management should guide and support employees, increase the elements that will strengthen communication between employees, not hold online meetings on days off, human resources managers develop strategies, review the organizational culture, implement hybrid working models and make arrangements for offices for digitalization (Gigauri, 2020, p. 9).

Research on work and life balance during Covid-19:

Alfanza (2021): A study carried out in the Philippines revealed a negative correlation between workers' work and life balance and remote working. There have been findings that remote working time disrupts work and life balance. Additionally, no difference was found between the job completion rate and the time taken to finish the job in remote working and office working situations.

Avolio, Carlier, and Campo (2021): The study found no connection between work-life balance or job performance and remote work. Nonetheless, work-life balance, supportive family behaviors, and job success were found to be positively correlated.

Gigauri (2020): In the research, employees doing their work until late hours of the day and including weekends in their working hours were determined as factors that negatively affect work and life balance. It was concluded that this situation causes increased stress in individuals.

Irawanto, Novianti, Roz (2021): Research on employees in Indonesia has shown that remote working has a negative impact on work-life balance and job stress on job satisfaction.

Pai, Patil, Kamath, Mahendra, Singhal, Bhat (2021): In a study involving dentists in India, it was determined that physical and mental activities, social relations and the working environment have a direct impact on the work and life balance of employees and that work and life imbalance is especially It has been found to be more prominent in female dentists.

Putri, Amran (2021): A study conducted in Indonesia concluded that remote working has a significant and positive impact on work-life balance.

Kumar, Mokashi (2020): The study uses proactive employee work practices and supervisor support as variables to explain work-life balance. Proactive work behavior and work-life balance have been proven to be strongly correlated, and consultant support has been demonstrated to be an effective way to preserve this balance.

Vinberg, Danielsson (2020): A study conducted with managers working in small-scale businesses in Switzerland revealed that the pandemic negatively affected the work and life balance.

Yerkes, André, Hakovirta, Gerven, Remery, and Salin (2020): According to studies done in Finland and the Netherlands, Finnish moms struggle more than Dutch mothers to strike a balance between work and life. This is because the majority of

Finnish moms work full-time, whereas the majority of Dutch mothers work part-time.

Wan Mohd Yunus, Badri, Panatik, Mukhtar (2021): Research conducted with university students in Malaysia showed that the lockdowns imposed had a detrimental effect on students' happiness and work-life balance during the COVID-19 pandemic.

Various alternatives are offered to maintain the work and life balance of employees during the Covid-19 period, and these alternatives provide guidance for organizations and individuals.

E. Remote Working Practices and the Effects of Work-Life Balance on Employee Motivation

Among the factors affecting employee motivation, two elements stood out during the Covid-19 period: remote working and work-life balance. One of the effects of remote working on motivation is providing an open communication environment. Leaders appear to play a critical role in creating an environment of open communication. The reason for this is to provide support to employees, encourage supportive behaviors, provide guidance such as guidance and coaching, establish close relationships and prevent communication gaps. In addition, granting autonomy to the employee is both a motivation-increasing factor and increased motivation contributes to achieving better results and increasing job satisfaction (Virtanen, 2020, pp. 9-12). In addition, meeting the basic psychological needs (autonomy, competitiveness) of employees in remote working arrangements also has a positive effect on motivation (Orsini & Rodriques, 2020, p. 1). The effects of work-life balance on motivation are seen in factors such as increase in productivity, increase in quality time devoted to family and improvement in work performance when balance is achieved (MBASkool Team, 2021). In summary, among the many factors affecting employee motivation, remote working and ensuring work-life balance have an important place during the pandemic period. The increase in the positive aspects of remote working and the presence of improving elements in work-life balance create effects that increase employee motivation. Therefore, if leaders within the organization pay attention to these factors during the pandemic period, it will increase employee motivation and increase the competitiveness of the organization against other organizations.

F. Suggestions on Work-Life Balance

- Recommendation 1 for Organizations: Encouraging employees to use annual leave.
- Conclusion: Although working from home is not considered a holiday, it will increase employee motivation.
- Recommendation for Employees: Determine physical limitations.
- Conclusion: It is important to provide a separate area for office layout.
- Recommendation 2 for Organizations: Offer flexible working options.
- Bottom Line: Making time for activities outside of work helps maintain balance.
- Recommendation for Employees: Determining mental boundaries.
- Result: Allows sufficient time for non-work activities.

- Recommendation 3 for Organizations: Review work regularly.
- Result: It increases control by allowing employees to focus on their work.
- Recommendation for Employees: Providing employers with clear and transparent information about jobs.
- Result: It helps employers solve problems in employees' work processes.
- Recommendation 4 for Organizations: Considering the different needs and preferences of employees.
- Conclusion: Offering a variety of options for remote work increases employee motivation.
- Recommendation for Employees: Avoid the feeling of being constantly busy with work.
- Result: Eliminates the need to perform tasks all the time in non-work activities.

G. The Effects of Remote Working and Work-Private Life Balance on Employee Motivation

Grant, Wallace, Spurgeon (2013): Access to technology and flexible working conditions positively affect employee motivation.

Morganson, Major, Oborn, Verive, Heelan (2010): It improves job satisfaction by increasing employee motivation.

Zamani, Hanafi, Ghani, Radzi, Rahmat, Kadar, Azram (2021): Flexibility in the work environment positively affects employee motivation by shortening travel times from home to work or from work to home and increasing work performance.

Conclusion

Today, the emergence of the Covid-19 virus and its spread to all parts of the world has caused societies to enter a period of closure. During the closure process, changes have occurred in people's lives, and these changes have begun to affect every aspect of life. It has paved the way for organizations to change workflow systems, review policies and regulations regarding working models, and make permanent or non-permanent changes depending on the progress of the pandemic. In this case, approximately at the beginning of the pandemic, when the virus began to spread rapidly, the first precaution taken by institutions to protect their employees was the transition from office working to home working. Precautions have begun to be taken with changes in business activities. The measures taken have brought about a rapid transition into the period we call the new normal. As working environments moved from the office to the home, technological tools and their applications were included in the lives of employees and were widely used to make it possible to carry out their work. Businesses have committed all of their resources to building technical infrastructures in this direction, assessing employee demands, and adapting to the new order. The positive and unpleasant parts of employees' lives are now obvious due to the new ways of working brought about by the new normal. Working remotely has been crucial for boosting output and providing flexibility (Hermann, Paris, 2020, 329). It does, however, have drawbacks in addition to its advantages. Employees' psychological states have changed as a result of the challenges posed by remote work, particularly the perceived stress and burnout levels. Workers with work arrangements that do not support remote work have been found to

be more stressed than other workers (Hayes, Priestley, Ray, Lishmakhamedov, 2020,17). The negative effects of remote working have also been observed in employees who do not have the following technological infrastructure or who adapt a low level of technology to their work routines. Problems with time management, accessibility problems of the communication network, disruptions in collaboration, and the emergence of many employees' lack of experience in the process of adapting to the new normal reflect the negativities seen in the remote working model. As the pandemic period progresses and spreads rapidly around the world, it seems that business life is more involved in family life. Nowadays, a separate time between work and employees' living spaces is intertwined. Therefore, employees' fulfillment of their responsibilities, which are a requirement of their business lives, has been moved from the office environment to the home environment. In addition to the positive aspects of this situation, its negative aspects can also be felt by employees. Positive aspects that contribute to work-life balance include reduced transportation costs, reduced time spent traveling to work, encouragement of employees and organizations to use cutting-edge technological tools and applications, flexibility, employee-created programs rather than corporate loyalty, and increased individual autonomy. Work-life balance is negatively impacted by a number of factors, including the challenge of establishing boundaries between work and family time, the difficulty of contacting individuals who can provide prompt solutions to work-related issues, and the difficulty of obtaining resources in the home environment that can establish a productive workplace. There are drawbacks as well. Employee motivation is also impacted by all of these circumstances, the remote working paradigm, and maintaining work-life balance. Employee motivation is impacted by a number of issues, including working remotely, meeting at specific times, limiting the employees' contact network, and not being able to give timely feedback or information about their work lives. The inability to establish a work-life balance is another circumstance that has a detrimental impact on an employee's motivation. The decrease in the employee's productivity, job performance, job satisfaction levels and increase in stress levels affect the employee's motivation and cause the self-actualization needs to not be met. It is seen that an employee with low motivation has problems in achieving both the goals of the organization and the individual career goals. Therefore, both the negative and positive aspects of the effects of remote working and work life balance on employee motivation are felt by both institutions and employees during the Covid-19 pandemic period. Minimizing the impact of negative parties requires both the responsibilities of the institution and the responsibilities of the employees. In such cases, institutions should help employees achieve their goals, increase the steps taken to prepare the necessary technological infrastructures, and encourage the employee to manage the time allocated to both family and business life. In order for employees to minimize the negative effects of working remotely and maintaining work-life balance, it is necessary to allocate time for non-work activities, set limits on working hours, and embody elements in the lives of employees that can help reduce the feeling of having to always perform tasks in non-work activities.

References

1. Al-Rfou, N. Ahmad. Remote Working Environment Challenges in the Context of the Covid-19 Pandemic. *Journal of Asian Business Strategy*, 11(2), 95-103. 2021.
2. Angelucci, Manuela. Angrisani, Marco Bennett, Daniel. M. Kapteyn, Arie. Schaner, Simone. G. Remote work and the heterogeneous impact of covid-19 on employment and health (No. w27749). National Bureau of Economic Research. 2020.
3. Anderson, Deirdre. Kelliher, Clare. Enforced remote working and the work-life interface during lockdown. *Gender in Management: An International Journal*. 2020.
4. Amin, Kritika Premnath. Griffiths, Mark D. Dsouza, Deena Dimple. Online gaming during the COVID-19 pandemic in India: Strategies for work-life balance. *International Journal of Mental Health and Addiction*, 1-7. 2020.
5. Alfanza, M. Theresa. Telecommuting Intensity in the Context of COVID-19 Pandemic: Job Performance and Work-Life Balance. *Economics and Business*, 35(1), 107-116. 2021.
6. Achurch Consulting. '6 Remote work models to consider for your organization's future'. (2 February 2021). www.achurchoconsulting.com
7. Beňo, Michal. The advantages and disadvantages of E-working: An examination using an ALDINE analysis. *Emerging Science Journal*, 5, 11-20. 2021.
8. Blumberga, Solveiga. Pylinskaya, Tatiana. Remote work advantages and disadvantages on the example in it organisation. In International Conference NORDSCI. Athens (Vol. 281). 2019.
9. Brynjolfsson, Erik. Horton, J. John. Ozimek, Adam. Rock, Daniel. Sharma, Garima. TuYe, Hong-Yi. COVID-19 and remote work: an early look at US data (No. w27344). National Bureau of Economic Research. 2020.
10. Beland, Louis-Philippe. Brodeur, Abel. Haddad, Joanne. Mikola, Derek. Covid-19, family stress and domestic violence: Remote work, isolation and bargaining power. 2020.
11. Crowley, Frank. Doran, Justin. COVID-19, occupational social distancing and remote working potential: An occupation, sector and regional perspective. *Regional Science Policy & Practice*, 12(6), 1211-1234. 2020.
12. Cook, Laura Louise. Zschomler, Danny. Biggart, Laura. Carder, Sara. The team as a secure base revisited: remote working and resilience among child and family social
- workers during COVID-19. *Journal of Children's Services*. 2020.
13. Campo, Angela María De Valdenebro. Avolio, Beatrice. Carlier, Sandra Idrovo. The Relationship Between Telework, Job Performance, Work-Life Balance and Family Supportive Supervisor Behaviours in the Context of COVID-19. *Global Business Review*. 2021.
14. Depalo, Domenico. The effects of remote working. Evidence from Covid-19. Mimeo. <https://doi.org/10.13140/RG.2.2.15794.32960>. 2021.
15. Dubey, Akash. D. Tripathi, Shreya. Analysing the sentiments towards work-from-home experience during covid-19 pandemic. *Journal of Innovation Management*, 8(1), 13-19. 2020.
16. Grant, Christine A.. Wallace, Louise. M. Spurgeon, Peter. C. An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*. (2013).
17. Georgiadou, Anna. Mouzakitis, Spiros. Askounis, Dimitris. Working from home during COVID-19 crisis: a cyber security culture assessment survey. *Security Journal*, 1-20. 2021.
18. Gupta, Arpit. Accelerating remote work after COVID-19. The Center for Growth and Opportunity. 2021.
19. Gallacher, GUILLERMO. Hossain, Iqbal. Remote work and employment dynamics under COVID-19: Evidence from Canada. *Canadian public policy*, 46(S1), S44-S54. 2020.
20. Gómez, Sergio Manuel Madero; Mendoza, Oscar Eliud Ortiz; Ramirez, Jacobo; Olivas-Luján, Miguel R. Stress and Myths Related to the COVID-19 Pandemic's Effects on Remote Work. *Management Research*, 18(4), 401-420. 2020.
21. Iza Gigauri. Effects of Covid-19 on Human Resource Management from the Perspective of Digitalization and Work-life-balance. *International Journal of Innovative Technologies in Economy*. 4(31).2020.
22. Hermann, Inge. Paris, Cody Morris. Digital Nomadism: the nexus of remote working and travel mobility. *Information Technology & Tourism*, 22(3), 329-334. 2020.
23. Hayes, Sherrill, Priestley, Jennifer. L. Ishmakhametov, Namazbai. Ray, Herman E. "I'm not Working from Home, I'm Living at Work": Perceived Stress and Work-Related Burnout before and during COVID-19.2020.
24. Irawanto, Dodi Wirawan, Khusnul Rofida Novianti, and Kenny Roz. Work from Home: Measuring Satisfaction

between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia. *Economies* 9: 96. 2021.

25. Kumar, Rajendra. Mokashi, Uma Mohan. COVID-19 and Work-Life Balance: What about Supervisor Support and Employee Proactiveness?. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 2(4), 1-9. 2020.

26. MBASkool Team ‘Work life balance meaning,importance steps &examples’ (15 August 2021). www.MBASkoolTeam.com.

27. Mara A. Yerkes, Stéfanie André, Chantal Remery, Milla Salin, Mia Hakovirta, Minna van Gerven. Unequal but Balanced: Highly educated mothers’ perceptions of work-life balance during the COVID-19 lockdown in Finland and the Netherlands. 2020.

28. Morganson, Valerie. J. Major, Debra. A. Oborn, Kurt. L. Verive, Jennifer. M. Heelan, Michelle. P. Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion. *Journal of Managerial Psychology*.2010.

29. Monica Molino. Emanuela Inguscio. Fulvio Signore. Amelia Manuti. Maria Luisa Giancaspro. Vincenzo Russo. Margherita Zito . Claudio G. Cortese . Wellbeing costs of technology use during Covid-19 remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability*, 12(15), 5911.2020.

30. McMillan, Heather. S. Morris, Michael Lane. Atchley, E. Kate. Constructs of the work/life interface: A synthesis of the literature and introduction of the concept of work/life harmony. *Human Resource Development Review*, 10(1), 6-25. 2011.

31. Nowacki, Krzysztof. Grabowska, Sandra. Lis, Teresa. The Impact of Remote Working During the COVID-19 Epidemic on Employee Well-being. *Multidisciplinary Aspects of Production Engineering*, 4(1), 245-254. 2021.

32. Orsini, Cesar. Rodrigues, Veena. Supporting motivation in teams working remotely: The role of basic psychological needs. *Medical teacher*, 42(7), 828-829. 2020.

33. Ramakrishnan, D. Work Life Balance Post COVID-19. 2020.

34. Putri, Amanda. Amran, Ali. Employees’ Work-Life Balance Reviewed From Work From Home Aspect During COVID-19 Pandemic. *International Journal of Management Science and Information Technology*, 1(1), 30-34. 2021.

35. Swathi Pai. Vathsala Patil. Rajashree Kamath. Mansi Mahendra. Deepak Kumar Singhal. Vishal Bhat. Work-life balance amongst dental professionals during the COVID-19 pandemic—A structural equation modelling approach. 2021.

36. Tramontano, Carlo. Grant, Christine. Clarke, Carl. Development and validation of the e-Work Self-Efficacy Scale to assess digital competencies in remote working. *Computers in Human Behavior Reports*, 4, 100129. 2021.

37. Uddin, Mahi. Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal*, 71(239-240), 7-20. 2021.

38. Vinberg, Stig. Danielsson, Peter. Managers of micro-sized enterprises and Covid-19: impact on business operations, work-life balance and well-being. *International Journal of Circumpolar Health*, 80(1), 1959700. 2021.

39. Virtanen, Milana. The Impact of Remote Working on Employees’ Work Motivation & Ability to Work. 2020.

40. Zamani, Nur Fadzilah Muhamad. Hanafi, Madaha Hanafi Mohd Ghani, M. Radzi, Siti Fatimah Mohamad. Rahmat, Noor Hanim. Kadar, Nur Syafiqah Abdul. Azram, Aina Athirah Rozman. Study of Work from Home Motivation among Employees. *International Journal of Asian Social Science*, 11(8), 388-398. (2021).

41. Wang, Bing., Liu, Yukun., Qian, Jing. Parker, Sharon. K. Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied psychology*, 70(1), 16-59.2021.

42. Wan Mohd Azam Wan Mohd Yunus. Siti Khadijah Zainal Badri. Siti Aisyah Panatik. Firdaus Mukhtar. The Unprecedented Movement Control Order (Lockdown) and Factors Associated With the Negative Emotional Symptoms, Happiness, and Work-Life Balance of Malaysian University Students During the Coronavirus Disease (COVID-19) Pandemic. *Frontiers in psychiatry*, 11. 2020.

43. Wolor, Christian Wiradendi. Solikhah, Solikhah. Fidhyallah, Nadya. Fadillah. Lestari, Deniar. Puji. Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics, and Business*, 7(10), 443-450. 2020.