

2020

The Impact of Individual Needs on Employee Performance while Teleworking

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Recommended Citation

Bhattacharya, Sonali and Mittal, Priyanka, The Impact of Individual Needs on Employee Performance while Teleworking, *Australasian Accounting, Business and Finance Journal*, 14(5), 2020, 65-85. doi:[10.14453/aabfj.v14i5.5](https://doi.org/10.14453/aabfj.v14i5.5)

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Employees presently working from home were administered a questionnaire that comprised items to measure the dominant needs of individuals. The questionnaire also had items to gauge what kind of issues/conflicts employees face while teleworking, and their coping behaviour. Responses were collected on a 7-point Likert Scale. Control variables like the level of restrictions in going out due to pandemic were also considered.

The study established that among all the control variables, the number of hours spent working and family type has significant impact on both the conflicts, WTHC and HTWC. Also, people with different dominant needs have different impacts on conflict outcomes.

Changing work landscape requires an organisation's responsiveness to understand the interaction of individual personalities with their work and how future telework can be made more effective. People with a high Achievement need may face more WTHCs and those with a high Affiliation need may face more HTWCs. As the Power need increases, the person may face fewer WTHC and HTWC. These insights can be used by the organisation to drive the need among individuals so that they remain inclusive and satisfied.

Keywords

Acquired Needs Theory, telework, conflicts, needs, Achievement, Power, Affiliation, WTHC, HTWC

Cover Page Footnote

The Authors are indebted to SCMHRD - TECHNOLOGY, ECONOMICS, ANALYTICS & MANAGEMENT (S-TEAM) CONFERENCE 2020 for giving an opportunity to present an excerpt of the paper. The authors also express their gratitude to all the anonymous reviewers and journal editors whose valuable suggestions have helped in improving the quality of the paper. The authors also express their thanks To Ms Niyati Joshi for proofreading the paper as per journal requirement



The Impact of Individual Needs on Employee Performance while Teleworking¹

Sonali Bhattacharya² and Priyanka Mittal¹

Abstract

Due to change in work structures, the boundaries of private life and office work are getting depleted. There are various factors that may impact the performance of an employee, and they need to be identified. As different people in a company may have different home environments (family size, marital status, electricity, Wi-Fi, dedicated laptop with required software to teleconnect, noise and other distractions based on location of home, etc.), the telework setting varies and conflicts may arise during work and home transitions, especially when the dominant needs of a person are not met. Acquired Needs Theory by David McClelland classifies our needs into Achievement, Affiliation and Power and this paper aims to study the conflicts (Home-to-Work conflict or HTWC and Work-to-Home conflict or WTHC) that may arise within individuals due to the variation in their dominant needs.

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JEL classification: M12, M14

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1. INTRODUCTION

Telework, which is also called Working from Home (WFH) or remote work or telecommuting is a flexible modern work arrangement where employees do not commute to a traditional office set-up such as an office building or warehouse. Telework came in existence in the mid-70s to reduce cost, as it does not require any office or cubicle that involves purchasing expenses and additional costs such as electricity, maintenance, security and other facilities. Earlier there was a lack of interest to invest in technology and management practices to enable the workforce to telework, but now the changing work landscapes and emergency situations like COVID-19 have made it necessary to telework as companies are facing unprecedented situation. Telework set-up requires infrastructure and technology that enables telework – remote desktops, broadband connection, electricity to arrange the office set-up at home. These emergency situations allow us to reconsider whether there is any loss of value due to lack of traditional office set-up and environment. As employees all over the world are being forced to adopt WFH practice due to this crisis, their perceptions, performance changes and experiences during this telework form a new area of research. Their home boundaries start getting blurred as their home domain is sometimes used for work activities and work domain might sometimes be used for home activities. Thus, there will be more interruptions of work activities as well as home activities, which will lead to WTHC (i.e. activities at work interfering with home demands even after work hours) and HTWC (i.e. activities at home interfering with work responsibilities during work hours). These conflicts, if unaddressed, will greatly undermine the employees' job satisfaction levels and their job performance levels in the workplace. These conflicts affect the motivation of employees to work, which is often associated with performance (Gould-Williams & Davies, 2005). Thus, we used McClelland's Acquired Needs Theory to study motivation level (Rybnicek, Bergner & Gutschelhofer, 2017) during telework, which involves conflicts due to merging the boundaries of work and home and affects performance depending upon the dominant traits in an individual. The Acquired Needs Theory reinforces that employees are motivated to work when their need for Achievement, Affiliation and Power are activated. Our study focuses on finding the relationship between dependent variables WTHC and HTWC and the independent variables of acquired needs possessed by an individual. This involves the analysis of our preferred traits over our defined methods to handle the daily transition between work and home activities. This study further complements present studies and research done using various theories to explain the performance during telework.

2. LITERATURE REVIEW

Due to increase in the number of people demanding work flexibility, improvement in technology (Beno, 2018) and various associated advantages in the form of cost benefits and work flexibility organisations have increasingly relied on remote working or teleworking, which means working outside the designated office to perform all the tasks using ICT (Information and Communication Technology) equipment. Such changes in job and work structures in terms of a flexible tele workforce come with some challenges and limitations (Mahler, 2012) for employees, their families, managers as well as the organisations.

Due to changes in the structure of employment, more and more employees are becoming stressed as increased working hours and other working conditions take a toll on their physical and mental well-being. Employees are suffering psychological impacts (stress, emotional distress and anxiety) due to teleworking (Mann & Holdsworth, 2003). These problems are related to the interference and interaction of work and private life of the teleworker, which may lead to conflicts if not properly managed.

2.1 WTHC (Work-to-Home Conflict) and HTWC (Home-to-Work Conflict)

WTHC occurs when after working hours, the work role requirements interfere with the responsibilities and commitments of home tasks (Greenhaus & Beutell, 1985). As per some of the studies, it has been found that telework will lead to less WTHC (Golden et al., 2006; Gajendran and Harrison, 2007). Although some more researches have suggested the contrary point of view – which is, that telework will lead to greater WTHC (Schieman & Young, 2010; Hammer, Neal, Newsom, Brockwood, & Colton, 2005; Hill, Ferris, & Martinsona, 2003). These studies help to augment WTHC studies with the argument that when employees telework from their homes, work and home boundaries become more blurred as the work-related activities consume most of the space and time at home (Higgins, Duxbury, & Irving, 1992; Schieman & Young, 2010). As the borderlines between work and home become increasingly obscured, employees become more disposed towards their job-related activities throughout the day and pursue their office tasks without fulfilling their commitments at home even after work hours and thus they may experience more rather than less WTHC (Voydanoff, 2005).

Few other research studies (Golden, Veiga, & Simsek, 2006; Higgins, Duxbury, & Irving, 1992) propose that telework hinders the balance between work and home roles because it increases HTWC, which is the conflict that arises when employees face interference from house-related tasks and obligations in their work responsibilities during office hours (Greenhaus & Beutell, 1985). Additionally, these studies discuss that while employees telework, they face trivial requests from family members for home-related tasks (Kurland & Bailey, 1999; O'Driscoll, et al. 2003). Further, the house-related chores may persuade workers to interrupt their job tasks to address home-related activities while working from home (Golden, Veiga, & Simsek, 2006). These changes in home and work roles may induce HTWC by introducing hindrance to complete the work role.

2.2 Need-Based Motivation and Its Relationship with WTHC and HTWC

Literature suggests (Delanoeije, Verbruggen, & Germeys, 2019) that as work merges with the private life of an employee at home due to home-based work, there are conflicts due to interference of work in private life (WTHC) and interference of private life in work (HTWC). This study has showed how WTHC does not depend on the type of telework, but rather on the extent to which they perceive this practice to be according to employees' predisposition (volition), and the pressure perceived by the employees from both home and work. The survey results suggested that employees' preference, work pressure perceived by them and home pressure perceived are pertinent for understanding WTHC, but these factors were not related to HTWC. This requires identification of factors for HTWC and WTHC to understand how the firm's performance can be

affected in a home environment and lead to incongruence in the work of a teleworker, thus affecting his performance and job satisfaction. We used McClelland's Acquired Needs Theory to find the relationship between the needs of an individual and the conflicts an employee might face during telework.

The impacts of various factors that affect the performance of an employee and their job satisfaction while teleworking need to be evaluated. Firm performance is shown to be positively related to workplace flexibility (Giovanis, 2018) and teleworking, which can be explained by liberation from fixed temporal schedules, and may require an employee to work for more hours to cope up with work overload. Teleworking may enable employees with time and spatial flexibility and also increase organisational flexibility required during uncertainty; thus, a positive relation was showed to exist between telework adoption and flexible work options (Sánchez, Pérez, de Luis Carnicer, & Jiménez). Also, there have been studies to determine the impact of teleworking on the psychological well-being of an employee (Mann & Holdsworth, 2003), which provide insights on how the change in social relationships in a traditional office setting, and loneliness in working from home, can affect employees' health. Also, due to teleworking, this social disconnect among teleworkers, colleagues, supervisors and managers may lead to their diminishing social relationships (Collins, Hislop, & Cartwright, 2016) and may reduce the importance of managers, in the professional domain, for a teleworker (Dambrin, 2004), due to reduced formal communication, increased autonomy of the teleworker and other factors. It has been shown here that there is a positive relation between telework adoption and HR practices, which may impact employees' behaviours, motivation and their interactions (Martínez-Sánchez, Pérez-Pérez, Vela-Jiménez, & de-Luis-Carnicer, 2008). Thus, by taking care of employees' needs and understanding their home environment-related issues, the HR executive can play an important role (Peters, Dulk, & Ruijter, 2010) in creating a successful and internally consistent Human Resource Management System (HRMS) of a teleworking firm. Mahler (2012) suggests that based on a premise that teleworking is considered to be a benefit by employees, if it is denied by managers due to ineligibility, administrative jobs or complex jobs (Lembrechts, Zanoni, & Verbruggen, 2016) it may lead to dissatisfaction and low performance of those employees. Although surveys have not thoroughly investigated the sources of this disaffection, Adams's Equity Theory (1965) provides a tentative explanation for this observation in the way employees perceive disparity between the inputs given by employees and outputs received by the employee. David McClelland's Acquired Needs Theory suggests that conflicts arise when individual needs (e.g. respect, fairness, recognition, safety) are being violated or not being met. So, our approach is to identify the needs of individuals to see their impact on conflicts arising from telework. This strategy focuses on internal needs that an individual might have acquired in life through various situations. The idea is to develop a solution by recognising needs of employees and create an environment of collaboration and long-term commitment.

Control variables like number of working hours, type of family, gender and organisation type can control the responses on how telework for one employee can differ from that for another. Number of working hours is one of the predictors for WTHC (Eby, 2005; Byron, 2005). Gender is another moderator of the relationship between work and family demands (Zhao, Settles, & Sheng, 2011).

Similarly, family-friendly workplace practices in some organisations or organisation types can also become a predictor for the conflict (Chang, Zhou, Wang, & Pablos Heredero, 2017). Also, family type can determine the HTWCs that an individual can face while he works from home, as more responsibilities within the family will lead to more conflicts.

3. THEORETICAL UNDERPINNING

HTWC means interference of private life or home activities in the telework. Due to changes in the work structure and merging of boundaries of private life and work, this domain requires thorough research on what factors influence the telework as the employee works from home. People have different situations in their home environments, depending upon the marriage status (bachelor/married), kind of family, noise and other distractions and factors that facilitate work at home that have an impact on their work – electricity, Wi-Fi, dedicated laptop with required software to teleconnect and so on. Also, the identification of the psychological climate variables is important to better understand the dynamics at the workplace, which is now home, and their impact on organisational performance. Employees' needs and their perception towards their work can be variable and related to recognition among peers. More power in decision making, or having great bonding with the team can create a powerful impact, which should be sensed by the managers and they should realise that employees are not similar but have distinct psychological and motivational drives (Amenumey & Lockwood, 2008). Variables such as working hours, perceived work overload can act as predictors of WTHC (Eby, 2005; Byron, 2005).

Acquired Needs Theory suggests that conflict arises when individual needs are not met. Acquired Needs Theory was given by David McClelland; he classified needs into: Achievement, Affiliation and Power. McClelland proposed that all of us have three motivators, and out of these three, there will be only one superior motivating driver, regardless of our gender, age or culture. Some situations and experiences in the life of an employee determine this dominant motivating driver. David C. McClelland's Acquired Needs Theory or Motivational Needs Theory or Human Motivation Theory help us to determine the dominant needs of people and build a plan of action to create an environment of motivation in the industry.

The perception of these needs varies from employee to employee, and these needs are not inherent but acquired over a period of time by the employees. Organisations can meet Power needs by offering opportunities for growth and increased authority in the work domains. Also, companies can fulfil Affiliation need by creating a secure organisational environment with respectful and open surroundings for all employees. Organisations can allow employees to work in challenging assignments, and organise competitions and rewards for achieving quality work to meet the Achievement needs. When employees perceive that they are being denied basic motivational needs like appreciation, recognition, integrity and security, then conflicting situations tend to arise. Thus, this theory provides us with useful insights on how individual needs are related to conflicts (resolving conflict with a needs-based approach).

3.1 Need for Achievement

The primary psychological characteristic of entrepreneurship is considered to be the need for Achievement (McClelland, 1976) and it is culturally acquired. This is further backed by proofs signalling a connection between a leader's Achievement drive, and the success of the organisation (Minter, 1994). A few primary elements were identified to drive the need for Achievement – labour principles, supremacy, ability to compete, ambition and covetousness for wealth along with status

(Cassidy, 1989). A high score of Achievement need reflects a desire to follow higher performance standards as suggested by McClelland (1965). Researchers demonstrated that if Achievement need is high among the group members, then they express more responsibility towards the group accomplishments (Zander, 1968), and are also known to efficiently participate in more complex problem solving (Smelser, 1961; Shaw, 1976). Employees with a high score of Achievement need will prefer to complete their tasks on their own instead of working with the group. As per a lot of findings, there is a link between the need for Achievement and job performance, and it gets affected due to the motivation of the employee and is thus related to conflicts at the workplace. As Achievement need can be met when the employees try to put in more hours of work to achieve higher performance, it can be assumed that they may face interference due to office work with their private life and commitments to their family members. Thus, we expect high WTHC and low HTWC for employees having a high score of Achievement need.

H1: Achievement-based need is a negative indicator for HTWC.

H2: Achievement-based need is a positive indicator for WTHC.

3.2 Need for Power

The need for Power is thought to reflect an employee's wish to influence, mentor, encourage or teach others. The Power need can be classified into: personal power and social power. Those who acquire high personal power have a yearning to govern others, which is mostly considered as unacceptable. Employees who want social power (also called as institutional power) tend to help others arrange their endeavours to achieve organisational objectives. Leaders having greater social power are required to be increasingly influential than other employees having greater personal power (Chusmir, 1986). Need for Power is important as it demonstrates the employee's inclination to control other people. People with more scores of Power need want to build their prestige, place and control and are perceived to have a greater lively, decisive and supervising mechanism in their communication with others. Motivation for Power is not about being more autocratic as well as authoritative, but it is the capability to influence others and manipulate them persuasively for achieving organisational goals. If a manager needs to make important decisions, then he needs to have a low need of Affiliation as it relates to low concern for others' negative opinion of oneself. According to McClelland, Achievement need is related to accomplishments at only the basic grades in management for a non-specialist domain. He found out that managers having a low need for Affiliation and high socialised need for Power generate huge spirit among juniors. Higher needs of Power, moderate needs of Achievement and lower needs of Affiliation are ideal characteristics of an effective manager (Stahl, 1986). He also found that employees with high motivation need scores are generally appointed to managerial and leadership positions. As these people influence and lead others, we assume they will not face much friction from home while working, thus have a low HTWC. Also, these people want to control others and thus spend time to achieve this, which can lead to high WTHC.

H3: Power-based need is a negative indicator for HTWCs.

H4: Power-based need is a positive indicator for WTHCs.

3.3 Need for Affiliation

It is believed that people tend to create and sustain some long-lasting, optimistic and meaningful interpersonal bonds. Employees having large scores for Affiliation need tend to concentrate on maintaining social bonds – connecting with various groups – and desire to be liked by everyone.

Employees having a high need for Affiliation, on the other hand, worry about taking difficult decisions or incurring people's displeasure, thus they cannot become effective managers or leaders. Affiliation need can also be thought of as one of the aspects of extraversion, which is one of the elements of the Big Five Factors. Extraversion is analogous to the kind of societal communication and is basically interpersonal (McCrae, 1989). Extraverts are more likely to be more approachable, cordial, exuberant and amicable (Costa, 1992). Extraverts are known to participate actively in any group discussion (Littlepage, 1995), display leadership and demand high levels of esteem among team members (Mann R., 1959). Leadership is a popular characteristic of people with high needs for Affiliation. These people participate in group tasks and are more likely to become group leaders (Stein, 1979). Seeing that, employees having greater need for Affiliation are sociable and verbose, they are more inclined towards the positive aspects of team working and are more convinced to carry out their work in a team (Thomas, 1996). Still, this need for societal communication might often be at the cost of managing a task efficiently. They might struggle to complete their work on time and thus work might extend beyond work hours; thus, high WTHC can be expected. Also, they might be involved in warm and friendly conversations with relatives and family members during work hours, leading to high HTWC.

H5: Affiliation-based need is a positive indicator for HTWCs.

H6: Affiliation-based need is a positive indicator for WTHCs.

4. METHODOLOGY

The data was collected from 200 people who had been teleworking for more than 2 days in a week. People were asked to fill the form in two stages – in the first stage they identified their dominant trait among Achievement, Power and Affiliation according to McClelland's Acquired Need Theory. In the second phase of the survey they identified the ways they handled the conflicts that might occur while working from home. Data was gathered and compiled with the help of questionnaires sent online through various social platforms. Respondents provided information about their organisations, number of working hours, the type of family while they telework and their gender. Of the respondents, 54 per cent were males and 46 per cent females who worked full time from home. Working hours ranged from 7 to 14 hours per day (Mean=9.015, SD=1.22). Of the sample, 65 per cent persons lived in a nuclear family, 21 per cent in a joint family, 13 per cent lived alone or with friends and only 2 per cent lived with an extended family at the time of telework.

4.1 Measures

The 2-stage survey conducted measured several control variables. The questions included gender, number of working hours, type of organisation and type of family at home while teleworking, as these variables may affect the kind of work and the conflicts that people face during teleworking.

WTHC was measured using the adapted version of Delanoëje, Verbruggen, & Germeys (2019). The options were: (1) 'I sometimes skip my lunch to meet the work requirements,' (2) 'I answer job-related calls or emails after working hours are completed,' (3) 'I change plans at home to complete responsibilities of job,' (4) 'I work more hours to complete office tasks even after work time,' (5) 'Because of the number of hours spent working, I skip plans at my home,' (6) 'The hours spent on tasks related to job interfere with my commitments at home,' (7) 'After office hours, I

become so tired that it becomes difficult to involve in home tasks and activities.’ Respondents were asked to express the extent to which they agree with these statements on a scale of 1 (Strongly Disagree) to 7 (Strongly Agree). The Cronbach’s alpha had an average of 0.94 and ranged from 0.922 to 0.942.

HTWC was measured using the adapted version of Delanoeije, Verbruggen, & Germeys (2019). The items used were: (1) ‘I sometimes interrupt my work to meet home requirements,’ (2) ‘I answer calls or reply to messages from relatives or friends during office hours,’ (3) ‘I sometimes change the working hours to tackle home issues,’ (4) ‘The hours spent on home-related activities hinders me from devoting my time to work, which maybe important for my career growth,’ (5) ‘I skip job-related tasks because of the hours spent on activities at home,’ (6) ‘I find it difficult to focus on job-related tasks because of the stress from home responsibilities.’ Respondents were asked to express the extent to which they agree with these statements on a scale of 1 (Strongly Disagree) to 7 (Strongly Agree). The Cronbach’s alpha had an average of 0.851 and ranged from 0.808 to 0.847.

4.2 Data Analysis

We have a 2-stage linear regression analysis, first for WTHC (dependent variable) and second for HTWC (dependent variable) with needs – Achievement, Power and Affiliation – as independent variables. Here we will first analyse the correlation among control variables – gender (1=female, 2=male), organisation type (1=IT/consulting, 2=FMCG, 3=financial services, 4=others), family type (nuclear=1, joint=2, extended=3 and alone or with friends=4) and number of working hours (ranging from 7 to 14). We also analysed through factor loadings of WTHC, HTWC and need-based motivation variables and calculated convergent and discriminant validity. The value of average variance extracted was close to 0.5 for both the conflict variables. Also discriminant validity satisfied the condition, for value of square root of Average Variance Explained (AVE) was greater than the correlation values of latent variables. And then we analysed the needs through regression analysis. We used a step-wise model of regression to study the impact of predictor variables (needs) on the outcome (conflict).

5. RESULTS

5.1 Descriptive Statistics and Regression Analysis

Stage 1 – This stage involves simple linear regression to determine the link between control variables with outcome conflict variable WTHC and collinearity among control variables. Here the control variables gender and organisation type do not have much significance over WTHC variable. Number of hours spent on work and family type control variables are significant for dependent variable WTHC. The value of Standardised b is positive and maximum for family type control variable that the employee lives with during telework (table 1). This means that family type, which can be nuclear, extended, joint or alone can affect the WFHC, which is understood from the fact that employee spends time working with different kind of families and thus may spend less hours on home responsibilities.

Table 1: Regression Analysis of Work-to-Home Conflict with Control Variables

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.172	.214		14.792	.000	2.749	3.595		
	Family Type	.609	.112	.360	5.425	.000	.388	.830	1.000	1.000
2	(Constant)	-.642	.832		-.771	.442	-2.283	1.000		
	Family Type	.633	.107	.374	5.930	.000	.423	.844	.998	1.002
	No. of Working Hours	.419	.089	.298	4.726	.000	.244	.593	.998	1.002
3	(Constant)	-1.171	.838		-1.398	.164	-2.824	.481		
	Family Type	.635	.105	.375	6.055	.000	.428	.842	.998	1.002
	No. of Working Hours	.426	.087	.304	4.898	.000	.255	.598	.997	1.003
	Organisation Type	.297	.104	.177	2.867	.005	.093	.502	.999	1.001

a. Dependent Variable: Work-to-Home Conflict (WTHC)

Stage 2 – This stage also involves regression to determine the interrelationship between independent variables and dependent variable WTHC, and compares which of the variables impact significantly on the outcome variable. Here in model 3, we see highest Standardised b value for Achievement need (b=0.348); thus, with increase in individual score of Achievement, there will be increase in WTHC.

Table 2: Regression Analysis of Work-to-Home Conflict with McClelland’s Needs as the Predictors

Model		Unstandardised Coefficients		Standardised Coefficients	t	Significance	95% Confidence Interval for B		Collinearity Statistics	
		B	Standard Error	B			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.989	.615		1.607	.110	-.225	2.202		
	Achievement	.404	.077	.349	5.243	.000	.252	.556	1.000	1.000
2	(Constant)	-.665	.685		-.971	.333	-2.015	.685		
	Achievement	.372	.074	.322	5.053	.000	.227	.517	.991	1.009
	Affiliation	.359	.077	.296	4.656	.000	.207	.511	.991	1.009
3	(Constant)	.608	.710		.856	.393	-.792	2.008		
	Achievement	.403	.070	.348	5.712	.000	.264	.542	.982	1.018
	Affiliation	.387	.074	.320	5.250	.000	.242	.533	.984	1.016
	Power	-.243	.053	-.278	-4.562	.000	-.349	-.138	.982	1.018

a. Dependent Variable: Work-to-Home Conflict (WTHC)

Stage 3 – This stage involves linear regression to determine the relationship of control variables with outcome variable HTWC and collinearity among control variables. Here also, control variables gender and organisation type do not have much significance over HTWC variable. Number of hours spent on work and family type control variables are significant for dependent variable HTWC. The value of Standardised b is positive and maximum for number of working hours that an employee spends in a day. This means that with increase in employee working hours, the HTWC will increase, which is understood from the fact that the employee spends more hours working and thus receives more interruptions for home tasks.

Table 3 shows coefficients table of outcome conflict variable and control variables.

Table 3: Regression Analysis of Home-to-Work Conflict with Control Variables as the Predictors

Model		Unstandardised Coefficients		Standardised Coefficients	t	Significance	Confidence 95.0% Interval for B		Collinearity Statistics	
		B	Standard Error	b			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.418	.640		.653	.514	-.844	1.680		
	No. of Working Hours	.293	.070	.284	4.165	.000	.154	.432	1.000	1.000
2	(Constant)	-.011	.652		-.017	.987	-1.298	1.276		
	No. of Working Hours	.302	.069	.292	4.345	.000	.165	.439	.998	1.002
	Family Type	.217	.084	.174	2.590	.010	.052	.382	.998	1.002

a. Dependent Variable: Home-to-Work Conflict (HTWC)

Stage 4 – This stage involves linear regression to determine the relationship of control variables with dependent variable HTWC and compare which of the components impact significantly on the outcome variable. Here, in model 2 we see the highest Standardised b value for Affiliation need (b=0.175) and Power with negative Standardised b coefficient. Thus, with increase in individual score of Affiliation there will be increase in HTWC while with increase in Power score there will be less HTWC. Achievement score is not that significant for HTWC variable.

Table 4 shows coefficients table of outcome and predictor variables.

Table 4: Regression Analysis of Home-to-Work Conflict with McClelland’s Needs as the Predictors

Model	Unstandardised Coefficients		Standardised Coefficients	t	Significance	Confidence Interval for B		Collinearity Statistics		
	B	Standard Error				Lower Bound	Upper Bound	Tolerance	VIF	
1	(Constant)	4.022	.317	12.681	.000	3.397	4.648			
	Power	-.141	.045	-.219	-.3.156	.002	-.229	-.053	1.000	1.000
2	(Constant)	3.268	.431	7.580	.000	2.418	4.118			
	Power	-.151	.044	-.235	-.3.421	.001	-.239	-.064	.991	1.009
	Affiliation	.156	.061	.175	2.545	.012	.035	.277	.991	1.009

a. Dependent Variable: Home-to-Work Conflict (HTWC)

Hypothesis 1 assumed that employees with a high Achievement need will have low HTWC. As can be seen in table 4, Achievement variable is not much related to dependent variable HTWC. With increase in Achievement score in a person there will be more HTWC (sig value=0.046), which is not that significant. There is not much significance of Achievement need over HTWC.

Hypothesis 2 expected that employees with a high Achievement score will have more WTHC. From correlations table, we see that with increase in Achievement score in a person there will be more WTHC (sig value=0.000), which is significant. Model 3 with highest adjusted R² and Achievement has highest contribution on WTHC among all the independent variables (Standardised b=0.348 and sig value<0.05), thus showing that those with a high Achievement score will have high WTHC.

Hypothesis 3 predicted that employees with a high Power score will be having low HTWC. From correlations table, we see that with increase in Power score in a person there will be less HTWC (sig value=0.001), which is significant. Model 2 with better adjusted R² and Power has highest contribution on HTWC among all the independent variables (Standardised b=-0.235 and sig value<0.05), thus showing that workers with a high Power score will have low HTWC.

Hypothesis 4 assumed that people with a high Power score will be facing more WTHC. From correlations table, we see that with increase in Power score in a person there will be less WTHC (sig value=0.001), which is significant. Model 3 with highest adjusted R² and Power has lowest contribution on WTHC among all the independent variables (Standardised b=-0.278 and sig value<0.05), thus showing that people with high need for Power will have low WTHC. This hypothesis is not supported.

Hypothesis 5 expected that employees having higher Affiliation scores will be facing higher levels of HTWC. From correlations table, we see that with increase in Affiliation score in a person there will be more HTWC (sig value=0.015), which is significant. Model 2 with better adjusted R² and Affiliation has high contribution on HTWC among all the independent variables (Standardised

$b=0.175$ and $\text{sig value}<0.05$), thus showing that people with high need for Affiliation will have high HTWC.

Hypothesis 6 predicted that people with high need for Affiliation will have higher level of WTHC. As can be seen in table of correlations, with increase in Affiliation score in a person there will be more WTHC ($\text{sig value}=0.000$), which is significant. Model 3 with highest adjusted R^2 and Affiliation has high contribution on WTHC (Standardised $b=0.320$ and $\text{sig value}<0.05$), thus showing that people having high Affiliation score will be facing more WTHC.

After analysing significant control variables and the relationship between independent variables and dependent conflict variables, we used split-file method to split the family types into nuclear, joint, extended and alone. To further analyse the impact, using all the need independent variables and significant control variable (i.e. number. of working hours), we again conducted linear regression and got the following table of correlations.

In the table below, dependent variable is WTHC and we compare the analysis with family types split into most significant ones – nuclear, joint and alone. For nuclear families, Achievement factor is the most significant need out of all the independent variables (Standardised $b=0.451$ and $p<0.05$). For joint families, Power is the most significant among all independent variables although in reverse direction (Standardised $b=-0.601$ and $p<0.05$). For those living alone or with friends, number of working hours is the most significant among all independent variables (Standardised $b=1.870$ and $p<0.05$).

Table 5 : Complete Regression Analysis of Work-to-Home Conflict

Family Type	Model		Unstandardised Coefficients		Standardised Coefficients		Significance
			B	Standard Error	b	t	
Nuclear	1	(Constant)	-1.327	.740		-1.792	.076
		Achievement	.641	.093	.520	6.885	.000
	2	(Constant)	-4.333	1.011		-4.287	.000
		Achievement	.616	.088	.500	7.000	.000
		No. of Working Hours	.354	.086	.294	4.114	.000
	3	(Constant)	-6.026	1.005		-5.994	.000
		Achievement	.556	.083	.451	6.740	.000
		No. of Working Hours	.388	.080	.323	4.853	.000
		Affiliation	.349	.075	.312	4.657	.000
Joint	1	(Constant)	9.022	1.553		5.809	.000
		Power	-.581	.210	-.405	-2.763	.009
	2	(Constant)	7.738	1.531		5.054	.000
		Affiliation	.454	.175	.371	2.602	.013
		Power	-.731	.204	-.509	-3.574	.001
	3	(Constant)	5.939	1.547		3.840	.000
		Achievement	.316	.112	.365	2.814	.008
		Affiliation	.497	.161	.406	3.084	.004
		Power	-.862	.194	-.601	-4.451	.000
Alone	1	(Constant)	-6.796	2.687		-2.530	.019
		No. of Working Hours	1.367	.304	.685	4.503	.000
	2	(Constant)	-15.421	1.610		-9.580	.000
		No. of Working Hours	2.549	.197	1.276	12.947	.000
		Power	-.414	.047	-.875	-8.876	.000
	3	(Constant)	-20.409	1.287		-15.859	.000
		No. of Working Hours	3.421	.188	1.713	18.215	.000
		Affiliation	-.465	.076	-.450	-6.081	.000
		Power	-.479	.031	-1.013	-15.627	.000
	4	(Constant)	-23.131	1.436		-16.102	.000
Achievement		.074	.025	.150	2.949	.008	

No. of Working Hours	3.735	.193	1.870	19.372	.000
Affiliation	-.527	.069	-.510	-7.671	.000
Power	-.546	.035	-1.154	-15.747	.000

a. Dependent Variable: Work-to-Home Conflict (WTHC)

In the table below, dependent variable is HTWC and we compare the analysis with family types split into most significant ones – nuclear, joint and alone. For nuclear families, number of working hours is the most significant out of all the independent variables (Standardised $b=0.408$ and $p<0.05$). For joint families, number of working hours is the most significant among all independent variables although in reverse direction (Standardised $b=-1.013$ and $p<0.05$). For those living alone or with friends, Affiliation is the most significant among all independent variables (Standardised $b=-1.492$ and $p<0.05$).

Table 6: Complete Regression Analysis of Home-to-Work Conflict

Family Type	Model		Unstandardised Coefficients		Standardised Coefficients	T	Significance
			b	Standard Error	Beta		
Nuclear	1	(Constant)	-.387	.707		-.547	.585
		No. of Working Hours	.366	.077	.387	4.744	.000
	2	(Constant)	-1.964	.791		-2.484	.014
		No. of Working Hours	.389	.074	.411	5.281	.000
		Affiliation	.259	.068	.295	3.796	.000
	3	(Constant)	-.855	.849		-1.007	.316
		No. of Working Hours	.386	.071	.408	5.405	.000
		Affiliation	.272	.066	.309	4.091	.000
		Power	-.160	.053	-.228	-3.033	.003
Joint	1	(Constant)	8.069	1.836		4.395	.000
		No. of Working Hours	-.549	.204	-.395	-2.686	.011
	2	(Constant)	18.513	2.298		8.057	.000
		No. of Working Hours	-1.124	.183	-.808	-6.133	.000
		Power	-.725	.128	-.746	-5.662	.000
	3	(Constant)	23.108	1.798		12.854	.000
		No. of Working Hours	-1.408	.138	-1.013	-10.176	.000
		Affiliation	-.441	.072	-.532	-6.163	.000
		Power	-.689	.091	-.709	-7.544	.000
Alone	1	(Constant)	6.813	1.309		5.206	.000
		Affiliation	-.641	.248	-.475	-2.590	.016
	2	(Constant)	-14.094	2.625		-5.370	.000
		No. of Working Hours	3.088	.375	1.184	8.232	.000
		Affiliation	-1.861	.194	-1.379	-9.590	.000
	3	(Constant)	-18.917	3.193		-5.924	.000
		No. of Working Hours	3.810	.466	1.461	8.176	.000
		Affiliation	-2.013	.190	-1.492	-10.617	.000
		Power	-.174	.076	-.282	-2.293	.032

a. Dependent Variable: Home-to-Work Conflict (HTWC)

6. DISCUSSION

The objective of research was to analyse the impact of dominant needs in people on their WTHC or HTWC during telework. To establish a relationship between dependent variables (WTHC and HTWC) and independent variables (Achievement, Power and Affiliation needs), we used regression analysis with step-wise method to check which of the needs has a greater impact over dependent variables and how these needs can affect the telework performance. We also conducted regression on control variables with dependent variables to check their correlation and significance of impact on conflict dependent variable. After assessing the significance of control variables and independent need variables, we used split function for family type to determine the impact of this control variable on the conflict outcomes. Regression was then carried out to assess this relationship for each of the family types for a better comparison.

Our results showed us some useful insights about our analysis of control variables and their impact on conflict-dependent variables. Our control variable gender is not significant for both of our dependent variables (sig value > 0), which is quite expected as our majority sample data is from a population not yet married. Thus, gender does not impact conflict during telework. Also, organisation type has lesser impact on dependent variables than other predictors like number of working hours and family type. Family type and number of working hours impact WTHC dependent variable more while number of working hours independent variable has more control over HTWC dependent variable. This implies that if the working hours of employees are more, there will be more conflicts of interference from both private life on work and from work on private life. And the control variable family type controls the interference of private life over work.

For WTHC, we the third model has highest R^2 . All the independent variables are significant in this regression model with Achievement having highest relevance among the three independent variables. Thus, WTHC is more for people having high scores for Achievement and Affiliation but low score of Power.

For HTWC, we the second model has highest R^2 . Except Achievement, the other two independent variables are significant in this regression model, with Power having highest relevance among them. Thus, HTWC is more for people having high scores for Affiliation and but low score of Power.

Thus, through this study we can see that Affiliation is always a predictor for both the conflict outcomes, which can be explained by the desire to maintain social relationships and bonds, while working can lead to biased preferences and thus an unbalanced approach to work. Also we observe that employees having high score for Achievement will have more WTHC while no significant relation was made with HTWC. Second, employees having high score for Power will have low WTHC and low HTWC, which is contradictory to our hypothesis but can be explained, as people having more control and authority to influence others in the organisation will not face conflicts from home or from work. Third, employees having high score for Affiliation will have high WTHC and high HTWC, which converges to our hypothesis, as people having desires to establish bonds and relationships will face both the conflicts as they would want to please both sides – work and home. Fourth, for employees in nuclear families, those having high Achievement score will face more WTHC and those working for more number of hours will face more HTWC. Also, for employees in joint families, those having high Power score will face less WTHC and those working

for more number of hours will face less HTWC. Lastly, for employees living alone or with friends, those working for more number of working hours will face more WTHC and those having high Affiliation score will face low HTWC.

7. CONCLUSION

This study investigated the relationship between WTHC, HTWC and individual needs of Achievement, Power and Affiliation among the teleworkers. The study established that among all the control variables, the number of hours spent working and family type has significant impact on both the conflicts variables. Also, there is a positive significant relationship between WTHC and Achievement need while there is a positive significant relationship between HTWC and need for Affiliation. Power need has a negative significant relationship with both the conflicts. Also, people working in different home environments (family type) will have an impact on the conflict they face. Through the insights we got on specific needs for individual (Achievement, Power or Affiliation), we can try to reduce the impact of conflict that an individual might face and this can contribute towards longevity of employee engagement and improving the performance of individual (Giovanis, 2018).

7.1 Limitations

There are a few limitations in this research. First, we collected a sample from the population that is largely not married, and is thus without any major familial responsibilities. Thus, the work-home conflict may have different impact on different types of population (Delanoetje, Verbruggen, & Germeys, 2019) and thus it can't be generalised. Also, the impact on dependent variable conflicts has been analysed through quite an unusual point of view: Acquired Needs Theory. Thus, there would be more independent variables related to the personality types and other variables that may have impact on WTHC and HTWC.

7.2 Future Scope of Study

As the boundaries between work and home are depleting gradually due to transforming jobs and work culture, people are increasingly working from non-work spaces. This requires a thorough research on what impacts the performance and motivation level of employees while teleworking. Also, apart from needs in an individual, there is scope of study of other variables that may have an impact on conflicts; other performance-impacting variables can be further explored.

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