



THE EFFECT OF WORKING FROM HOME ON JOB SKILLS IN THE CONTEXT OF WORK-FAMILY CONFLICT: THE REFLECTION FACE OF COVID-19

Serkan NAKTİYOK¹

Yunus ZENGİN²

Abstract

The main objective of the study is to address the problems faced by the workers working from home during the COVID-19 pandemic process due to their roles and the mediation status of the individual's work skills level in solving these problems. In this study, in which 450 employees working in the call center were selected as a sample by using a simple random method and questionnaire technique, data were obtained from 254 people. A structural equation model was used to determine the level of statistical significance between the variables in the study and the AMOS program was used. Thus, the validity of the model, the level of influence and relationship between the variables, and the goodness of fit statistics were discussed within the framework of the stated hypotheses. According to the results of the analysis, it has been observed that working from home had a 49% effect on job crafting, while work-family conflict played a partial mediating role (47.2%) in this effect. It is also another result that there is a positive relationship ($r = ,357^{**}$) between job crafting and work-family conflict.

Keywords: COVID-19, Remote work, Job crafting, Work-family conflict, Role conflict

Jel Codes: M1, M10, M12, J24, J81, M15

¹ Doç.Dr. Atatürk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Çalışma Ekonomisi ve Endüstri İlişkileri Bölümü, snaktiyok@atauni.edu.tr, ORCID: 0000-0003-1226-2940

² Doç.Dr. Kafkas Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü, yunuszengin@kafkas.edu.tr, ORCID: 0000-0001-8381-6918

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İŞ-AİLE ÇATIŞMASI BAĞLAMINDA EVDEN ÇALIŞMANIN İŞ BECERİKLİLİĞİNE ETKİSİ: COVID-19'UN YANSIYAN YÜZÜ

Öz

Çalışmada temel amaç, COVID-19 pandemi sürecinde evde çalışan işgörenlerin üstlendikleri roller nedeniyle karşılaştıkları sorunlar ve bu sorunların çözümünde bireyin iş becerisi düzeyinin aracılık durumu ele almaktır. Basit tesadüfi yöntem ve anket tekniği kullanılarak çağrı merkezinde görev yapan 450 işgörenin örneklem olarak seçildiği bu çalışmada 254 kişiden veriler elde edilmiştir. Çalışmada değişkenler arasındaki istatistiksel anlamlılık düzeyini belirlemek için yapısal eşitlik modeli kullanılmış ve AMOS programından yararlanılmıştır. Böylece modelin geçerliliği, değişkenler arasındaki etki ve ilişki düzeyi ile uyum iyiliği istatistikleri belirtilen hipotezler çerçevesinde ele alınarak tartışılmıştır. Analiz sonuçlarına göre evden çalışmanın iş becerikliliği üzerinde %49 oranında etkili olduğu, iş- aile çatışmasının ise bu etkide kısmi aracılık rolü (%47,2) oynadığı görülmüştür. Ayrıca iş becerikliliği ile iş-aile çatışması arasında pozitif yönlü bir ilişkinin ($r = ,357^{**}$) olduğu elde edilen diğer bir sonuçtur.

Anahtar Kelimeler: COVID-19, Uzaktan çalışma, İş kurma, İş-aile çatışması, Rol çatışması

Jel Kodları: M1, M10, M12, J24, J81, M15

1. INTRODUCTION

The COVID-19 pandemic has caused various of problems and challenges unprecedented in societies' health systems and global economies (McKibbin & Roshen, 2020). In the face of these problems reaching dangerous extents, the countries' governments have tried to reduce the social distance to the lowest level by developing control mechanisms in many areas, especially social movements (Walker et al., 2020). This situation has caused abrupt changes in our social and work lives, which are included in our vital activities. On the other hand, many countries had to take measures such as staying at home or keeping a certain distance from each other in the process until this situation reached a foreseeable level (Waizenegger et al., 2020: 429). These measures also caused employees not to go to work for a long time due to the coercive government policies implemented in many parts of the world for the first time in their history. With these developments due to the pandemic period, the companies were also aware of the danger and/or due to economic obligations and had to put practices such as unpaid leave, dismissal, or remote work on their employees' agenda. Remote working or working from home, one of the flexible working models, has gained importance during the pandemic period, both to ease the workload and enable employees in related sectors to carry out their responsibilities from their homes via the internet. Although there are certain advantages of the employee trying to fulfill this task in the home environment away from the workplace, it can also bring many problems with it. The most common of these problems is

the conflict between the roles the employees undertake. The main reason for this conflict of roles stems from the inability of the person to demonstrate the skills and performance to provide sufficient balance in meeting the demands coming up for work or family. The fact that an individual has multiple roles such as spouse and parent simultaneously and one of these roles is more prominent than the other disrupts the balance between work and family life. An imbalance regarding roles between work and family life can cause conflict in two ways. If these conflicts between roles are not managed well, they will create significant problems in the work and family life of the individual.

When the relevant literature is examined, it is seen that individuals who are faced with such situations make an effort to manage the process. It is observed that while employees who show skills to ensure the continuity of the process can turn this process into an opportunity, employees who do not have these skills are more unhappy and have significant decreases in their performance. This study aims to reveal the effect of the remote working process, which emerged as a new understanding in many countries and sectors in the period of COVID-19, which emerged in Wuhan city of China at the end of 2019 and affected the whole world, on the work-family life and skill situations of employees.

2. WORKING FROM HOME

Remote working is defined as the way of working with the use of information and communication technologies, usually in a place far from the central office or where the production is carried out (Öztürkoğlu, 2013). The system is referred to as working from home, working remotely, teleworking, working from home-office, or working from outside (Bellmann and Hübler, 2020; Tuna & Türkmenoğlu, 2020, Akça & Küçükoğlu, 2020). Although these working methods have recently occupied the agenda with digital transformation, they have become more important in the COVID-19 period and have become a working model preferred to prevent the infectiousness level of the emerging pandemic (Mustajab et al., 2020). In the period before the COVID-19 pandemic process, some countries adopted the remote working system to a certain extent (30% and above in Denmark, the Netherlands, and Switzerland; 10% and below in the Czech Republic, Greece, Italy, and Poland; 20% in the USA; 16% in Japan, 14% in Turkey; just 1,6% in Argentina (ILO, 2020). However, the disadvantages experienced at the level of motivation and productivity caused many units to behave more cautiously against this system (Tuna & Türkmenoğlu, 2020). Information technology costs, security problems, difficulties with job-related controls, work-family conflicts, organizational commitment and working during vacation times can be listed

as these disadvantages (Vries et al. 2019; Collins et al. 2016; ILO, 2020). Despite these negative thoughts, four out of every 10 employees in European countries switched to remote working due to the decision to stay at home with the increase of the pandemic. Around 60% of employees in Finland, more than 50% in Luxembourg, the Netherlands, Belgium, & Denmark, around 40% in Ireland, Austria, Italy, and Sweden, 23% in China, and 30% in Malaysia started working from home (ILO, 2020; Saltiel, 2020). On the other hand, Palumbo (2020) claims that remote working increases employees' control mechanism over the spatial and temporal context of the work and reduces conflicts in working life by increasing the quality and productivity of organizational activities. Although it is a matter of a pandemic process, not all employees work from home. In some sectors and professions, it is necessary to be in the workplace. Sectors such as transportation and storage, building, retail and sales, agriculture, forestry, fishing, hunting, accommodation, food and beverage services can be counted among the jobs that are the furthest from the system of working from home (Dingel & Neiman, 2020). The findings obtained from the studies conducted show that the jobs suitable for working from home increase with the economic development level of the country. Studies have shown that there is a positive relationship between working from home and high-paying professions (Saltiel, 2020). Thus, countries, where the majority of jobs are in sectors such as ICT, professional services, finance and insurance, and public administration, may divert more of their workforce to working from home, while countries that rely heavily on sectors such as manufacturing, agriculture, construction, and tourism may do so less successfully (Hatayama et al., 2020; ILO 2020).

The theoretical explanation and literature review conducted on the subject determined that the working from home system brings out different results on the organizations and employees. Some of these results are as follows. In a study conducted by Bellmann & Hübler (2020), while a clear effect of working from home on job satisfaction could not be detected, it was observed that it negatively affected the work-life balance. On the other hand, Jostell and Hemlin (2018) and Noonan and Glass (2012) state that working from home decreases job satisfaction and increases work-family conflict. When examining the state of burnout between pre-Covid-19 and working from home after covid-19, it was determined that working remotely has a potential benefit in reducing burnout in many of employees (Hoffman et al., 2020; Ahl & Lundgren, 2018), improving awareness, work efficiency, and creativity (Toniolo-Barrios & Pitt, 2020; Good et al. 2016), that working at home causes less stress in healthcare workers (Ahl & Lundgren, 2018 ; Hildingsson et al., 2013; Brewis, 2020) and

increases the rate of commitment to the organization (Javadian et al., 2019; Taboroši et al., 2020; Choo et al., 2016), and decreases the perception of absenteeism towards the job (Avcı & Yavuz, 2020). On the other hand, in the results obtained from the study conducted by Palumbo (2020), it is stated that the process of working remotely causes negativity in work-life satisfaction, reduces organizational commitment, and causes physical and emotional fatigue. Chadee et al. (2020) observed that in the activities carried out with digital connections, the self-control of the person is weakened and this increases the perception of quitting the job. When the explanations are examined, it is seen that the effects of the remote working system cause positive perceptions in some sectors and negative perceptions in others.

3. JOB CRAFTING

In recent years, many psychological studies have been conducted to improve the commitment of employees in organizations with the organization. In particular, studies that examine the characteristics of jobs and the degree of interaction of employees with their jobs have a wide part in the literature (Schaufeli & Bakker, 2004). When the results obtained in the studies are evaluated, it has been shown that the positive results obtained from the employees and the involvement of the employees in the events depend on an optimal balance between the demands of the employees for the jobs and the resources (Tims et al. 2012). Along with this balance, another important issue is the approaches that managers or consultants follow to bring changes in job characteristics that aim to encourage internal motivation and psychological well-being in their evaluations of jobs and working environments (Oldham & Hackman, 2010). Recently, alternative approaches to redesigning the job are frequently included and evaluated in the literature. One of these alternative approaches, regarded as an alternative, is job crafting (Thomas et al.2020).

Although the first ideas for the concept were put forward by Kulik, Oldham, and Hackman (1987), the term "job crafting" was introduced into the literature by Wrzesniewski and Dutton in 2001 (Tims et al. 2012; Wrzesniewski & Dutton, 2001). Job crafting is defined as the individuals' ability to redesign the physical and cognitive changes related to their jobs on their own in line with their initiatives, with or without the participation of the management (Wrzesniewski & Dutton, 2001). While physical changes include changes in the scope or number of work tasks, cognitive changes are about changing how an individual sees the work (Kerse, 2019). Job crafting can also be explained as another strategy that can be applied in the redesign of the job. It is a participatory change process in which employees decide what kind of change will be made to do the job in the best way by matching the job they undertake with

their skills (Kullik et al., 1987). On the other hand, employees who have job crafting but cannot change jobs completely try to make the job fun by making small changes in the process of the job in the context of their characteristics (Dalgıç & Türkoğlu, 2018).

The concept of job crafting generally refers to proactive employee behavior that strives to optimize the work environment by addressing the balance between the requirements needed to do the job and job opportunities (Demerouti, 2014). The keyword in this definition is "proactiveness." The focus of proactive behavior is to perceive a behavior that is likely to occur in the future and act to create change by taking control. In proactive behavior, the basic structure of which is to take the initiative, the person exhibits an approach to get out of the formal process and to do the work better and more efficiently (Frese et al., 1996). This style of action will increase the commitment to the organization and allow for creating job satisfaction, effectiveness, and a productive result for the employee (Thomas et al., 2020; Gordon et al., 2018; Tims et al. 2012; Wrzesniewski and Dutton, 2001). Job-crafting employees tend to change and shape the work in the organization in physical, cognitive, and relational aspects according to their characteristics (Ingusci et al., 2016). Wrzesniewski and Dutton (2001) argued that job crafting consists of three different dimensions. Task crafting, the first of these dimensions, refers to the change made by the employee in terms of time and effort for the job. With this change, the employee aims to fulfill the tasks they undertake in the workplace more effectively and to achieve success in their duties by changing the scope of their work and the necessary tools (Niessen et al., 2016). Relational crafting, the second dimension, is the type of skill of employees regarding the level of quality in their interactions with their colleagues in the organization and to what extent (less or more intense) they will interact with whom while conducting it. Employees with this skill can be more successful in the organization by developing relationships with employees close to their abilities and skills. The third skill is cognitive skill. Cognitive skills when employees evaluate the job, considering their content with a different perception and interpreting it in a broad perspective. Employees with cognitive skills develop a new sense and perception about the purpose, content, and scope of the job. For example, someone who works as a janitor in a hospital perceives that their job is not a simple cleaning job, but that they protect people's health with their cleaning (Berg et al., 2008; Dalgıç & Türkoğlu, 2018).

When the concept is evaluated within the framework of the 'job demands-resources model' (JD-R), it explains the physical, social and organizational characteristics that require continuous physical and cognitive effort for the job demands to occur and are therefore

associated with physiological and psychological costs; job resources indicate job characteristics that facilitate the achievement of goals, reduce job demands related to physiological and psychological costs, and increase personal development. In line with the model, job crafting behaviors increase employees' job resources, minimizing job demands and balancing job demands with resources (Kerse, 2017). Therefore, job crafting plays an active role in overcoming the stress arising from the work of the employee (Niessen et al. 2016). As can be seen in the studies on the concept, it reveals that informing and answering questions within the organization, authorizing employees to do different jobs, make positive changes in their careers, positively affect motivation, productivity, and efficiency, but reduce the feeling of burnout (Knight et al., 2020; Oprea and Iliescu, 2015). Zito et al. (2019) and Dee Beer et al. (2016) state in their study that being autonomous while working affects job satisfaction positively and reduces work-family conflict. In studies by Thomas et al. (2020), Bakker (2014); Mudrak et al. (2018); Vignoli, Muschalla, and Mariani (2017), providing organizational resources to meet the job demands of the employees enabled the staff to exhibit a more proactive behavior and increase their level of commitment to the organization. In addition, according to the job demands-resource utilization model, it is stated that job crafting has positive effects on job performance and work commitment and negatively affects the idea of quitting the job (Baker et al., 2020; Bakker and Demerouti, 2014; Tims et al., 2012; Dalgıç & Türkoğlu, 2018). It was determined that failure to meet job demands causes adversities that would affect organizational success, such as work fatigue and cynicism (LePine et al., 2005), burnout and low performance (Tadic et al. 2015), and boredom (Kerse, 2019) to arise in employees.

As can be seen in studies conducted, answering the demands of the employees and providing resources to meet those demands to contribute to the organizational success positively affect the employees; otherwise, it causes negativities. In line with these results, the following hypothesis can be formed;

H₁: Problems experienced in the process of working from home have a negative impact on job crafting.

4. WORK-FAMILY CONFLICT

The difficulty in balancing work and family responsibilities and two-way demands has brought up a major problem for employees. In the literature in the field of organizational behavior, this problem has been stated as work-family conflict.

Work-family conflict is the incompatibility of the roles assumed at work and the family due to intense work performance, and the difficulty of the person's ability to fulfill their family responsibilities due to the responsibilities at work. It is the process of role conflict that causes a decrease in the level of productivity and quality in family relationships due to the busy work schedule (Greenhaus & Beutell, 1985; Kexian et al., 2020; Zhang et al., 2012; Xu et al., 2020; Mumuvd., 2020). The main reason for this conflict of roles stems from the inability of the person to demonstrate the skills and performance to provide sufficient balance in meeting the demands arising from work or family (Zhou et al. 2020; Zhou Z, et al., 2020). The fact that an individual has more than one role, such as a spouse, mother/father, at the same time is effective in experiencing the conflict. One of the roles of the individual between work and family life is more prominent than the other disrupts the balance between work and family life. An imbalance in roles between work and family life can cause conflict in two ways (Frone et al., 1992; Akca, 2020).

When the literature on the subject is examined, work-family conflict can take place in three different ways: time-based, tension-based, and behavior-based (Greenhaus & Beutell, 1985; Carlson et al., 2000). Time-based conflict occurs when the individual spends much more time in one of the work or family roles than in the other and when this situation prevents the fulfillment of the requirements of the role allocated little time. Tension-based conflict is a conflict that occurs because symptoms such as tension, stress, anxiety, nervousness, depression, and fatigue experienced in one of the work or family roles cause tension in the psychological state of the individual and limit the ability to fulfill the demand in the other role (Parasuraman & Simmers, 2001; Xia et al., 2018). Finally, behavior-based conflict occurs when there is a discrepancy between the behavior displayed in one role and the behavior displayed / to be displayed in the other role (Akca, 2020).

When studies on work-family conflict are examined, it is seen that individuals experience feelings of psychological disconnection if the balance in their roles within the work or family is not ensured. Events experienced in organizations due to both the passivity of leaders and organizational policies cause psychological disengagements in employees. These disengagements indirectly affect work outcomes and personal behaviors (Allen et al., 2000) and work-family conflict (Zhou et al., 2020b; 2020a; Dettmers, 2017; Demsky et al., 2014). The stress that occurs with the prolonged process of work-family conflict causes physical and psychological health problems in employees. Employees whose life satisfaction has decreased due to tensions and deterioration of relationships within the family (Schieman et al., 2021;

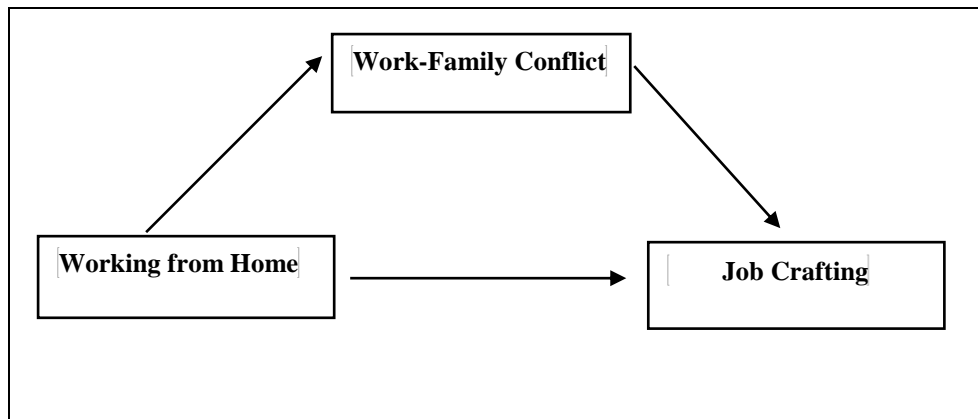
Ajala, 2017; Kexian et al., 2020) and insufficient social support can blame the organization. Subsequently, their commitment to the organization, their motivation, productivity, and performance may decrease, causing job dissatisfaction (Johns et al., 2007; Zainal et al., 2020; Wijayati et al., 2020; Acar & Gökkaya, 2018; De Clercq et al, 2020). Also, to end the conflict, employees get the idea of quitting their jobs, their organizational commitment decreases, they draw away from the organization, they may tend to undesirable behaviors such as burnout, job alienation, job dissatisfaction (Allen et al., 2000; Amstad et al., 2011; Masuda et al., 2012; Aboobaker, 2017; Zhou et al., 2020b; Akca, 2020). On the other hand, it has been observed that it significantly reduces work-family conflicts among employees in organizations where work peace is achieved and social activities are organized (Xu et al., 2020), it increases job crafting, job satisfaction, and performance (Ru Hsu, 2011; Wang et al., 2019), and that cordial feelings in the workplace become stronger. The high level of political work skills and job skills of the employee reduces work-family conflict and positively affects employee performance (Karabetyan, 2020; Zhang et al., 2020).

H₂: Problems experienced in the process of working from home have a positive effect on work-family conflict.

The process of working from home, which has started to be implemented in many public and private sectors with the COVID-19 process, has different effects on employees since it is a new practice. This level of influence can lead to work-family conflict by causing differences, especially in the formal/informal habits the employees have in their workplaces, in their working styles, in the roles they undertake. This study, which is approached with this idea, it is aimed to reveal how much competence employees have in their ability to work while working remotely and to reveal whether the work-family conflict has any role in this. Based on this, the following hypothesis can be formed.

H₃: Work-family conflict has an intermediary role in the effect of problems experienced in the process of working from home on job crafting.

Depending on the literature research and the theoretical framework formed, the model of the study will be as follows.

Figure 1. Model of the Study

5. RESEARCH METHOD

In the research method section, it is the stage in which the subject of the research is transformed from abstract to concrete, that is, the operational process is realized. At this stage, the hypotheses determined to explain the problem of the research will be tested and it will be explained how the necessary solution proposals will be analyzed and decided, so the variables, conceptual model, population, sample, data collection tools, data collection method and analysis method of the research will be discussed in this section.

6. PRELIMINARY ACCEPTANCE AND LIMITATIONS OF THE STUDY

The scales used in the study have the necessary qualifications to explain the factors subject to the analysis. Reliability and validity analyses were also performed in this study on scales that showed high reliability and validity in previous studies. As a result of these analyses, it was determined that the reliability of the measurement tools used is quite high. For this reason, it is assumed that our survey reflects the current situation regarding work-at-home problems, work-family conflict, and job crafting.

Our research was applied to the employees working in a call center of the private sector operating in turkey. Therefore, the findings are limited to the data obtained through this group. At the same time, the cross-sectional nature of the study and the existence of changing conditions cause some limitations in the evaluation of the findings in the research.

Since there is a human element at the basis of the research and it includes evaluations about the behavior of employees, the general limitations specific to research in social sciences are also valid for this research, and the reliability of the findings is limited by the characteristics of the survey technique used in the evaluation of the employees and the data collection.

The sample for this study comprised full-time employees who were drawn from a call center located in Turkey. We contacted the managers of the call center to explain the purpose and to request their consent for their employees' voluntary participation. The total number of employees in this call center was 450. Participants were 262 volunteers from the call center who agreed to participate in the study. Participants were contacted by a researcher who invited them to complete the research questionnaires. Participation was voluntary. We offered no incentives for participating. A total of 262 questionnaires were distributed, of which 254 were returned, thereby yielding a response rate of 96.9%. After eliminating 4 questionnaires with missing data, total of 250 valid questionnaires were included in the analysis for the study. Of the 250 employees, 50,4 % were men and 49,6% were women, and 8,8 % of them were high school graduates, 91,2% were college graduates and graduate-level education. The age of the participants ranged from 18 to 55 years. Regarding the term of tenure, it is seen that a large percentage of the participants (54.8%) have worked for 1-5 years in the same organization

6.1. Measurement Tool

Since the research and measuring method based on numerical (quantitative) data was adopted, the study's data collection was done by the survey technique. At the beginning of the survey form, there are six questions prepared to determine the individual characteristics of the employees such as gender, marital status, age, education level, working time, and monthly income. In the first section of the questionnaire the, "scale of problems experienced in working from home" consisting of 14 items used in a qualitative study by Tuna & Türkmendağ (2020) to determine the problems related to working from home was used (Tuna and Türkmendağ, 2020). In the second section, "work-family conflict scale" consisting of 5 questions was used to determine the work-family conflicts of the employees (Netemeyer et al., 1996). In the last section of the questionnaire, there is a "job crafting" scale consisting of 15 items developed by Slemp and Vella-Brodrick in 2013 and validated in Turkish by Kerse (2017) In all measurements, a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) were used

Validity of the Measures

As a result of the reliability analysis of the scale of working from home issues, work-family conflict, and work crafting, it was determined that the Cronbach alpha coefficient of the working from home problems scale was 0,889, the Cronbach alpha coefficient of the work-family conflict scale was 0,894, and the Cronbach alpha coefficient of the work crafting scale

was, 930. In addition, it was determined that the total score correlation for any item was not lower than 30, which is taken as the cut-off point. Therefore, no item was removed from the scale.

As a result of the exploratory factor analysis, we applied to the scale of working from home problems in our study, it was seen that the factor load of any item in the 14-item scale was not below 0,40. However, item 3 was not included in the analysis because of the overlapping problem. Accordingly, 13 items were found to be loaded on three factors (Psychological and Physical-Working Conditions-Workload). KMO (Kaise-Meyer-Olkin Measure of Sampling Adequacy) (0.882) was used to determine whether the data structure formed by the variables obtained from the sample through the scales was sufficient for factor analysis, and Barlett's test of sphericity (1415.585; $p < .000$) was used to test whether the relationships of the variables in the correlation matrix were sufficient to perform factor analysis (a significant result of this test ($p > 0,05$) indicates that the relationship between the variables is significant for factor analysis).

Confirmatory factor analysis was also applied to the variable to test the appropriateness of the structure that emerged from the exploratory factor analysis conducted on the variable of working from home. It was observed that if the model is modified between EÇ13 and EÇ14, the chi-square value and fit values will increase. The values of fit indices related to the model seem to be in the accepted value range (CMIN / DF = 2.449; GFI = .919; CFI = .935; TLI = .917; RMR = .068; RMSEA = .076).

In the exploratory factor analysis conducted for the work-family conflict scale, which is one of the variables in the study, it was observed that none of the items of the scale consisting of 5 statements were overlapping and the factor loading values of the scale were above 0.40. In addition, it was determined that the KMO value indicating the suitability of the research data for factor analysis was 0.829 and the Barlett's sphericity degree indicating that the data could form meaningful factors was sufficient (768.463; $p < .000$).

Confirmatory factor analysis was also applied to the work-family conflict variable in order to test the appropriateness of the structure revealed by the exploratory factor analysis. It was observed that if IA5 was removed from the model and a modification was done between IA4 and IA1, the chi-square value and the fit values would increase. It is seen that the fit indices values for the model (CMIN/DF=.214; GFI=.999; CFI=1.000; TLI=.999; RMR=.006; RMSEA=.000) are among the accepted range values.

In the exploratory factor analysis conducted for the job crafting scale, which is one of the other variables in the study, it was observed that none of the items of the scale consisting of 15 statements were overlapping and the factor loading values of the scale were above 0.40. In addition, it was determined that the KMO value indicating the suitability of the research data for factor analysis was 0.916 and the Barlet's sphericity degree indicating that the data could form meaningful factors was sufficient (2344.612; $p < .000$).

Confirmatory factor analysis was also applied to the job crafting scale variable in order to test the appropriateness of the structure revealed by the exploratory factor analysis. It was observed that if a modification was done between Ev13 and Ev14 in the model, the chi-square value and fit values would increase. It was seen that the fit indices values for the model (CMIN / DF = 1.961; GFI = .962; CFI = .983; TLI = .974; RMR = .026; RMSEA = .062) were among the accepted range values.

Testing of Hypotheses

First, correlation analysis was used to test the hypotheses that form the basis of our research and to determine what kind of a relationship there is between working from home problems, work-family conflict, and job crafting. The results regarding the correlation analysis are presented in Table 6. According to the table, it is seen that there is a significant relationship between working from home problems and work-family conflict ($r = .650^{**}$) and job crafting ($r = .415^{**}$). It is seen that there is also a significant relationship between work-family conflict and job crafting ($r = .357^{**}$). The relationships are positive, and the strength of the relationship is significant at the level of 99%.

Table 1. Relationship Between Variables

Factor	1	2	3
1- Working from Home Problems	1		
2- Work-Family Conflict	,650**	1	
3- Job Crafting	,415**	,357**	1

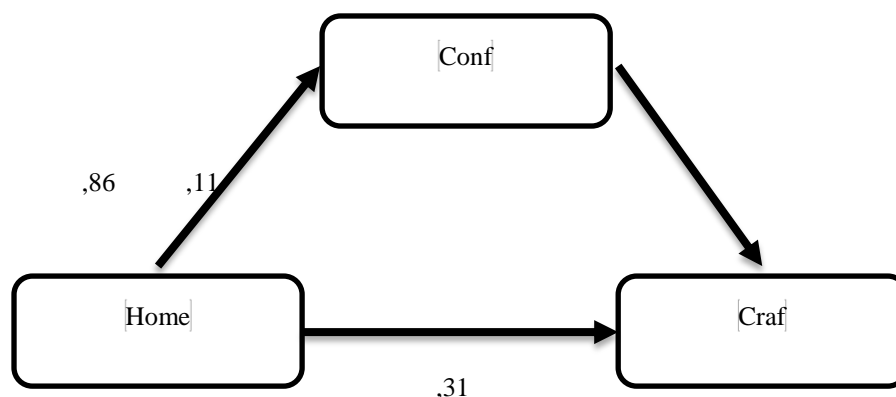
Structural equation model was used to determine the level of statistical significance between the variables in the study and AMOS programme was used. Thus, the validity of the model, the level of influence and relationship between the variables, and the goodness of fit statistics were discussed within the framework of the stated hypotheses.

In order to measure the effect of the mediating variable of work-family conflict, firstly, the mediating variable was removed from the model and the extent to which the independent

variable explains the dependent variable was tested. According to the model result, it has been revealed that working from home problems have a 41.0% effect on job crafting. The extent to which working from home problems affect the level of work-family conflict in our study is presented in figure 2. According to the model result, it has been revealed that working from home problems have a 86 % effect on work-family conflict.

In the basic model of the study, working from home problems were considered as exogenous variables, and latent variables such as work-family conflict and job crafting were considered as endogenous variables. Work-family conflict was added to the model as a mediating variable. The maximum likelihood estimation method was used in our study. Because this method is accepted as a suitable method for situations where the data show statistically normal distribution. When the fit index values of the model are examined, it is seen that the values (CMIN / DF = 2.194; GFI =, 841; CFI =, 905; TLI =, 992; RMSEA =, 069) are within acceptable ranges. According to the model results, while the effect of working from home problems on job crafting is 41.0% when work-family conflict is not considered as a mediating variable, it decreases to 31 % when work-family conflict is used as a mediating variable. This result shows that work-family conflict has a partial mediating role in the effect of home-working problems on job crafting. In other words, the process of working from home is effective in the job crafting of employees, and with the involvement of the work-family conflict this effect becomes even stronger and increases the job crafting even more. In the model also, if the work-family conflict is used as a mediating variable, it is seen that job crafting is affected.

Figure 2. Displaying Standardized Estimation Results on the Model



7. CONCLUSION

This study aimed to determine whether the remote working system, which is a new application in many countries due to the pandemic, caused any change in work-family-life

situations and to measure the ability levels of people to solve problems, make decisions, and take responsibility in this change.

In the study, correlation analysis was performed primarily to determine the relationship between variables. As a result of the analysis, it is seen that there is a positive and significant relationship between employees working from home and work-family conflict ($r = 650^{**}$). This result is similar to the previous results in the literature (Kexian et al., 2020; Zhang et al., 2012; Xu et al., 2020; Mumu et al., 2020). Also, in the modeling made to determine the effect level between variables, it is seen that working from home is effective in experiencing work-family conflict by the rate of 86 %. This result reveals that employees doing their work at home causes work-family conflict. Especially the number of married ones being high is one of the factors that trigger this process. It can be said that there is discrimination in the duties assigned to women and men in the process of gender (women have more responsibility in housework), and the disruptions in our society, especially in the roles assigned to women, due to work, cause this process to be experienced. These problems may emerge more, especially in individuals who cannot show success and performance that can provide the balance element in meeting the demands for work or family (Zhou et al. 2020; Zhou Z, et al., 2020; Akca, 2020). This situation leads to family problems and deterioration of relationships (Kexian et al., 2020; Mary and Ramesh, 2020), and it may cause loss of work efficiency, motivation and performance (Zainal et al., 2020; Wijayati et al., 2020; Acar & Gökçaya, 2018; De Clercq et al, 2020). These problems can even lead to the idea of quitting the job in the individual.

On the other hand, positive results can be obtained in contrast to the above-mentioned problems in innovative and entrepreneurial individuals who manage this process successfully and have the ability to form an effective balance. As a matter of fact, job satisfaction and performance may increase even more in employees who produce solutions for work-family conflict problems that arise from both role conflict and other factors ($r = 415^{**}$) (Oprea & Iliescu, 2015; Zito et al. 2019; Wang et al., 2019). The ability to use the creative features of the individual, especially in order to spend more time with family members, the adequacy of the wage received, the ability to have the initiative to form this balance in the best way, reduces the work-family conflict, stress, and burnout of the employee (Baker et al., 2020; Niessen et al. 2016; Knight et al, 2020; Dalgıç & Türkoğlu, 2018; Karadeniz et al.,2018; Karabetyan, 2020; Zhang et al., 2020); as the managers provide this opportunity, it enables a more favorable opinion to be forming towards the organization (Xu et al., 2020).

The Sobel test was used in the analysis to determine the mediating role of work-family conflict between the remote working system, which is the main element of the study, and job crafting. According to the model results, while the effect of working from home problems on job crafting is 41.0% when work-family conflict is not considered as a mediating variable, it decreases to 31% when work-family conflict is used as a mediating variable. With this result, the work-family conflict has a partial mediating role in the effect of remote working problems on job crafting. As stated in the literature, it is seen that employees who have the ability to assume responsibility show the ability to easily fulfill the responsibilities they have burdened away from the workplace, management, and teammates, especially during the pandemic process while working remotely. Such employees have developed self-feelings, allowing them to complete all roles they undertake successfully by exhibiting creativity and innovative behavior. This result is actually something to be expected. Indeed, these results are similar to the studies conducted by Pijpker et al., 2022; Ingusci et al., 2021; Cornelisse et al., 2021; Kılıçaslan-Gökoğlu and Genç, 2023; Vara-Horna and Espinosa-Domínguez, 2023; Liu et al., 2021; Nagarajan et al., 2022; Seinwtsche et al., 2023, Turhan & Demirbilek, 2022; Karlankuş & Eser 2023. In the analysis of difference in the study, it is seen that those with a high level of education have higher perception levels of the problems and that their rate of developing job skills are higher compared to other employees. The fact that the sector in which the study is applied (banking activities) is suitable for working remotely and the training and work experience of the employees can also enable skill development in this context.

Due to the coronavirus, many changes have occurred in the normal working and life process and continue to be experienced. In this study, the problems faced by employees in the process of fulfilling the different roles that they have undertaken with the remote working that has come into our lives recently with the Covid-19 process and their skills of developing solutions for these problems were investigated. When the results obtained were evaluated, it was determined that the roles of the employees regarding their work and family lives were interrelated. The application of the remote working process, which is a new application in many countries and sectors, has brought significant problems both for employees and organizations. Elimination of these problems is the main element that will affect organizational success. Thus, organization managers should provide the necessary support to their employees to prevent the loss of morale and motivation in this adverse process created by the pandemic, and they should enable them to strengthen and bring their skills to the forefront by taking initiative.

It is a limitation that the study was conducted only for bank employees working in Kars city and district centres. We believe using other variables regarding this matter in future studies (spouses with double careers, workload situations of the employees, workaholicism, work-life integration, etc.) and larger organizations will contribute to the literature.

Ethics committee approval for the research was obtained from Atatürk University Social and Human Sciences Ethics Committee. Ethics committee approval certificate is presented in addition to the study. The authors also declare that the study was prepared in accordance with the Ethical Principles and Publication Policy. All authors participated in this study individually and equally, and there is no conflict of interest between the authors.

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