

BUSINESS & ORGANIZATIONAL SUPPORTIVE ENVIRONMENT WITH INDIVIDUAL PSYCHOLOGY AND EMPLOYEES' PERFORMANCE IN REMOTE WORKING ENVIRONMENT: THE MODERATING EFFECT OF LEVEL OF RIGIDITY

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ABSTRACT

Purpose – This paper purports to examine and observe the inter-relationship between employees' performance and other dimensions (organizational & family supportive environment and individual psychological traits) in the moderating context of tele-working conditions at global level. It studied each dimension separately with the rigid policies of an organization.

Design/methodology/approach – In total, 20 remote workers participated in the study who contributed to a semi-structured interview independently and completed that with their recommendations and suggestions. Purposive sampling is used in the study with the help of online surveying methods through mail or phone. A conceptual research model is also figured out. Atkinson's Flexible-Firm Model is drawn upon in the study.

Findings – Rigidity or flexibility has its own impact towards the organization as well as the workforce. The results indicated a positive relationship of organizational and family supportive environment with the performance of the employees and a negative relationship of individual psychological traits with the performance of employees in tele-working conditions where the associated relationship is moderated by the level of rigidity in an organization and family as well.

Research implications / limitations– The findings highlighted the paramount importance of supportive environment in organization and family in tele-working conditions and gave a contribution to the little knowledge of organizational and family support and psychology level of an individual which influences the performance of the employees in tele-work environment of an organization.

Practical implications – The results & conclusions provide the fundamental evidence for the existence of a relationship as the flexibility in business and organizational environmental aspects raises their extent, the performance of employees also increases amongst all the tele-workers while when the rigid psychology of an individual raises, the performance of an employee declines. Henceforth, the level of rigidity, whether in an organization or in family, has its own significance which moderately affects the performance of an employee. Along with it, individual psychological traits also play the key role when challenged with the rigidity of an organization and family.

Originality/ value – The study presents the unique contribution in the existing literature of human resource in this emerging era. Firstly, the study shows the rigid tele-working conditions prevailing in the organizations. Secondly, the study exhibits that the level of rigidity which moderates the relationship between business & family supportive environment and individual psychology and employees' performance.

Keywords: Organizational Supportive Environment, Family Supportive Environment, Psychological Traits, Level of Rigidity, Remote Work.

INTRODUCTION

The environment is the biggest influencer of a business. A business can't operate on its own, it also must interact with the environment which includes customers, competitors, suppliers, government, social, political, technological and legal factors. Along with it, the internal environment also plays a key role in an organization. An internal learning environment tries to observe corporation, work outcome and professionalism as well as provides physical, mental and emotional help and encouragement. This environment includes organization culture, mission & objectives, management structure and nature and human resources (Hans, 2018). The existing literature does not provide any information regarding its positivity for its employees and its impact.

Individual and Environmental Issues

Organizational Supportive Environment

A Positive business environment is very important for the employees to perform well. If internal environmental practices and policies will have the flexibility (i.e., less rigidity), the employees would perform better as compared to those organizations which are more rigid. Henceforth, a positive relationship exists between the organizational support and employees' performance. Organizational support is the substantial variance for employee commitment and retention. It is the major attribute for employee branding. Organizational culture also affects crisis management practices proportionately (Abo Murad et al. 2019). Therefore, it is hypothesized:

H₁: The level of Rigidity moderates the relationship between organizational support and employees' performance in such a sense that the relationship is highly positive in more rigid companies than in less rigid companies

Individual Psychological Traits

Psychological inflexibility is a set of rigidity and non-adaptiveness towards challenging experiences that serves to increase stress (Daks et al. 2020). In contrast, bolstering psychological flexibility works for reducing work related stress (Wersebe, et al. 2018). The mental rigidity and intolerance of ambiguity has a direct association with hostility and cognitive flexibility with tolerance and acceptance. Therefore, we hypothesized:

H₂: The level of Rigidity moderates the relationship between individual psychology and employees' performance in such a sense that the relationship is highly negative in more rigid companies than in less rigid companies.

Family Supportive Environment

Family-friendly work arrangement plays a key role in remote work when we relate it with housework and care intensity (Shirmohammadi et al., 2022). Along with it, family financial and moral support has a positive and significant relationship with firm performance as well (Welsh et

al. 2017). But the existing literature is limited when we relate these aspects with the rigid organizations which moderates the relationship between family support and employee's performance such that the relationship is positive in less rigid organizations as compared to more rigid organizations.

Therefore, we hypothesized:

H₃. The level of Rigidity moderates the relationship between family supportive environment and employees' performance in such a sense that the relationship is highly positive in less rigid companies than in more rigid companies.

The study design is outlined in Figure 1.

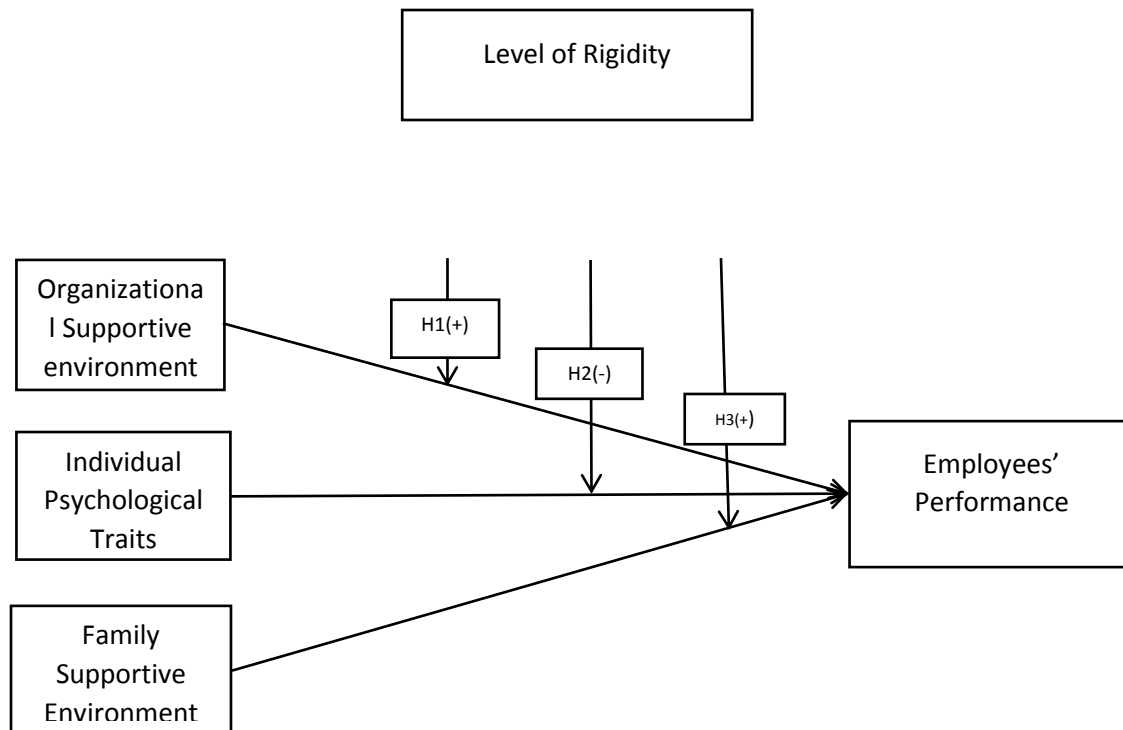
METHOD

Research Design

DEPENDENT VARIABLE (Employees' Performance)– Employees' Performance has been studied and reviewed in various areas beyond several streams for years with an aim of understanding the concepts, resources and behaviors which affects the performance positively (Bono and Judge, 2003; Piccolo and Colquitt, 2006). The degree to which the level of productivity of an individual employee meets the firms' performance standards comes under employees' performance (Thompson, 2005).

Independent Variable (Business Supportive Environment, Individual Psychological Traits and Family Supportive Environment) –It is argued that the psychological status of each commitment varies from employee to employee (Chen and Franceso, 2003). Positive psychology emphasizes on employees' 'positive individuals' traits such as optimism, well-being and personal strength and analyses their major impact on employees' productivity as well. Social Support contributes a lot in remote working environment which improves work life balance as well. Family support (Moral and Financial) plays important role and has positive relationship with the firm performance (Welsh et al. 2018).

Moderating Variable (Level of Rigidity) –An organizational structure plays an important role for the employees and their performance. An organizational inflexible culture is considered as one of the major organizational barrier to digital transformation (Gupta, 2018). The rigid policies of an organization hinders the performance of the workforce at a certain level regarding which limited study is available.



**FIGURE 1
PROPOSED MODEL**

Sampling Procedure with participants

A combination of maximum variance and snowball sampling was properly used in the study. Some of the organizations that comes under remote working environment i.e., Charge bee etc. still are involved in the sampling and studying. Respondents were taken from them.

**Table 1
SUMMARIZES THE RESPONDENTS 'GENERAL DEMOGRAPHIC PROFILE**

Participants	Age	Occupation	Type of Employment
1	28	Financial Advisor	Part-time
2	30	Administrator	Full-time
3	32	Business Handler	Full-time
4	31	Customer Service Provider	Part-time
5	30	Data Processor	Part-time
6	24	Team Developer	Part-time
7	30	System Developer	Full-time
8	28	Informatory Advisor	Part-time
9	33	Programmer	Full-time
10	29	Senior Manager	Part-time
11	36	Administrative Staff	Full-time
12	37	Senior Consultant	Part-time
13	40	Financial Advisor	Full-time
14	38	Team Head	Part-time
15	36	Software Engineer	Full-time
16	39	Technical Manager	Part-time

17	31	Team leader	Full-time
18	28	Back-office Agent	Full-time
19	33	Architect	Part-time
20	27	Budget Engineers	Full-time

RESEARCH METHODOLOGY

To maintain harmony, the author of study connected with the respondents electronically. An in-depth interview was held individually with the respondents. A prior information regarding this was communicated electrically so that they should be aware about the process. All the respondents consented and signed the given forms to have their responses to be recorded. They were constantly encouraged to express their views over there perspectives as well. Gradually, the interviews continued for a short duration with a positive intention, also when nothing was remained out to share more.

Data Collection and Analysis

The respondents completed their semi-structured interview with their opinions on the supporting business environment while considering the rigidity level of an organization. Moreover, the respondents were also asked for their recommendations and suggestions for further improvement. Basically, they responded to the following aspects of framework:

1. The respondents' opinions regarding business environment.
2. The duration of time given by them to the organization.
3. Their attitude towards the rigidity or pragmatism of that organization and how it is affecting their performance.
4. Their recommendations or suggestions for its further improvement in remote working environment.
5. Any other information that can contribute to the study.

Interview lasted for 45 minutes on average which provides an additional advantage of qualitative study for deeper understanding of the research topic and built trust with the interviewees. The template analysis procedure is used for the analysis which comprises of some steps. The steps involved in the analysis are as follows: 1. Familiarization with the accounts which have to be analyzed; 2. Preliminary coding of the data; 3. Organization of themes emerging out which gives meaning; 4. Definition of an initial coding template; 5. Application of that initial coding template and then modification; and 6. Finalization of template for its proper application. The themes emerged from the analysis where participants reported the following opinions (Table 1). We provide evidence for each of these themes.

Limitations and Future Research Areas

A potential limitation of this research is that it did not give the areas of flexibility and only focused on rigidity. Another possible limitation in relation with methodological part is lack of quantitative data analysis. Adding other factors to the model associated with flexibility aspects may improve the predictive power of the model. In future, more research can be done on those factors which can improve the employees' performance. A balanced approach maintenance can be studied further for the welfare of organization as well as of the employees. Forthcoming research should assess the effect of flexible policies

CONCLUSION

Rigidity is such a management approach which is concerned with an idea i.e. ‘ride out the storm’. Basically, the present study offered extended proposition of previous research which consists the support and psychological levels in relation with the employees’ performance when moderated by the rigid environment of the organizations. This study moves a step further and demonstrates the importance of organizational and family support along with positive psychology of an individual to survive peacefully and face challenges positively in an organization where the culture is full of rigid policies, framework, hierarchy, changes etc. In sum up, the present research contributes to the existing literature by exhibiting the relationship between environment and psychology with the employees’ performance. In concluding notes, it is believed that this research provides the worthy findings that shows its own significance in the area of human resource literature which is associated with the employee’s performance level in an organization especially in remote working conditions.

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