

# The nexus of work-life balance, commuting, employee in-role performance and well-being: Exploring the moderating role of Resilience in the Middle East context in Saudi Arabia

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## Abstract

Work place commuting time is unavoidable in today's fast paced organizations. Except active commuting it is always associated with adverse consequences. This study uses the conservation of resource theory to examine commuting implication for employees' in-role performance and well-being. The results generally support the notion of the COR theory regarding resource depletion due to long commuting will negatively impact employees work life balance, which in turn adversely impact job performance and psychological well-being. These relationships are also expected to be moderated by individual personal resource—resilience that enable individual to cope with adversity and maintain better psychological well-being. Data from the employees' service and non-service firms in Saudi Arabia show that commuting time negatively impact in-role performance and well-being. Results also indicate that, work-life balance mediates this relationship and finally, resilience was found to mitigate the impact of commuting time on both employee in-role performance and well-being. Policy implication and future research direction of this research is discussed.

**Key words:** Commuting, Work-life balance, In-role performance, Psychological well-being, Resilience

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## 1. Introduction

Commuting requires a significant amount of our valuable time, which individuals spend traveling long distances to and from work. It is an inevitable element in many people lives, and it is always related with poor work outcomes. It has a psychological cost, and the individual accepts that they will be compensated either intrinsically or financially by their organization (Stutzer & Frey, 2008). Other study reports poor mental health issues due to long commuting (Feng & Boyle, 2014). Since the topic has sparked great study interest in exploring the negative implications of everyday commutes, little effort has been made to investigate coping mechanisms in the relationship between long-term commutes and behavioral outcomes. Commuting becomes increasingly stressful for workers, especially during peak hours due to traffic congestion, particularly in fast growing areas. As organizations strive to create a positive and supportive work culture, it is essential to understand the factors that influence employee well-being and in-role performance (Rasool et al., 2021). It was noted that long commutes increased individual stress, fatigue, and reduced employees' well-being (Tanpipat et al., 2021). As individual spent significant amount of time on the daily commuting, which obviously impacts their personal lives as well as their mental and physical health, preventive strategies are relatively thin in the existing literature (Emre & De Spiegeleare, 2021).

Researchers consistently agree that long-term commutes to and from work have a significant negative impact on subjective well-being (Stutzer & Frey, 2008); however, more research is needed to investigate its short- and long-term consequences in terms of counterproductive and dissatisfaction (Emre & De Spiegeleare, 2021). In addition, Nevertheless, until the previous decade, there was a notable lack of emphasis on investigating the effects of the daily commute on the welfare and equilibrium between work and personal life of employees. As discuss earlier, long commutes increased individual stress, fatigue, and leads poor well-being (Tanpipat et al., 2021). In the Middle East context like Saudi Arabia, where commute stress and cultural variables might compound these issues, it is critical to investigate the potential moderating impacts of individual differences such as 'resilience' on employee performance and well-being. Understanding how these factors can give employers with useful insights on how to help their employees achieve a balanced work-life balance despite the commuting

challenges. Furthermore, firms want to build a healthy and supportive work culture, thus understanding the aspects that influence employee well-being and job performance is crucial (Rasool et al., 2021).

The majority of research in the western setting focused on the health difficulties of commuters as a result of road traffic delays, whereas Asian countries, particularly those in the Middle East, lag behind. For instance, in Norway, commuters reports poor subjective health among railway employees (Urhonen et al., 2016). In United Kingdom, longitudinal study reports commuters' complaints in terms of poor subjective health condition, health dissatisfaction, poor sleep quality, and obesity issues (Künn-Nelen, 2016). Because commuting studies deal with traveling to and from work, most of the research is conducted in transportation and environmental studies (Cervero & Radisch, 1996; Dill & Carr, 2003), associated risk of commuting with psychological well-being among health researchers (Hamer & Chida, 2009; Martin et al., 2014), and some recent research also found in economic literature (Van Ommeren & Fosgerau, 2009). However, little effort has been made in management and organizational perspectives (Emre & De Spiegeleare, 2021), and there is minimal evidence in the individual differences perspective. Therefore, to address the future research avenues for intervention mechanism, understanding employees' resilience level is critical to moderate the negative outcomes of commuting.

The aim of this study is to explore the relationship between commuting time employee behavioral outcomes. Commuting time not only require individual physical resource but also cognitive resources due to long traffic congestion and other form of traveling such as different vehicle and station changes (Emre & De Spiegeleare, 2021). The research therefore expects that long commuting will negatively impact individual performance and well-being. Moreover, such daily commute and individual exposur to stressful condition and fatigue is also expected to impact employees' work-life equilibrium. The study provides insights regarding how work-life balance mediates the commuting and employee's behavioral outcomes. In addition, the study offer individual differences 'resilience' as a coping mechanism to influence the detrimental impact of commuting on employee behavior. Among other individual differences factors resilience is particularly relevant, because individual with high resilience have the ability to cope with work place stressful environment. Conservation of resource theory (COR) supports our argument regarding the above stated relationship. COR guides us regarding how individual value to safeguard its mental and physical resource. Resilience is viewed as psychological capital of the individual that influence their cognition, emotions and behavioral responses to stress (Badu et al., 2020; Delgado et al., 2017). Individuals, according to COR theory, strive to obtain, maintain, and safeguard resources like physical and psychological well-being. Therefore, this study offers various strategies to policy makers regarding how to boost employee's resilience level at the work place in order to safeguard employee's psychological resource to enhance work life balance, job performance and well-being.

The model of the study is analyzed using data collected from the various service and non-service organizations of Saudi Arabia and it provides numerous contributions to exiting literature. The study provides various negative consequences of commuting time. First, using a broader sample size of employee commuting time and its behavioral outcomes from various organizations to test the hypothesis contribute to existing body of literature. Second, the study uses two well-known theoretical mechanisms to produce diverse unfavorable outcomes of commuting that are explained theoretically. Third, the study provides insights about the role of work-life balance and individual resilience level as a mediator and moderator in the relationship between commuting and its impact on two important work place behavior i.e., employees in-role performance and well-being. This will help to ensure that workers have a better work-life balance to boost their workplace productivity, and if they are more demonstrated to have had resilience resources, this can counteract the negative impact of commuters' workplace behavior. The study has recommendation to introduce strategies to promote and better work life balance of employees working in the various Saudi organizations.

## **2. Theory and research hypothesis**

### **2.1. Conservation of Resource theory (COR)**

According to the conservation of resources (COR) theory (Hobfoll, 1989), individuals always try to obtain, keep, and defend their tangible and intangible resources. Individual may exposed to stress when their resources are threaten or unable to gain additional resources. These resources can be regarded as anything that has worth for the individual and aids the individual in achieving his or her goals (Halbesleben et al., 2014). As noted, researchers requested to offer new avenues and outcome variables in the work-family area of research (Frone et al., 1992). The COR framework is used to provide theoretical guidance of understanding the commuting time and work-family literature. The theory guides regarding how commuting threaten individual resources personal and social, such as physical and psychological as well as social. In light of the COR theory, individual's stress

level is triggered when he perceives a threat of resource loss (Din et al., 2018; Grandey & Cropanzano, 1999). This suggests that long commuters spent most of the time in travelling due to pick hour traffic congestion or sometime vehicle change for their final destinations. This obviously interferes with their family life, resulting in a work-facility conflict situation impact their performance and well-Being.

## **2.2. Commuting time**

Commuting greatly impacts a person's ability to balance their job and personal lives since it takes up important time and energy that could be spent on personal or familial activities. As reported long commuters face serious issues of stress, fatigues, and diminish psychological well-being (Tanpipat et al., 2021). Active commuters who used active transportation such as cycling and walking to their offices have reported low BMI and decreased risk of adiposity and obesity (Larouche et al., 2016; Wanner et al., 2012). Given that, due to hard weather in Saudi Arabia, people more likely to utilized passive transportation, such as autos, which in turn causes well-being issues.

As mentioned earlier, Commuters spent more time and energy owing to traffic congestion, which can result in resource depletion and increased stress. They always have a shortage of time for rest, recreation, and family activities, which has promoted unbalanced work-life. Individual psychological and physical resource depletion spills over into the workplace, compromising job performance and psychological well-being (Emre & De Spiegeleare, 2021). We expect that commuting has adverse consequences on individual work-life balance, as it takes up valuable time and energy that could otherwise be employed for social and other personal family activities. Therefore, we posit that:

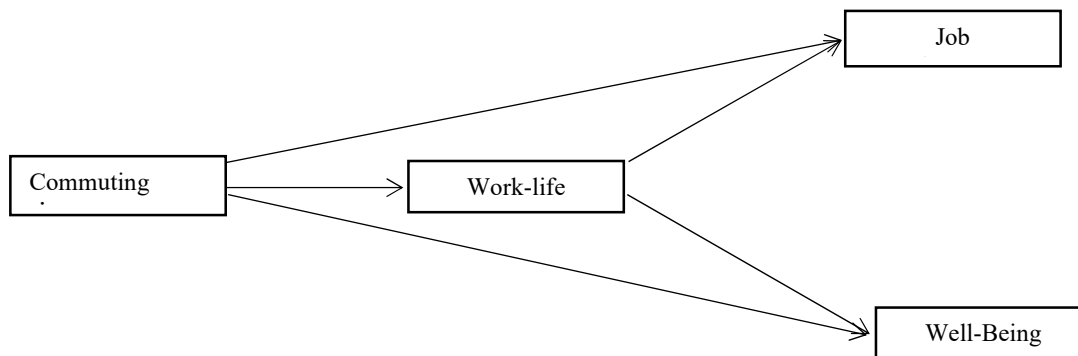
- H1: Long commuting negatively influence job performance.
- H2: Long commuting negatively influence employee's well-being.
- H3: long commuting negatively influence work-life balance.

## **2.3. Work life balance**

In today's fast-paced and demanding work place, the idea of work-life balance has become increasingly crucial (Guest, 2002). According to our understanding, until the last decade, little effort has been made to investigate the influence of commuting time on employee work-life balance and well-being (Emre & De Spiegeleare, 2021), and even very less on job performance. WLB has several negative consequences in individual work life. According to COR theory, when people experience unbalanced situations in their professional and personal lives, it undermines their energy level and psychological well-being. Furthermore, individuals experience stress when exposed to inter-role conflict since their resources are challenged due to balancing both work and family roles (Grandey & Cropanzano, 1999). If these resources are not maintained, they may become depleted, resulting in dissatisfaction, anxiety, or other forms of physical and psychological well-being (Greenhaus et al., 2003). Therefore, Work and family life balance can be viewed as the individual feelings in which he is equally involved and satisfied from work and familial role. This satisfaction is largely affected by the individual work and family related factors (Marks & MacDermid, 1996). As mentioned earlier, many observers offers different frameworks of work family balance and commuting stress in other fields like transportation management, however, the potential still exists when it comes to highlight this relationship and its behavioral outcomes in work related scenario among the employees. An earlier studies reports several predictors that contributes in the work-life balance satisfaction, such as the negative influence of long working hours on the work-life balance (Valcour, 2007) , however, they identified that time spent with children enhance the satisfaction level. Other job related factors, for instance task complexity, and work autonomy seem to influence the perceived work-life balance. Nevertheless, individual differences in the form of unique characteristics and traits such as mindfulness (Allen & Kiburz, 2012) also viewed as significant predictors (Duncan & Pettigrew, 2012). Hence, we posit the following hypotheses:

- H4: WLB will mediate the relationship between commuting time and job performance.
- H5: WLB will mediate the relationship between commuting time and Psychological well-being.

Figure 1: hypothetical Model 1 (H1 to H5)



#### 2.4. Resilience

A workplace is considered as the source of motivation for employees, when the organization engaged to create a positive and supportive work environment (Rasool et al., 2021). In the Middle East context, specifically in Saudi Arabia, where cultural factors and travelling time may play a significant role, examining the moderating role of individual differences like resilience is particularly relevant. Resilience is not only the individual capacity to deal with hardships, but also the ability of individual to thrive in the face of adversity (Caniëls et al., 2022). When individual confronting with challenges, employees who exhibit more resilience level develop a behavioral capacity to utilize his resources in order to constantly adopt and thrive (Keeman et al., 2017). Resilience exhibit the dynamic quality of positive coping in the face of considerable adversity (Jaiswal et al., 2022). The commuting time that individual mostly spent in travelling consume their quality time and energy that could otherwise be used for personal, social and family activities may trigger their stress, exhaustion, fatigue and reduced their well-being (Tanpipat et al., 2021). This interactive effect of commuting stress and cultural factors in Saudi Arabia may aggravate these challenges. Hence, exploring the potential moderating effects of resilience in the relation between commuting, job performance and well-being is crucial in the stated relationship. Understanding how these factors interact and contribute in better work-life balance providing valuable insights in commuting literature to overcome the challenges of commuting in individual differences perspective. By exploring the moderating role of resilience, we hope that it can provide valuable insights that guide organizational policies and practices in Saudi Arabia.

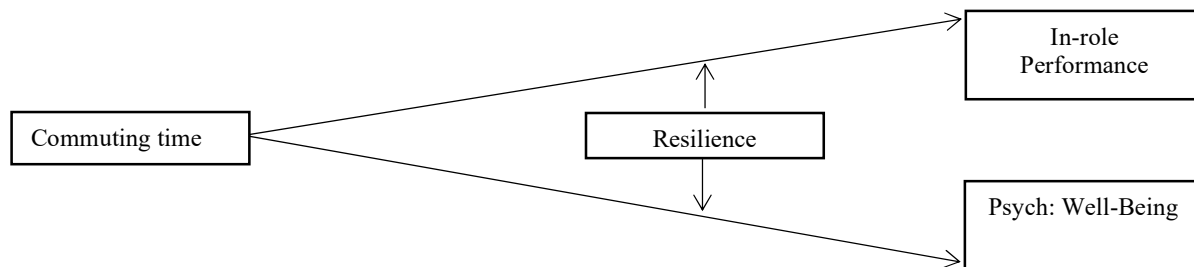
According to Lamb and Cogan (2016), resilience is the ability of a person to flourish in the face of adversity as well as their capability to adapt to it. The ideal way to conceptualize resilience is as a dynamic process of constructive coping during periods of severe hardship (Lamb & Cogan, 2016). When confronted with difficult situations, workers acquire the behavioral ability to obtain, combine, and apply the resources at hand in order to continuously adjust and thrive (Keeman et al., 2017). This suggests that employee resilience is a skill that can be acquired and that a supportive environment is needed. A significant crisis typically awakens an employee's capacity for adaptation and provides an environment in which they might demonstrate resilience toward progress. Hence we posit that:

H6: The relationship between commuting time and job performance is moderated by resilience such that, high individual resilience will mitigate the negative influence of commuting time on job performance.

H7: The relationship between commuting time and well-being is moderated by resilience such that, high resilience will mitigate the negative influence of commuting time on well-being.

In summary, COR theory framework guides a theoretical guide for comprehending the commuting and work-life balance literature. First it guides us regarding the specific hypothesis about the relationship between commuting and behavioral outcomes i.e., in-role performance and psychological well-being. Second, the theory allows for mediation hypothesis of work-life balance in the relationship between the above stated relationships. Last, the COR model incorporate the moderating effect of resilience on commuting and the behavioral outcomes.

**Figure 2: Hypothetical Model 2 (H6 & H7)**



## 2. Research methodology

### 2.5. Data collection procedure

Commuting is important in Saudi Arabia, as it is in many other nations, for an employee's work-life balance and general working behavior. Research has demonstrated that flexible working hours can improve work-life balance and employee satisfaction (Guest, 2002). The data for analysis was collected from Saudi manufacturing and service organization. A random selection technique was used to collect the data from the respondents. A total of 250 questionnaires were delivered to respondents. The relevant official gave proper permission to collect the data for research purposes. Respondents were contacted via emails to take their permission to fill the questionnaires. We finally received 220 questionnaires of which 11 questionnaires were rejected due to unsatisfactory fillings. So, finally 209 responses were used for analysis with response rate of 84%.

### 2.6. Demographic of respondents

We used age, gender, tenure, marital status, education, year of experience, and nationality and organization type as demographic information from the respondents. Majority of the respondents were male (64% male and 34% females). In terms of marital status, 68 are married, 21% are single, and 11.1% are divorced. Furthermore, the majority of responders (84.1%) were Saudis, with the remaining 15.9% being non-Saudi. In addition, 94.1% employees of the sample represents from the service organization as compare to manufacturing, indicating that service employees hold dominant position in a sample.

### 2.7. Measures

Commuting time was assessed employee travel time; the study used a self-reported item from the survey. Single-item measures are often considered unstable for measuring individual behavior. However, prior studies that utilized the same measure increased our confidence in using the single item to quantify commuting time and its negative implications see, for example, (Emre & De Spiegeleare, 2021). The single item used in the study was "How many minutes does it generally take you to get from home to work each day? ". The mean commuting time for this study was 56 min per day for our sample.

Work life balance was assessed by applying six items scale from various studies (Carlson et al., 2009; Greenhaus et al., 2003; Hill et al., 2001). The response choices are as follows: 1 for "strongly disagree" and 5 for "strongly agree." A sample items was included "I can negotiate and meet expectations at work and in my family," as well as "I have enough time away from my job at work to maintain adequate work and personal/family life balance." The Cronbach's alpha for the measure item was 0.708.

Job performance scale (Talukder et al., 2018) was measure using six items, with response options ranging from 1 "strongly disagree" to 5 "strongly agree". A sample item included in the questionnaire was I fulfill the job's official performance requirements. And "I complete the tasks that are required of me." The Cronbach's alpha for the measure item was 0.929.

Well-being was assessed by using six items scale. The sample items included ‘I handle daily affairs well’ and ‘I am skilled at creating adaptable schedules for my work’. The response options ranging from 1 “strongly disagree” to 5 “strongly agree”. The Cronbach’s alpha for the measure item was 0.896.

Resilience was measured by using 6 item scale developed by (Luthans et al., 2007). A sample items was included “I usually manage difficulties one way or another during training” and “I usually take stressful job situations in stride”. The response options ranging from 1 “strongly disagree” to 5 “strongly agree”. The Cronbach’s alpha for the measure item was 0.906.

### **3. Results**

#### **3.1. Construct reliability and validity**

For the reliability and validity analysis, we calculated Cronbach’s alpha to show the internal consistency of the variables (see Table 1). The alpha values for all the research variables are in acceptable level, which is higher than .7. Moreover, the composite reliability value which measures the “internal consistency of the scale composed of multiple items”. The value for composite reliability value is in acceptable level i.e., more than .70 (Hair et al., 2019).

#### **3.2. Direct and indirect path of commuting on work behavior**

We have applied partial least squares (PLS) using Smart PLS (Ringle et al., 2015) to analyze the data for this research. Table 2 shows the direct and indirect paths (hypothesis 1 to 3). With regard to direct influence of commuting on job performance and well-being, results suggest that, commuting have significant negative influence on employees job performance ( $\beta = -0.109$ ,  $p < .005$ ), and psychological well-being ( $\beta = -0.114$ ,  $p < .005$ ). In addition, commuting time also has significant influence on work-life balance ( $\beta = -0.127$ ,  $p < .005$ ). Hence, the results support Hypothesis 1, 2 and 3. Moreover, work-life balance has positive significant influence on job performance ( $\beta = 0.682$ ,  $p < .005$ ), and psychological well-being ( $\beta = 0.673$ ,  $p < .005$ ), thereby, satisfies Barron and Kenny’s (1986) criteria for mediation analysis.

#### **3.3. Mediation analysis**

With respect to indirect mediation analysis, results in Table 3, suggest that work-life balance mediate the negative relationship between commuting, job performance and psychological well-being. Results reveals that the indirect path from commuting  $\rightarrow$  Work-Life Balance  $\rightarrow$  Job Performance were significant ( $t = 2.053$ ,  $p < .005$ ). Similarly, the path of commuting  $\rightarrow$  Work-Life Balance  $\rightarrow$  well-being was also significant ( $t = 2.06$ ,  $p < .005$ ). As can be seen both of the direct and indirect paths of the variables are significant, thereby showing a partial mediation effect (see Table 3). It implies that work-life balance could explain the negative effects of commuting on job performance and well-being. Improving work-life balance may assist to mitigate the negative impact of commuting on employee performance and well-being.

#### **3.4. Moderation analysis**

Table 2 also reveals the moderation test to analyze the role of resilience as a moderator between commuting, job performance and well-being (H6 and H7). Moderation test shows that resilience significantly moderates the relationship between commuting job performance ( $\beta = -0.134$ ,  $p < .005$ ), thereby hypothesis 6 was supported. Moreover, resilience also significantly moderate the relationship between commuting and well-being ( $\beta = -0.103$ ,  $p > .005$ ), thereby hypothesis 7 was also supported.

Hypothesis 6 posit that, resilience significantly moderate the commuting and job performance relationship. Therefore, the interaction term for resilience × job performance is significant.

**Table 1: Construct Reliability and validity**

	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted
Job Performance	0.929	0.929	0.949	0.824
Psychological Well-being	0.896	0.897	0.935	0.828
Resilience	0.906	0.926	0.93	0.725
Work Life balance	0.708	0.721	0.834	0.626

**Table 2: The direct and moderating effect**

Total Effect	Coefficient	Standard deviation	T statistics	P values	95% CI	
					LLCI	ULCC
Commuting time -> Job Performance	-0.109	0.055	1.976	0.048	0.004	-0.216
Commuting time -> Psychological	-0.114	0.055	2.07	0.039	0.100	-0.217
Commuting time -> Work Life balance	-0.127	0.061	2.069	0.039	0.007	0.244
Work Life balance -> Job Performance	0.682	0.056	12.173	0.000	0.568	0.784
Work Life balance -> Psychological	0.673	0.056	11.977	0.000	0.554	0.773
Resilience x Commuting Time -> Job Performance	-0.134	0.044	3.064	0.002	0.219	-0.05
Resilience x Commuting time -> Psychological Well-being	-0.103	0.043	2.4	0.016	0.188	-0.021

**Table 3: Indirect effect**

	Indirect Effect Mediation				95% CI	
	Original sample (O)	SD value	T statistics	P values	LLCI	ULCI
Commuting time -> Work Life balance -> Psychological	0.085	0.042	2.053	0.040	0.008	0.171
Commuting time -> Work Life balance -> Job Performance	0.087	0.042	2.06	0.039	0.007	0.173

**Table 4: Co-efficient of Determination**

R Square	R-square	R-square adjusted
Job Performance	0.539	0.53
Psychological	0.511	0.501
Work Life balance	0.016	0.011

Figure 3 depicts the graphic presentation of the moderation effect of resilience. As can be seen, figure 3 shows two way moderation effects. Individual resilience at level zero is represented by the red slop in the graph, and individual resilience at level one is represented by the green slop. As can be seen in figure 3, the negative impact of the long commuters hold for the employees whose resilience level is low, however, the individual high in their resilience level reports less negative effect of long commuting on their job performance. This implies that individuals who exhibit strong resilience traits are better equipped to manage commuting stress of daily life than individuals who exhibit weak resilience. It also suggests that, individuals with high resilience significantly alleviate the detrimental effect of stressful commuting experiences.

Figure 4 also shows the graphic representation of the moderation effect of resilience in the relationship between commuting and psychological well-being. As shown in Figure 4, resilience serves as a buffer against the detrimental impact of commuting on psychological well-being, even when the effect magnitude was low. The slope between low and high levels of resilience may nevertheless be negative. Despite the minor effect size, employees with a high level of resilience may have superior psychological well-being than those with low resilience. This shows that resilience mitigated the detrimental effects of commuting on psychological well-being to some extent.

**Figure 3: the moderating role of resilience between commuting and job performance**





Figure 4: The moderating role of resilience between commuting and psychological well-being



#### 4. Discussion:

In the light of the COR theory, this study investigate the relationship between commuting to work of employees and its behavioral outcomes (e.g., in-role performance and psychological well-being). The study also uniquely explored work-life balance and 'resilience', as intervening and moderating variable, using the sample of Saudi Arabian employees working in different service and non-service organization. The results of the study shows high average rate of commuting (m=56), suggesting that, majority of the employees spent long time in travelling to reach their offices and back to home. We found that commuting time negatively predict employees in-role performance, well-being, and work-life balance. Previous studies reports that long commuting specifically the passive commuting behaviors negatively predicts absenteeism and job performance (Ma & Ye, 2019). Commuting is an avoidable part of our daily work life, which significantly influences employees well-being is examined by many researchers (Emre & De Spiegeleare, 2021; Morris & Guerra, 2015), but its impact on workers' productivity and job performance is rarely addressed. According to COR theory, when employees devote significant time and energy to commuting, they experience greater weariness and stress due to resource depletion, which has a negative impact on their cognitive function, decision-making capacity, and job performance. As compare to passive commuting, active commuting is not only beneficial to improve the physical and mental health but also their job performance, in turn considered as a source economic benefits to organization and society (Ma & Ye, 2019). Hence, to reap the benefits of active commuting, the organizations should encourage active commuting among the employee to enhance their productivity. Furthermore, commuting time also found to be negatively influence the work-life balance. Additionally, it was discovered that work-life balance mediated the association between behavioral outcomes and commuting. (see Table 3).

Lengthy commutes influence perceived balance between work and non-work life impact well-being and productivity level of employees. Employees know that their lengthy commuting reduce their relaxation time, leisure activities, and familial responsibilities, which in turn, imbalance their family life can lead to stress, job dissatisfaction, and negatively influence their well-being. Hence, individual with high job demands and non-work activities therefore drain their physical and mental resources need urgent recovery (Sonntag & Natter, 2004). Job autonomy, social support, flexible working hours, alternative modes of transportation, and remote work arrangements may be effective ways to restore employee's work-life balance. Hence employers may negotiate with employees to offer them flextime, compressed workweeks. Exploring the possibilities of remote work options will reduce their commuting time to maintain equilibrium between family and work life. Carpooling, biking and walking are the source of alternative transportation to enhance employees well-being and work life balance.

In addition, resilience was found as significant moderator between commuting time and its negative behavioral outcomes. In fact, traffic congestion; long trip time and crowded transit are associated stressors for employees commuting. To comeback with these stressors, resilience employees more equipped with cognitive reframing, problem-solving skills, seeking social support (Folke., 2016; Folk, et al., 2010 ) which may help them handle commuting stressful consequences more successfully and prevent them from affecting their job performance and well-being. Several studies reveal a variety of coping strategies for dealing with stressful situations when commuting, however resilience as a personal resource have rarely been investigated in previous study.

In line with the COR theory, resilience was hypothesized as a buffer (i.e., individual personal resource) in the above stated relationship which was confirmed by the results of this study. The results indicated that personnel with high resilience resources perform better than their counterparts with poor resilience (see figure 3&4). These findings encourage personality and individual difference researchers to contribute to the literature on commuting and its negative consequences by looking into other personality types and individual differences that can help mitigate the negative impact of commuting. Moreover, individuals with resilience have adopted behavior and greater persistence that may help them maintain their performance level despite the fact that they commute for long periods of time, which might have negative outcomes such as stress and exhaustion. Additionally, they can regulate their emotions, deal with setbacks successfully, and retain an optimistic outlook, all of which lead to higher psychological well-being despite the adverse commuting consequences. Owing this potential, organization may adopt several strategies to boost employees' resilience level. For example, organization may provide training and development programs, supportive work culture, appreciation and recognition; encourage social networking, and leadership supportive behavior.

#### **4.1. Limitations and future research direction**

The study has some potential limitations. First, we use single item for measuring commuting of employees. Literature support and unflavored single item scale to measure behavior. In their study (Fugate et al., 2012), argue that single item measure have more favorable psychometric property than multi-items measures. Other study also could not find common method bias associated with single item measure (Bergkvist & Rossiter, 2007; Din et al., 2018). This increases our confidence to enhance single item measure to measure the negative consequences of commuting. In addition, in-role performance was measure by using self-report scale which may enhance common method bias problem. Therefore, multi-source or longitudinal data for performance measure should be used to measure the current performance level. In respect to commuting, we focus on employees' in-role performance; hence, additional extra-role performance, such as organizational citizenship behavior, might be valuable in future research. The study also ignore demographic influence in the stated relationship, hence commuting consequences with gender orientation would be an added value in the existing research. Other sentiment analysis techniques could be adopted to test the psychological state with respect to their mood, emotions, and behavior of employee's before and after commuting time.

#### **4.2. Conclusions**

The results of this study confirm that employees lost their quality time they need to spend with their family and other personal activities which negatively impact their work life balance, job performance and well-being. This suggests that commuting not only impact well-being but also create economic issues for the employers. The results offer, COR theory to explore resilience and work life balance as a mediator and moderator in the relationship between commuting and in-role performance and well-being. In general the hypotheses are accepted with little exception have important theoretical and practical implications to enhance the company's transportation as well as employees well-being and performance policies. Therefore, employers may use other means of transportation and management strategies to overcome the existing problem of long commuting such as, work autonomy, social support, flextime, compressed workweek, remote or teleworking, hybrid work format, and carpooling to enhance well-being and work life balance. The finding shows that resilience acts as buffer in way of negative consequences of commuting, in-role performance and well-being. Individual resilience, when combined with other coping tools, can help manage unfavorable commuting effects.

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