Chapter V

Conclusion and Recommendations

5.1. Introduction

The chapter provides the conclusion of the result, managerial implication, research limitations and further research suggestions. The conclusion was assessed based on the analysis and findings in previous chapter. Managerial implication summarized what the findings mean in terms of practical use and decision. Research limitations shows what kind of limitations that were faced during the process of conducting this research. The last, suggestions of further research contain several recommendations for other researchers based on the point of view that can be improved on the future research.

5.2. Conclusion

The purpose of this research is to examine the effect of organizational social support and teleworker support on teleworker's psychological strain in Company X, based on the test result, it can be drawn a conclusion:

1. *Organizational Social Support* variable in this research inversely and simultaneously has a significant effect towards *Psychological Strain* of teleworkers in Company X. The higher perceived organizational support and social support from the company, the lower psychological strain of teleworkers will be.

2. *Teleworker Support* variable in this research inversely and simultaneously has a significant effect towards *Psychological Strain* of teleworkers in Company X. The higher manager trust and technical support provided by the company, the lower psychological strain of teleworkers will be.

The result of low psychological strain and high perceived organizational support indicated that the supports given by Company X is high enough to reduce strain of teleworkers. With this result it can be drawn the conclusion that both organizational social support and teleworker support are necessary to prevent unwanted stressors during work from home. Both variables explain sixty four percent of teleworker's psychological strain according to the determinant coefficient test result. This research finding aligned with previous research conducted by Bentley, et al. (2016) that organizational social support and teleworker support inversely affect on psychological strain of teleworkers.

Work from home could be a challenging working environment due to its limitation of direct communication with work colleagues that create social isolation (Bailey & Kurland, 2016). Additionally, with high work demands and limited control over work could attach more strain for teleworkers (Chou, 2015). Therefore, the company should always make sure that their employees have everything they need in order to give their best performance during home working. Based on descriptive analysis, perception of teleworkers toward Company X supports is highly positive. Therefore, as a result average teleworkers have low level of psychological strain. The supports given by the

company also show that they care of their employees' wellbeing and value them as an essential aspect of the company.

5.3. Managerial Implication

Based on the findings and discussion of this research, implications are placed to help affected parties especially company X which applied home working arrangement as main and alternative work arrangement. This research indicate that organizational social support and teleworker support should be a crucial aspect to be provide by the company knowing that both of variables play an important role for the teleworkers' wellbeing. In the future event when the company want to apply telework arrangement, it is best to regularly check on teleworkers needs and required supports.

This could be done by conducting a survey regularly or by providing a space for them to share their opinions on work from home experience. Involved teleworker's opinion on policies making also important to make sure the policies are aligned with the condition during teleworking. Regularly conduct group discussion might also be a good solution in term of social supports. Teleworkers can share their problems and ask for help from their colleagues or manager. Providing an online consultation held by professional could be one of the choices as the teleworker could share their feeling and thoughts freely and confidential. Other than that, the employer should also consider to conduct a group vacation event or additional day off for teleworkers to relieve their stress.

Communication technology played an important role to teleworkers because it is the only way to socially connected with their managers and colleagues. Technologies are gradually change in term of both hardware and software. Therefore, providing the latest software and capable hardware are essential. To make sure everyone could use the hardware and software needed for teleworking, the company could conduct training and arrange a technical support team. This way, teleworkers could maintain social relation with their colleagues, asking for help if they ever face a problem, knowing that the organization are care of their wellbeing and they will not feel socially isolated.

5.4. Limitation of the Study

As with the majority of other researches, the design of the current research is subject to limitations. Based on the progress of this research that has been done, these are several limitations in this research as follows:

1. The research focused on one company with limited numbers of teleworkers, this has affected on limited sample size that can be reached. Thus, this made the findings of this research hard to be generalized.

2. The research focused on several types of supports including perceived organizational support, perceived social support, manager support, and technical support. Therefore, this research did not cover other aspect variables that might be as important to study regarding to psychological strain of teleworkers.

3. The research focused on relation between variables and not specifically analyze and compare the variables value based on demographic group due to limited number of samples between each group.

5.5. Further Research Suggestions

Based on the limitations of this study, these are suggestions that can be followed by future researches:

1. Future research should be able to reach more teleworkers sample and aim for different and more diverse demographic scope. The researcher could conduct the research in other company and aim for another kind of industry field.

2. The future researchers could focus on different variables that might crucial for teleworkers such as family support and work-life conflict. Future research could also consider social isolation as a mediator between social support and psychological strain.

3. The future researchers could further analyze sample data based on demographic group. Such as make a comparison of teleworker strain between low intensity and high intensity teleworkers, parental status and occupations.

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