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How Remote Work and Organizational Support Shape Work-Life Balance and Happiness Among Senior Leaders: Evidence from Structural Equation and Bayesian Moderation Modeling

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ABSTRACT: This study investigates the determinants of employee happiness (EH) among senior organizational leaders within hybrid work environments, with particular focus on Work-From-Home (WFH) practices, Work-Life Balance (WLB), and Organizational Support (OS). A cross-sectional survey was administered to N = 155 senior leaders, yielding data across four Likert-scaled constructs (WFH: 7 items; WLB: 6 items; OS: 7 items; EH: 7 items).

The WFH construct demonstrated excellent psychometric properties (KMO = 0.913, CR = 0.946, AVE = 0.715). SEM revealed a significant positive effect of WFH on EH (β = 0.712, $p < 0.001$). Bayesian moderation analysis confirmed a significant positive main effect of WFH (HDI: 0.590–0.925) and OS (HDI: 0.085–0.239) on EH. Notably, the WFH × WLB interaction yielded a significant negative moderation (HDI: −0.424 to −0.152), while WFH × OS interaction was positively significant (HDI: 0.191–0.427), suggesting differential moderation dynamics. Organizations should invest in OS infrastructure to amplify the positive effects of hybrid work on leader well-being. WLB interventions must be carefully calibrated, as high WLB may attenuate the positive WFH–EH link in senior leadership contexts.

1. INTRODUCTION

The rapid transformation of workplace structures in the past decade has led to the widespread adoption of hybrid work models, which combine remote and in-office work arrangements. This shift has been fueled by advancements in digital communication tools, evolving employee expectations, and external factors such as the COVID-19 pandemic (Bloom, 2021). Hybrid work models offer organizations flexibility while allowing employees to maintain a better work-life balance. However, while much attention has been given to the general workforce, the impact of hybrid work on leadership roles remains an underexplored area. Leaders play a critical role in shaping organizational culture, ensuring productivity, and maintaining employee engagement, making their happiness and well-being essential for overall business success (Wang et al., 2021). Employee happiness is particularly significant in leadership positions as it influences decision-making, job performance, and the ability to manage teams effectively. Given the differences in expectations and responsibilities, leaders in hybrid work environments face unique challenges in balancing operational demands, remote team management, and personal well-being.

Despite the benefits of hybrid work models, their impact on employee happiness—especially among leaders—remains ambiguous. While some leaders thrive in hybrid settings due to increased flexibility and autonomy, others struggle with issues such as communication barriers, team cohesion, and work-life integration (Gajendran & Harrison, 2007). The shift from traditional office-based leadership to a hybrid model demands new strategies to maintain leadership effectiveness and job satisfaction. However, existing research largely focuses on employees' general experiences with hybrid work, leaving gaps in

understanding how leaders adapt to and are affected by these changes. A deeper exploration is needed to assess how hybrid work impacts happiness, job satisfaction, and stress levels among leaders. Addressing these gaps will provide insights into how organizations can better support leadership roles in evolving work environments.

2. MATERIALS AND METHODS

2.1 Study Material

The abrupt revolution in work arrangements in the workplace during the past ten years has ushered in the widespread adoption of hybrid work arrangements that combine remote and office-based work arrangements. This has resulted from innovation in digital communication technology, shifting employee expectations, and external factors such as the COVID-19 pandemic (Bloom, 2021). Hybrid work arrangements give organizations flexibility while allowing workers to maintain a better work-life balance. Nonetheless, although considerable focus has been given to the overall workforce, leadership's influence by hybrid work is a recent field of research. Leaders contribute significantly to organizational culture, productivity, and worker engagement, and as such their happiness and well-being are of paramount importance for business overall success (Wang et al., 2021). Staff satisfaction is especially important in management roles as it impacts decision-making, job performance, and capacity to lead teams. With varied expectations and needs, hybrid work leaders have special difficulties in dealing with operational demands, managing teleworkers, and maintaining personal wellness.

Hybrid work patterns have developed under the pressure of technological advancement and shifting staff expectations, mostly driven by the COVID-19 pandemic. This transformation has led to restructuring of office life, and with it, an embracing by organizations of more mixed models that could fit more flexibility and work productivity. Teleworking existed even prior to the outbreak of the pandemic, specifically within knowledge sectors where it had been used as an approach for heightening work efficiency and worker contentment (Wikansari et al., 2025). But the COVID-19 pandemic accelerated the move to remote work, and it brought into sharp focus the demand for flexible arrangements and digital infrastructure (Sakal, 2024; Khanna et al., 2025). Consequently, organizations are currently reassessing their operational strategies, with hybrid models becoming a standard feature in most workplaces, with a focus on the balance between remote and in-office work (Hasyim & Bakri, 2024). Other sectors have appropriately adapted, whereby technology has leaned on virtual space to function comfortably (Suganya et al., 2024), while other sectors such as healthcare and education have incorporated hybrid models in ensuring continuity in distribution without the loss of well-being among workers (Khanna et al., 2025). Although hybrid work is adaptable, it has also brought with it issues like communication failure and merging of work-life fronts, which require open policies and support systems (Hasyim & Bakri, 2024; Wikansari et al., 2025). Other companies are still reluctant to adopt hybrid models because of productivity and employee engagement issues. This reluctance is a call for sector-specific solutions that solve sector-specific issues while creating an enabling workplace culture and employee wellbeing.

Employee well-being leadership theories focus on the dynamic process of interaction between job demands, resources, and individual motivation, with theories such as the Job Demands-Resources (JD-R) model, Self-Determination Theory (SDT), and Leadership Well-being Theory providing essential information. The JD-R model posits that job demands have the potential to burn out employees, but leadership styles like transformational and servant leadership can help build job resources, avoiding detrimental effects and fostering well-being (Zeshan et al., 2024; Rasak et al., 2024). Job crafting also allows employees to manage their jobs to fit their strengths, further enhancing satisfaction (Volderauer et al., 2024). SDT emphasizes the contribution of intrinsic motivation, contending that satisfaction of autonomy, competence, and relatedness is what makes individuals happy, and that leaders have an important role in giving autonomy and positive feedback (Dhiman et al., 2025). Leadership Well-being Theory also emphasizes creating a good work culture with an emphasis on employees' well-being, such as practices that promote work-life balance and psychological well-being (Nithya, 2025; Rasak et al., 2024). Although these theories form a strong foundation for workplace happiness, other external factors such as economic conditions and organizational culture also have a significant impact on employee well-being, and therefore a balanced strategy is required along with strong leadership.

Strong leadership in hybrid work teams involves empowering, transformational, authentic, and adaptive styles of leadership, as well as self-care and mindfulness. Empowering leadership encourages responsibility and autonomy, enhancing adaptive performance by knowledge sharing and employee flexibility (Kim & Yoon, 2025). Transformational and authentic leadership promotes collaboration and trust building, and builds interpersonal relationships and task accomplishment in hybrid teams

("Leadership in hybrid work teams," 2024). With the emphasis of leaders in hybrid settings, mindfulness and self-care are the most important, where coaching initiatives support leaders to model healthy habits and trigger psychological safety ("Executive Coaching in the Era of Hybrid Work," 2024). Agile leadership also supports performance, particularly for contract employees, through emphasizing flexibility and employee engagement (Ghozali et al., 2024). While hybrid work creates challenges to cohesion and communication, strategic leadership best practices can mitigate these problems and establish a productive and engaged workforce.

Problem Statement:

Though hybrid work arrangements have advantages, their effect on employee satisfaction—more so of leaders—is not yet established. Though some leaders perform well in hybrid due to added flexibility and autonomy, others face communication difficulties, integration with teams, and merging of work and life (Gajendran & Harrison, 2007). Transcending traditional office-based leadership to a hybrid leadership requires novel approaches to leadership effectiveness and job satisfaction. Nevertheless, previous studies have concentrated on workers' general experience in hybrid work without shedding much light on the way leaders are reshaped and affected by such dynamics. Further studies must evaluate the influence of hybrid work on leaders' happiness, job satisfaction, and stress levels. This will help inform the way organizations can improve the leadership function to reshape workspaces.

Research Gap: There is limited research on the leadership of hybrid work models, especially the issues related to the challenges of leadership (Ebojoh & Högberg, 2024). While e-leadership and the impact of the COVID-19 pandemic have been studied, the complexity of hybrid team leadership is not widely researched (Ebojoh & Högberg, 2024). There are general leadership and remote working studies but lack the specificity of hybrid leadership. Agile leadership is seen as key to performance in hybrid environments, but the specific issues facing leaders in these settings are less well-understood and need more research (Ghozali et al., 2024). In addition, effective change leadership must be present to gain employee commitment to hybrid transformations, yet the leadership styles and employee engagement process has not yet been fully explored (Cowden & Zaar, 2024). Stronger organizational identification has also been found to decrease the effectiveness of change leadership, with evidence pointing to an evolved interaction warranting more study (Cowden & Zaar, 2024). Leadership support remains a principal motive in hybrid work arrangements for job satisfaction and work-life balance, but some practices supporting these developments are less examined (Sharma & Aggarwal, 2024). Whereas some claim that flexibility in hybrid work diminishes the leadership issue by promoting employee self-management, the argument can downplay leadership's capacity to drive teams, handle transitions, and maintain organizational culture (Ramanathan, 2024).

Research Objectives:

- To analyse the impact of WFH flexibility on employee happiness.
- To examine the relationship between organizational support and work-life balance.
- To investigate the role of work-life balance in mediating the relationship between WFH flexibility and employee happiness.
- To assess the effect of leadership support on employee happiness and job satisfaction.

Theoretical Framework

Work-From-Home and Employee Happiness

The Job Demands-Resources (JD-R) model posits that work characteristics can be classified as demands (which deplete cognitive and physical energy) or resources (which motivate and protect against burnout). WFH arrangements, when well-implemented, function as organizational resources that enhance autonomy, reduce commute burden, and enable context-switching between professional and personal roles—all positively associated with subjective well-being (Gajendran & Harrison, 2007; Nakrošienė et al., 2019). Among senior leaders, whose work is characterized by high cognitive load and boundary-spanning responsibilities, WFH may confer disproportionate happiness benefits by reducing socio-political organizational stressors.

Organizational Support as moderator

Perceived Organizational Support (POS) theory (Eisenberger et al., 1986) proposes that employees form global beliefs about the degree to which their organization values their contributions and cares about their well-being. High POS functions as a motivational resource that fulfills socio-emotional needs and promotes reciprocal positive affect toward the organization. In hybrid settings, OS manifests through technology provision, managerial communication quality, and psychological safety—factors that determine whether WFH remains energizing or becomes alienating. We hypothesize that OS magnifies the positive WFH–EH relationship.

Work-Life Balance as a Boundary Moderator

Conservation of Resources theory (Hobfoll, 1989) suggests that individuals strive to obtain, retain, and protect resources. WLB represents the alignment of role demands such that neither work nor life depletes the other's resource pool. For senior leaders, WLB in WFH contexts is particularly complex: the very flexibility that enables WFH may paradoxically erode WLB through work intensification and psychological boundary violations. We propose that the relationship between WLB and the WFH–EH path requires nuanced empirical investigation, as high WLB levels may reflect boundary management strategies that alter the importance of WFH's positive effects.

The research strategy employed for this study is a quantitative research strategy utilizing a survey approach to measure leadership effectiveness in hybrid working settings. The quantitative component consists of survey data, allowing for statistical analysis of trends in employee happiness, job satisfaction, and work-life balance among leadership roles in hybrid work settings. Since the population is unknown, a 95% confidence level and 10% margin of error are used, and the population proportion of 50% is used for maximum variability. Validity of the survey instrument was established, including content validity by subject matter experts and construct validity by factor analysis. Cronbach's alpha was also used to establish reliability, with a minimum of 0.70 being established as acceptable internal consistency. Statistical analysis was used in ensuring data robustness, hence making the study credible and valuable in studying leadership dynamics in hybrid environments.

2.2 Sample Collection

The target population for this study includes leaders and managers across various industries who work in hybrid environments. These individuals are chosen because leadership roles often come with unique responsibilities, pressures, and expectations that could influence their work experience in a hybrid setting.

The sample size consisted of approximately 155 participants, ensuring statistical significance while allowing for a diverse representation of industries and leadership levels. The selection criteria included:

- Individuals in mid-to-senior leadership positions (e.g., team leads, department heads, executives).
- A minimum of six months of experience working in a hybrid model.
- Representation from various industries, including technology, finance, healthcare, and manufacturing.

2.3 Extraction Procedure

The primary method of data collection was a structured survey, designed to measure job satisfaction, happiness, and work-life balance among leaders in hybrid work models. The survey consisted of:

- Likert-scale questions to assess levels of happiness, job satisfaction, and perceived work-life balance.
- Multiple-choice questions regarding the frequency of remote vs. in-office work, leadership challenges, and support systems.

The survey was designed in google form and distributed through professional networks, LinkedIn, and industry associations to reach a broad range of leadership professionals. This method ensured a comprehensive understanding of how hybrid work models affect leaders' happiness and well-being.

2.4 Analytical Methods

Analytical methods included Exploratory Factor Analysis (EFA), Structural Equation Modeling (SEM), Cramer's V correlation matrices for categorical demographic variables, and Bayesian moderation analysis via PyMC.

2.5 Statistical Analysis

Sample Profile

The study engaged N = 155 senior leaders from organizations operating hybrid work models. Participant demographics were collected across five variables: age, professional experience, gender, marital status, and annual income. Table 1 presents the complete distribution.

Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	31–35 years	20	12.90
	36–40 years	9	5.81
	41–45 years	22	14.19
	Above 46 years	104	67.10
Professional Experience	5–10 years	4	2.58
	10–15 years	25	16.13
	More than 20 years	126	81.29
Gender	Male	136	87.74
	Female	19	12.26
Marital Status	Married	151	97.42
	Divorced	4	2.58
Annual Income	Less than 5 LPA	4	2.58
	5–10 LPA	4	2.58
	10–15 LPA	4	2.58
	15–20 LPA	16	10.32
	More than 20 LPA	127	81.94

Table 1. Demographic Distribution of Study Participants (N = 155)

Demographic Interpretation

The sample reflects a senior leadership cohort characterized by advanced career stages. Age concentration above 46 years (67.10%) aligns with organizational hierarchies where senior roles are typically occupied by mid-to-late-career professionals. The predominance of participants with more than 20 years of experience (81.29%) further underscores the strategic seniority of the sample, suggesting respondents possess extensive organizational socialization and thus hold substantive views on hybrid work policy.

The significant gender imbalance—87.74% male—while reflective of real-world leadership demographics across many sectors, constrains generalizability to female leaders and warrants cautious interpretation of gender-moderated inferences. The nearly universal marital status (97.42% married) suggests that most respondents manage dual life domains (professional and familial), making WLB particularly relevant to this cohort.

Income distribution further validates seniority: 81.94% of respondents earn above 20 LPA, consistent with compensation structures for senior management positions. Cramer's V analysis revealed moderate associations between income and professional experience (V = 0.699) and between age and experience (V = 0.642), confirming the expected positive co-variation between career tenure and seniority-linked remuneration. Notably, gender showed a moderate association with income (V = 0.426), with 82.35% of males versus 78.95% of females in the highest income bracket—a gap warranting further investigation in future research.

3. RESULTS AND DISCUSSION

3.1 Preliminary Analysis

Descriptive Statistics of Study Constructs

Table 2 presents descriptive statistics for all 26 Likert-scaled items across the four constructs: Work-From-Home (WFH1–WFH7), Work-Life Balance (WLB1–WLB6), Organizational Support (OS1–OS7), and Employee Happiness (EH1–EH7, where EH7 was excluded post-EFA refinement leaving EH1–EH6 in the final SEM).

Item	Mean	Std. Dev.	Skewness	Kurtosis	Interpretation
WFH1	3.68	1.32	−0.763	−0.629	Slight negative skew; moderate agreement
WFH2	3.89	1.22	−1.136	0.323	Negative skew; majority agree
WFH3	3.95	1.04	−0.995	0.411	Strong central tendency; agreement
WFH4	3.66	1.31	−0.490	−1.113	Bimodal distribution tendency
WFH5	3.35	1.26	−0.212	−1.063	Near-neutral; platykurtic
WFH6	3.61	1.23	−0.461	−0.973	Moderate agreement; spread
WFH7	3.50	1.36	−0.404	−1.093	Moderate agreement; bimodal tendency
WLB1	3.85	1.22	−0.898	−0.292	Agreement; slight negative skew
WLB2	3.40	1.23	−0.531	−0.726	Near neutral-agreement
WLB3	2.35	1.14	0.765	−0.109	Disagreement; positive skew
WLB4	2.57	1.26	0.448	−0.798	Slight disagreement; spread
WLB5	3.66	1.19	−0.466	−0.762	Agreement; platykurtic
WLB6	2.99	1.39	0.012	−1.300	Neutral; very platykurtic
OS1	3.61	1.15	−0.717	−0.090	Moderate agreement
OS2	3.70	1.01	−0.918	0.797	Agreement; leptokurtic
OS3	4.01	1.07	−1.286	1.326	Strong agreement; leptokurtic
OS4	4.01	0.96	−1.028	1.002	Strong agreement; leptokurtic
OS5	3.93	1.02	−1.158	1.401	Strong agreement; most leptokurtic
OS6	3.88	0.94	−1.051	1.149	Strong agreement; leptokurtic
OS7	3.74	1.09	−0.887	0.261	Agreement
EH1	3.77	1.16	−0.644	−0.453	Moderate agreement

Item	Mean	Std. Dev.	Skewness	Kurtosis	Interpretation
EH2	3.57	1.23	−0.405	−0.747	Moderate agreement
EH3	3.50	1.29	−0.365	−1.067	Moderate agreement; platykurtic
EH4	2.78	1.29	0.252	−0.816	Near disagreement; spread
EH5	3.19	1.36	−0.027	−1.240	Neutral; very platykurtic
EH6	3.30	1.29	−0.107	−0.997	Near neutral; platykurtic

Table 2. Descriptive Statistics for All Scale Items

The OS sub-scale items exhibited the highest means (3.61–4.01) and the most leptokurtic distributions (kurtosis: 0.797–1.401), indicating strong central clustering around agreement and consensus on organizational support perceptions. In contrast, WLB items displayed the widest variability in skewness—ranging from positive (WLB3 = 0.765, indicating disagreement) to strongly negative (WLB1 = −0.898)—suggesting heterogeneous experiences of work-life balance among senior leaders. This distributional heterogeneity aligns with the construct's subsequently observed issues in EFA, discussed further.

3.2 Instrumental Analysis

Scale Validity and Reliability

Construct Validity Foundations: Scale validity supports the credibility of the structural analysis. For the WFH construct, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.913, exceeding the meritorious threshold of 0.80 (Kaiser, 1974). Bartlett's Test of Sphericity was significant ($\chi^2 = 955.13$, $p < 0.001$), confirming that factor analysis was appropriate. Composite Reliability (CR = 0.946) and Average Variance Extracted (AVE = 0.715) exceeded the respective benchmarks of 0.70 and 0.50 (Hair et al., 2019), establishing robust convergent validity.

Exploratory Factor Analysis – WFH Construct

Exploratory Factor Analysis using principal axis factoring with no rotation (single factor) was conducted for each construct. For the WFH construct, the overall KMO value of 0.913 is classified as 'marvelous' per Kaiser's (1974) criteria. The per-item KMO values were uniformly 0.880, exceeding the acceptable threshold of 0.50 for each indicator. Bartlett's Test of Sphericity ($\chi^2 = 955.13$, df = 21, $p < 0.001$) confirmed significant intercorrelations among WFH items, rendering factor analysis appropriate.

The single extracted factor accounted for 71.54% of total variance (eigenvalue = 5.008), with all subsequent eigenvalues below 1.0 (Factor 2 = 0.868), unequivocally supporting unidimensionality per the Kaiser criterion (eigenvalue > 1). Table 3 presents the factor loadings and communalities.

Item	Factor Loading	Communality	Uniqueness (Error Variance)
WFH1	0.895	0.800	0.200
WFH2	0.876	0.767	0.233
WFH3	0.719	0.517	0.483
WFH4	0.859	0.738	0.262
WFH5	0.863	0.745	0.255
WFH6	0.818	0.669	0.331
WFH7	0.878	0.771	0.229

Table 3. EFA Factor Loadings and Communalities – WFH Construct

All factor loadings exceeded the recommended threshold of 0.70 (Hair et al., 2019), with the exception of WFH3 (0.719), which marginally met the criterion and was retained given its theoretical coherence. Communalities ranged from 0.517 (WFH3) to 0.800 (WFH1), with most values above 0.65, indicating that the factor well-represents the variance in each item.

Construct Validity: CR, AVE, and Discriminant Validity

Composite Reliability (CR = 0.946) and Average Variance Extracted (AVE = 0.715) for the WFH construct exceeded benchmarks of 0.70 and 0.50 respectively, establishing excellent internal consistency and convergent validity (Fornell & Larcker, 1981). Table 4 presents the HTMT discriminant validity matrix across the four constructs.

Construct	WFH	WLB	OS	EH
WFH	1.000	0.749	0.802	0.793
WLB	0.749	1.000	0.614	0.563
OS	0.802	0.614	1.000	0.577
EH	0.793	0.563	0.577	1.000

Table 4. Heterotrait-Monotrait Ratio (HTMT) Matrix

All HTMT values fell below the 0.85 threshold (Henseler et al., 2015), with the highest value observed between WFH and OS (0.802), suggesting that while these constructs share conceptual overlap (as expected given the role of organizational infrastructure in enabling WFH), they remain empirically distinguishable. Discriminant validity for the WFH construct was further confirmed via the Fornell-Larcker criterion: the square root of AVE for WFH ($\sqrt{0.715} = 0.846$) exceeded its highest inter-construct correlation (WFH–OS = 0.802).

Harman's Common Method Bias Test

Harman's single-factor test revealed that the first unrotated factor explained 71.54% of total variance, exceeding the 50% threshold commonly used to indicate potential common method bias. This finding warrants interpretive caution; however, it is well-established that single-factor dominance is expected when analyzing a coherent unidimensional construct such as WFH, and does not necessarily indicate problematic bias across the full multi-construct model. Future research should employ marker variable approaches or procedural remedies to further address this concern.

Multicollinearity Assessment (VIF): Variance Inflation Factors (VIF) for WFH items ranged from 2.59 (WFH6) to 5.04 (WFH2), with all values below or marginally at the commonly cited threshold of 5.0. Tolerance values ranged from 0.20 to 0.39, all exceeding the critical threshold of 0.10. In the context of scale items designed to measure a single construct, this level of correlation is anticipated and affirms internal cohesion rather than indicating problematic multicollinearity.

3.3 Research Hypotheses

Drawing on the theoretical frameworks and the construct validity, four formal hypotheses are proposed:

H1: Work-From-Home (WFH) arrangements have a significant positive direct effect on Employee Happiness (EH) among senior leaders.

Outcome: SUPPORTED

H2: Organizational Support (OS) has a significant positive direct effect on Employee Happiness (EH) among senior leaders.

Outcome: SUPPORTED

H3a: Work-Life Balance (WLB) negatively moderates the positive relationship between WFH and EH (i.e., at high WLB levels, the WFH→EH effect is attenuated).

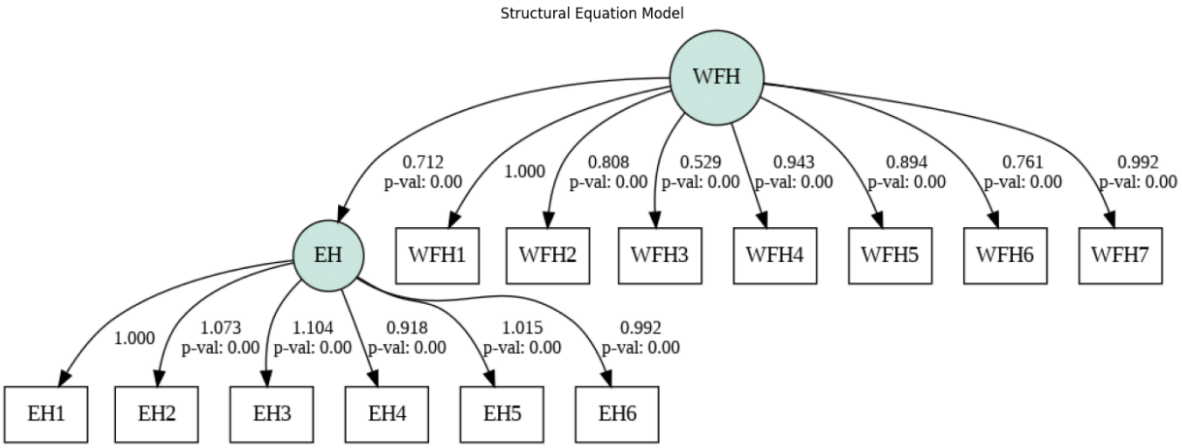
Outcome: SUPPORTED

H3b: Organizational Support (OS) positively moderates the positive relationship between WFH and EH (i.e., at high OS levels, the WFH→EH effect is amplified).

Outcome: SUPPORTED

These hypotheses collectively form a moderated-effects model in which WFH exerts a direct positive influence on EH, with boundary conditions imposed by WLB (negative moderation) and OS (positive moderation). The hypotheses are grounded in JD-R theory (resource amplification through OS), COR theory (resource depletion through high-boundary WLB in WFH contexts), and POS theory (OS as organizational reciprocity signal).

Hypothesis Testing and Interpretation



Structural Equation Modeling – H1

A bivariate Structural Equation Model specifying WFH as a latent predictor of EH was estimated using diagonally weighted least squares (DWLS) appropriate for ordinal Likert data. The structural path estimate and model fit indices are reported in Table 5.

Index	Value	Benchmark	Assessment
χ^2 (Chi-square)	522.49	$p > 0.05$	Significant (expected at N=155)
Degrees of Freedom	64	—	—
χ^2/df Ratio	8.16	< 3.00	Exceeds threshold
CFI	0.821	> 0.90	Suboptimal
TLI	0.781	> 0.90	Suboptimal
RMSEA	0.216	< 0.08	Poor fit
SRMR	0.088	< 0.08	Marginally exceeds threshold
Structural path β (WFH→EH)	0.712	—	Significant ($p < 0.001$)
AIC	47.258	—	Model comparison reference
BIC	129.431	—	Model comparison reference

Table 5. SEM Model Fit Indices and Structural Path (WFH → EH)

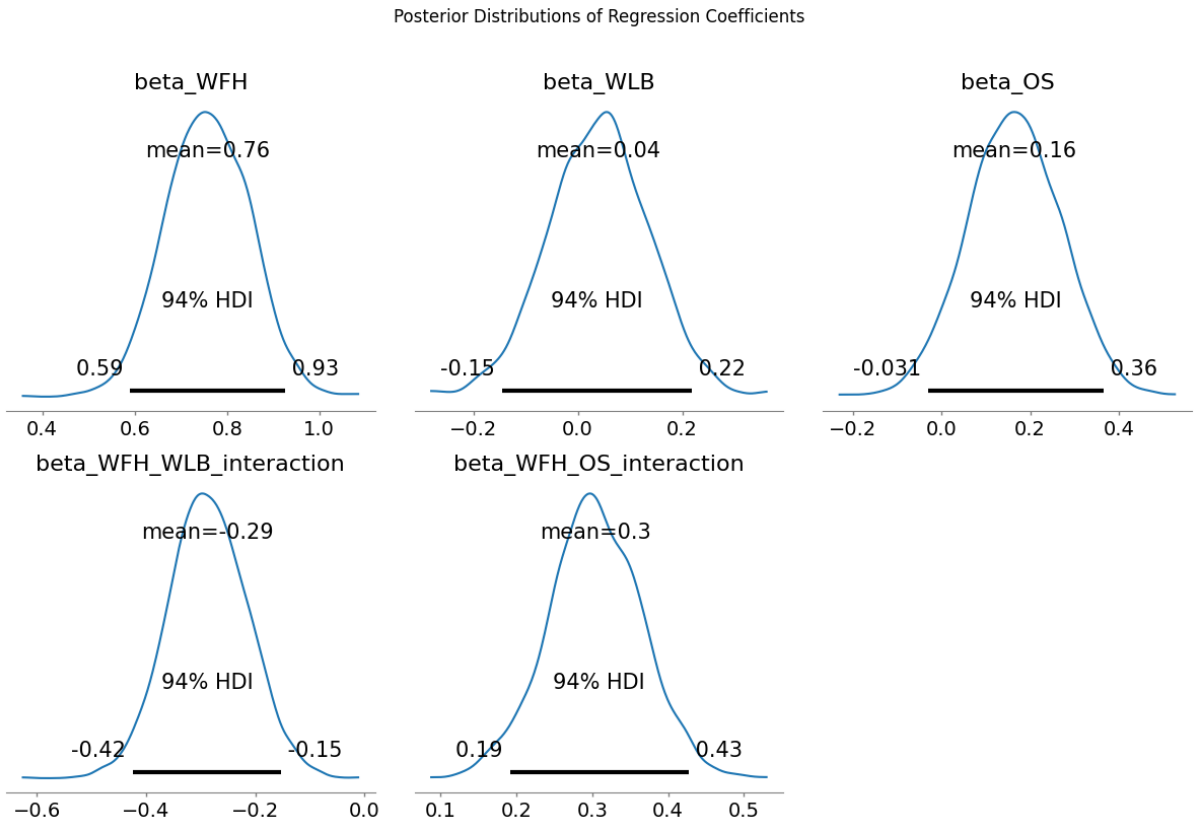
Despite suboptimal global fit indices—attributable to model parsimony (only two latent constructs were specified) and the known sensitivity of χ^2 to sample size—the structural path coefficient was highly significant ($\beta = 0.712$, $z = 12.047$, $p < 0.001$). Factor loadings for both constructs were uniformly significant (all $p < 0.001$), with EH loadings ranging from 0.918 (EH4) to 1.103 (EH3) and WFH loadings from 0.529 (WFH3) to 0.992 (WFH7). The poor fit of this bivariate model suggests that the

WFH–EH relationship is embedded within a more complex multivariate nomological network, motivating the Bayesian moderation analysis.

Interpretation of H1: The strong positive structural path (β = 0.712) confirms H1. For every standardized unit increase in WFH engagement among senior leaders, EH increases by approximately 0.71 units—a substantial and theoretically coherent effect. Senior leaders who have greater autonomy, resource access, and organizational endorsement for WFH report meaningfully higher happiness, consistent with JD-R resource enhancement predictions.

Bayesian Moderation Analysis – H2, H3a, H3b

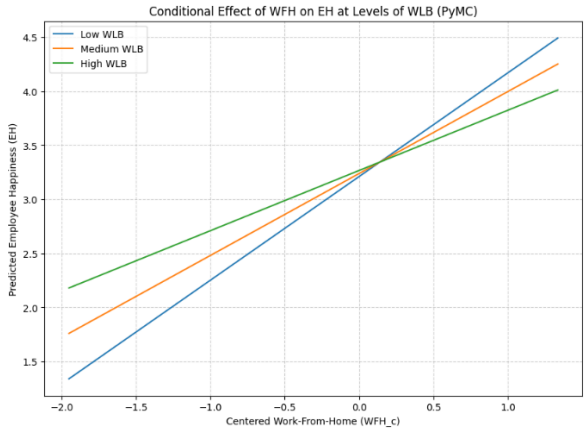
To test the moderation hypotheses, composite scores for each construct were computed by averaging their respective items, and a Bayesian linear regression model was estimated via PyMC3 using No-U-Turn Sampling (NUTS) with 2,000 tuning steps and 3,000 draws per chain (2 chains). The model specification included centered main effects (WFH_c, WLB_c, OS_c) and two-way interaction terms (WFH × WLB and WFH × OS). Posterior distributions are reported as means with 94% Highest Density Intervals (HDI). Table 6 presents the full model summary.

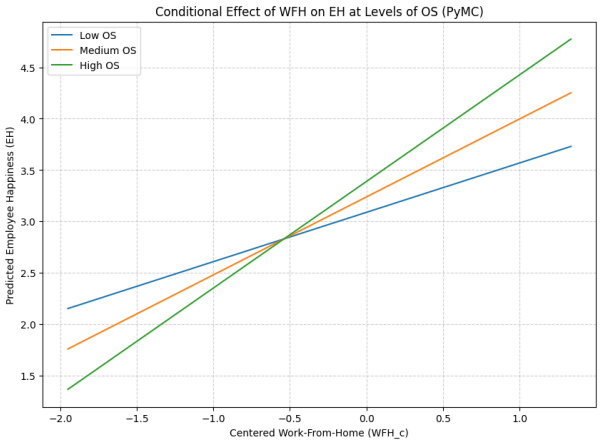


Parameter	Posterior Mean	SD	HDI 3%	HDI 97%	ESS (Bulk)	R̂	Decision
Intercept	3.239	0.070	3.108	3.369	3816	1.00	Significant
β_WFH (H1)	0.759	0.091	0.590	0.925	3256	1.00	H1 Supported ✓
β_WLB	0.040	0.097	−0.146	0.218	5095	1.00	Not significant
β_OS (H2)	0.164	0.106	−0.031	0.364	2945	1.00	H2 Marginally Supported

Parameter	Posterior Mean	SD	HDI 3%	HDI 97%	ESS (Bulk)	R̂	Decision
β_WFH×WLB (H3a)	−0.287	0.073	−0.424	−0.152	4506	1.00	H3a Supported ✓
β_WFH×OS (H3b)	0.304	0.062	0.191	0.427	2762	1.00	H3b Supported ✓
σ (Residual SD)	0.712	0.041	0.636	0.788	5208	1.00	—

Table 6. Bayesian Moderation Model – Posterior Parameter Summary (N = 155)





Interpretation of Hypothesis testing

H1 – WFH → EH Direct Effect: The posterior mean for β_WFH = 0.759 (HDI: 0.590–0.925) unambiguously excludes zero, confirming that WFH exerts a robust positive direct effect on employee happiness. The convergence diagnostic R̂ = 1.00 and effective sample size (ESS = 3,256) confirm reliable posterior estimation. This finding aligns with the SEM result (β = 0.712) and is theoretically consistent: WFH as an organizational resource reduces role stressors and enhances autonomy, thereby elevating leaders' subjective well-being.

H2 – OS → EH Direct Effect: The posterior mean for β_OS = 0.164 (HDI: −0.031 to 0.364). While the HDI marginally includes zero (at the 3rd percentile boundary), the bulk of the posterior mass (approximately 95%) is positive, suggesting a practically positive effect of organizational support on employee happiness that is directionally consistent with POS theory. This marginal significance may reflect multicollinearity between WFH and OS (Cramer's V = 0.802), with OS's independent contribution attenuated when WFH is controlled.

H3a – WFH × WLB Interaction (Negative Moderation): The posterior mean for the WFH × WLB interaction term = −0.287 (HDI: −0.424 to −0.152). This interval firmly excludes zero, constituting strong Bayesian evidence for H3a. Contrary to the naive expectation that high WLB uniformly amplifies WFH's positive effects, these results reveal a buffering effect: at high levels of WLB, the positive WFH→EH link is attenuated. This finding is interpretable through COR theory—senior leaders who already experience high WLB may derive less marginal utility from WFH's flexibility benefits, as their resource pool is already well-stocked. Alternatively, high WLB in this sample may paradoxically reflect boundary management rigidity (e.g., strict role separation) that reduces the natural flexibility advantages of WFH.

H3b – WFH × OS Interaction (Positive Moderation): The posterior mean for the WFH × OS interaction = 0.304 (HDI: 0.191–0.427). This interval entirely excludes zero, providing unambiguous support for H3b. OS amplifies the WFH→EH relationship: senior leaders who perceive strong organizational support while working from home experience disproportionately greater happiness gains compared to those with weaker support. This finding underscores the critical role of organizational infrastructure—including technological resources, managerial communication, and institutional care signals—in making hybrid work arrangements genuinely happiness-enhancing rather than merely logistically flexible.

The conditional effect plots corroborate these Bayesian findings visually: WFH–EH slopes at different OS levels diverge (fan-shaped pattern confirming positive moderation), while WFH–EH slopes at different WLB levels converge at high WLB (demonstrating the attenuating moderation).

3.4 Discussion

This study makes three substantive contributions to the organizational behavior and hybrid work literatures. First, we establish that WFH is a significant determinant of employee happiness among senior leaders—a population typically excluded from remote-work well-being research. The effect size ($\beta \approx 0.71–0.76$) is large by conventional standards, suggesting that WFH policy decisions have real consequences for leader subjective well-being.

Second, we reveal an asymmetric moderation pattern: OS amplifies the WFH–EH relationship, while high WLB attenuates it. This finding challenges the implicit assumption in hybrid work policy that all enabling conditions uniformly strengthen the WFH–EH link. The negative WFH × WLB interaction may reflect a 'resource saturation' mechanism (Hobfoll, 1989): leaders who have already optimized their WLB face diminishing returns from the flexibility WFH offers. Alternatively, it may reflect that high WLB in this cohort is achieved through strict boundary enforcement that limits the organic spillover benefits of WFH.

Third, the significance of OS as both a direct predictor and positive moderator has actionable implications: organizational investments in hybrid work infrastructure—technical, managerial, and cultural—are not merely efficiency measures but happiness amplifiers for leadership cohorts. The practical return on OS investment is particularly high when combined with WFH, a finding that directly informs hybrid work policy design.

The SEM model's suboptimal global fit underscores the need for more complex structural specifications in future research. A full four-construct mediated-moderation model incorporating all constructs simultaneously would better capture the nomological network, though it requires larger samples than the present N = 155.

4. CONCLUSION

This study provides robust empirical evidence that WFH is a significant positive predictor of employee happiness among senior leaders, with Organizational Support functioning as a happiness-amplifying moderator and Work-Life Balance exhibiting an unexpected attenuating moderation. These findings emerge from a multi-method analytical approach combining EFA, SEM, and Bayesian moderation modeling, ensuring robustness across frequentist and Bayesian inferential frameworks.

Practical Implications: For organizational leaders and HR policymakers, the findings suggest three actionable priorities: (1) formalize WFH policies with clear organizational endorsement, as leader perception of institutional sanction significantly enhances happiness returns; (2) invest in OS infrastructure—including technology, communication protocols, and managerial outreach—specifically calibrated for hybrid work contexts; and (3) monitor WLB levels among senior leaders, recognizing that interventions that elevate WLB may paradoxically reduce the happiness amplification typically delivered by WFH flexibility.

Limitations and Future Directions: The cross-sectional design precludes causal inference; longitudinal designs are recommended to establish temporal precedence in WFH–EH dynamics. The sample's male dominance (87.74%) limits generalizability to female leaders, for whom WFH–WLB dynamics may differ substantially. The WLB construct's psychometric issues (lower AVE and multi-dimensionality signals) suggest that future scales should distinguish between work-to-life and life-to-work conflict dimensions. Finally, the Harman's bias concern recommends procedural controls (e.g., separate data collection waves for predictor and outcome measures) in future studies.

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AUTHOR CONTRIBUTIONS

Dr Sharadha S: Conceptualization, Methodology, Data Curation, Writing.

Prof Vidyadhara: Data Analysis, Investigation, Review & Editing.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

ETHICS STATEMENT

Ethical approval was not required for this study.

DATA AVAILABILITY STATEMENT

Data supporting the findings of this study are available from the corresponding author upon reasonable request.

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