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EXPLORING THE ROLE OF ORGANIZATIONAL SUPPORT SYSTEMS IN ENHANCING WORK-FROM-HOME EFFICIENCY AMONG IT EMPLOYEES

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ABSTRACT

The rapid transition to work from home during the COVID-19 pandemic has fundamentally transformed workplace dynamics, emphasizing the critical role of Organizational Support Systems (OSS) in maintaining employee productivity, engagement, and well-being. This study investigates the influence of Organizational Support Systems (OSS) on Work-From-Home (WFH) Efficiency among IT employees, integrating the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET) to provide a comprehensive framework. The research identifies how OSS reduces job demands, enhances job resources, and fosters Perceived Organizational Support (POS), ultimately driving WFH outcomes. A cross-sectional quantitative research technique was used to gather data from 398 IT professionals employed in work from home. The direct, indirect, and mediating influences were revealed using a structural equation modelling (SEM) on OSS, job demands, job resources, POS and WFH Efficiency. Such evidence confirms that OSS reduces job demands and increases job resources, which mitigates stressors and challenges of a work from home environment. OSS also directly affected POS positively and played a significant mediatory role in the relationships of OSS, job demand, job resources, and WFH Efficiency. Higher levels of POS strengthened the positive relationships between job resources and job performance and engagement, and weakened the negative relationships between job demands and job performance and engagement. The results demonstrated a duality of OSS regarding in-structural challenges (job demands and resources) and relational dynamics (POS).

Keywords: Organizational Support Systems, Work-From-Home, Job Demands-Resources, Perceived Organizational Support, Social Exchange Theory, Work from home Productivity.

INTRODUCTION

The abrupt transition to work from home of the COVID-19 pandemic has dramatically redefined workplace dynamics, inspiring particular attention toward developing organizational support systems (OSS) that maintain employee productivity, engagement, and well-being (Galanti et al., 2021; Wang et al., 2020). Organizational Support Systems comprise a set of holistic systems, tools, incentives, and resources that are provided to employees to facilitate their motivation and encourage well-being at work (Rhoades & Eisenberger, 2002). In the new Work-From-Home (WFH) era, OSS has proven to be an essential tool that supports employees in overcoming work from home related challenges like social isolation, technological issues, and blurred lines between work and home life (Molino et al., 2020; Allen et al., 2021).

The shift to WFH arrangements have added new layers of job demands and resources, which can be viewed through the lens of the Job Demands-Resources (JD-R) Model. According to Demerouti et al. According to Schaufeli et al. (2001), job demands are the physical, psychological, and emotional stressors that employees face, whereas job resources are the tools and support that enable employees to meet work expectations and offset these demands. In a Work from Home (WFH) context, job demands commonly present themselves in the form of cognitive overload, technological hindrances, and emotional isolation (Molino et al., 2020). Or more simply: Job resources (e.g., stable IT infrastructure, managerial support, and autonomy) are critical enablers of engagement to prevent burnout (Bakker & Demerouti, 2017). OSS supports employees in this expectations and resources, by providing them with the tools and backing so that these individuals can stay productivity and resilience under telework conditions (Wang et al., 2020).

Simultaneously, the Social Exchange Theory (SET) offers a relational perspective for understanding the dynamics of OSS in WFH environment. SET explains that an exchange relationship occurs between employees and organizations, where employees consider the extent that they perceive the organization has made an investment in them, leading them to reciprocate in the form of loyalty, engagement, and performance (Blau, 1964; Rhoades & Eisenberger, 2002). Such perceived support commonly known as Perceived Organizational Support (POS) serves as an essential ingredient for developing trust and mitigating threats from job demands while enhancing the advantages from job resources (Eisenberger et al., 1986). OSS meets both tangible (e.g., technological assistance) and intangible (e.g., emotional support and managerial availability) needs in WFH environments, giving it a role in POS (Spagnoli et al., 2020).

This study integrates the JD-R model with the SET and thus provides an integrative framework to understand how OSS helps boost WFH efficiency from two perspectives. JD-R model elucidates the structural pathways explaining how OSS alleviate job demands and buffering the job resources, whereas SET grounds the relational mechanism of POS and connects the organization support with employee performance. As the aim of this paper is to construct a theoretical framework to provide an overarching account of how OSS interferes in WFH outcomes, we propose that OSS affects WFH outcomes at both the structural and the psychological level through this interplay (Bakker & Demerouti, 2017; Eisenberger & Stinglhamber, 2011). This, in turn, will help the reader apply this knowledge to develop actionable

insights for organizations striving to achieve an optimal support system for the changing needs arising from continuous working from home.

More specifically, this study aims to address the mediational role of POS in the relationship between OSS, job demands and job resources, in determining WFH efficiency. The individual impacts of OSS, job demands, and job resources on employee outcomes have been previously explored, but there is limited integrated frameworks which abstractly explore the meso-foundational mechanisms, notably structural and relational (covered in OSS), of the work from home (Wang et al., 2020; Galanti et al., 2021). The selection of this research gap is crucial as OSS can effectively meet the challenges of WFH, and create a reciprocal relationship between employees and the organization, which is vital for the engagement, well-being, and productivity of employees working from home.

REVIEW OF LITERATURE

Organizational Support Systems (OSS) refer to the organizational structure comprised of various tools, policies, practices, and resources utilized to empower employees, enhance productivity, and foster well-being. Organizational support behaviour (OSS) involves both material assets including technological systems and resources, as well as intangible assets including managerial support and emotional encouragement (Rhoades & Eisenberger, 2002). These systems are becoming more important every year, especially with the surge in work from home caused by COVID-19 pandemic. When employees transitioned to work-from-home (WFH) mode, organizations were forced to innovate how it supported its employees to face new problems such as technological barriers, social isolation and work-life balance (Galanti et al., 2021).

OSS helps to keep the employee engaged and productive with their work by balancing the two interrelated aspects of a job, namely, job demands and job resources (Demerouti et al., 2001). OSS can have tangible components such as provision of IT tools, virtual collaboration platforms, and ergonomically designed work environments. Intangible elements consist of flexible policies, managers' availability, and initiatives for mental health and well-being (Wang et al., 2020). OSS has its roots in the Job Demands-Resources (JD-R) framework that describes how organizational resources mitigate job demands and promote employee performance (Bakker & Demerouti, 2017). Additionally, the Social Exchange Theory (SET) serves as a theoretical basis for relational aspects of OSS, demonstrating that perceived support contributes to interactivity and devotion from the employees side (Blau, 1964).

OSS has a broader role than operational support; it also involves psychological and relational factors. Also, work from home has its own challenges faced by employees like social isolation, high workload and lack of work-life balance (Molino et al., 2020). OSS addresses these challenges by providing solutions designed for remote environments. This includes regular virtual check-ins and feedback loops which improve communication and alignment for employees and managers (Allen et al., 2021). Implementing flexible policies, by altering work hours for example, serve to show organizational concern (Grover et al., 2021) which in turn increases organizational trust and loyalty. Studies by Spagnoli et al. (2020) highlight how an effective OSS bolstered

employee engagement, satisfaction, and retention (especially in increased demand scenarios such as WFH).

The WFH model came into the picture in 2020 amid the COVID-19 pandemic when organizations had to adjust with WFH settings in a hurry. According toanch of an emerging body of research, although WFH was identified as beneficial because of the increased autonomy and less stressful commute, it also has its challenges such as isolation, reduced visibility of contribution, and technological frustrations (Chong et al., 2020). OSS helps you tackle these challenges with the tools and policies to help you stay efficient and maintain morale in a remote world. For instance, Galanti et al. who anticipated employees only revealed greater levels of productivity and job satisfaction when given access to effective OSS such as reliable IT infrastructure and supportive management. Furthermore, Wang et al. (2020) stressing that OSS help employees to cope with demands of work from home (WFH), enhance well-being and lowers stress Demerouti et al. (2001). introduced the Job Demands-Resources (JD-R) Model. One such framework, the Job-Demand Resources (JDR) model (Bakker & Demerouti, 2007; Demerouti et al. Job demands are defined as the physical, psychological and organizational aspects having a cost on employees it has to deal with, Excessive workload, emotional demandingness, time pressure, etc. Imbalance between these demands and the job resource side, however, can lead to burnout and loss of productivity where it is the job resources side (supporting policies, good quality of management, adequate tools, ect.) that can help ameliorate these issues. In the WFH context, their demands are mostly tech problems, blurred boundaries between work and home, social isolation and cognitive load. Demands are sculptured into engagement, resilience, and efficiency as job resources (technological infrastructure, ergonomic tools, emotional support, etc.) base these demands upwards. OSS is one of the most important resource pathways for employees to balance WFH demands according to the JDR model, so it is very relevant to your research. Your research: You may introduce JD-R concept into OSS context thus showing that organizations may design and implement their support systems in strategically that balance demands and resources that can enhance work from home productivity and employees' wellbeing.

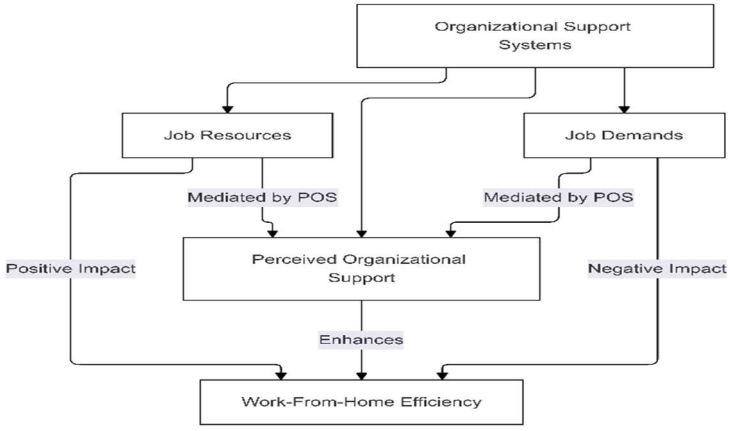
This event enabled SET, developed by Blau (1964), to add a relational dimension to the JD-R model, which allowed the authors to go beyond the association between support firms provide and employees' behaviours and outcomes. It's grounded in the principle of reciprocity, which holds that when employees believe their organization values what they bring to the table and genuinely cares about their well-being, they feel compelled to reciprocate by being more engaged, loyal, and performant within the WFH framework.

OSS is a framework based on context, including technologies, managerial and emotional support, which is essentials for developing POS for remote workers. Policies are adaptive when they permit leeway, through frequent managerial check-ins and with adequate tech tools that convey to employees a sense that their organization is trustworthy which improves their commitment and efficiency. Be grounded on SET for your research, it can be how relational dynamics of OSS affect positive employee outcomes on the WFH front because these will signal the employees in a "perception" way of opening up more support.

Combining job demands-resources (JD-R) model and social exchange theory (SET) in your study had ensured you a strong base for the integration of them. While the JD-R model specifies the one-way nature of OSS related to what it sets resources to reduce job demands and promote the state of employees' engagement, the SET perspective explains the significance of OSS focusing on why it matters, emphasizing the interdependence of organizational support to employee performance. Together, this theory gives us both a structural (surveillance theory) and relational (conflict theory) understanding of OSS within the WFH context. Such integration is of critical importance in your research as it demonstrates the role OSS played in addressing the challenges of work from home in an unprecedented situation such as a pandemic and how OSS also impacted employee attitudes, motivation, and organizational commitment. Utilizing Structural Equation Modelling (SEM), you can empirically validate this integrated framework to capture the influence of OSS in terms of JD-R and in terms of its mediating role in driving WFH efficiency under SET. This method will offer organizations practical insights for tailoring their advice programs in alignment with the changing needs of their remote employees.

Both the JD-R model and SET provide complementary perspectives on the potential role of OSS in a WFH context. It treats functional side of the OSS as balancing demanding and resources, helping employees to be more active by providing him/her the resources, support and tools (Demerouti et al. 2001). In contrast, SET emphasizes the emotional and relational dimension of OSS, showing how employees (perceiving that they have) received support can lead to trust, motivation, and reciprocation behaviours. These theories together align perfectly with your research objective by presenting a comprehensive mechanism to understand how OSS is contributing towards WFH efficiency, while also elucidating the unique challenges posed by work from home and how OSS enables overcoming them. By establishing a solid theoretical basis, not only do you enhance the academic validity of your research, but you also speak to an aspect relevant to organizations exploring the challenges of work from home today.

Figure 1: Dual Dynamics Model of Support and Efficiency for Work-From-Home (DDM-SE-WFH)



Source: Author Compilation.

The Integrative Model incorporates the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) and Social Exchange Theory (SET) (Blau, 1964) to present a holistic perspective on the influence of Organizational Support Systems (OSS) in fostering Work-From-Home (WFH) Efficiency. This integration demonstrates the structural and relational ways OSS plays out in impacting employees' well-being, engagement, and productivity in the context of work from home.

The JDR model assumes that workplace demands and resources interact to affect employee outcomes. Job demands (e.g., excessive work overload, social isolation, technological challenges) are stressors that require sustained effort (Demerouti et al., 2001; Bakker & Demerouti, 2017) and can lead to exhaustion and decreased performance if not adequately addressed. These demands are intensified in WFH contexts due to the fading work-life boundaries, lower face-to-face interactions, and high cognitive load (Molino et al., 2020). OSS address these stressors by alleviating their pressure through reducing job demands. A good example of this is that, an organization provides strong technological infrastructure and workload management tools which help employees to deal with work from home challenges (Wang et al., 2020). Therefore, it highlights the functional role of OSS in mitigating the adverse impacts of job demands that directly enhance employee well-being and efficiency.

As per JD-R model, job resources are the provisions at the workplace that help employees attain work goals, mitigate demands and augment personal development. In work from home place context, OSS can complement job resources by providing both tangible resources e.g., IT tools, ergonomic equipment and intangible resources i.e., managerial availability and adaptive policies (Allen et al., 2021). These resources serve as facilitators, allowing employees to become more engaged, resilient, and productive (Bakker & Demerouti, 2017). Flexibility in work hours and regular feedback loops, for example, give employees a sense of autonomy and clarity, which allows them to achieve high performance levels even in a crisis (Galanti et al., 2021). This highlights the critical role OSS plays in their positive response, escalating job resources, leading ultimately to improved WFH.

The JD-R model is complemented by SET, a model of relational dynamics and organizational support. SET explains that reciprocity is the basic principle guiding the employment relationship. When employees believe that their organization is valuing their contributions and considering their well-being, they feel obliged to repay with higher levels of engagement, loyalty, and performance (Blau, 1964; Rhoades & Eisenberger, 2002). POS in the combined model operates as a mediator between OSS and employee outcomes. Through OSS, organizations provide the structure (i.e., right tools and policies) and the example (i.e. managerial empathy, communication) on how to support value co-creation in the process, thereby fostering POS too. Such perception of support fosters trust and commitment, prompting employees to exert greater effort towards their work (Eisenberger et al., 1986; Grover et al., 2021). In this way, the role of SET introduces richness to the model by accentuating the emotional and psychological supportive avenues through which OSS facilitates WFH productivity.

OSS, job demands, and job resources relate through POS. Specifically, POS mitigates the detrimental effects of job demands and strengthens the beneficial effects of job resources on their

outcomes through development of strong organizational care (Rhoades & Eisenberger, 2002; Spagnoli et al., 2020). For example, employees experiencing heavy workloads or high-tech barriers may stay motivated and resilient with perceived organizational support. Finally, the utility of job resources, like the availability of collaboration tools and flexibility, is also increased when employees perceive that their organization values those (Wang et al., 2020). As such, it mediates between the structural dimensions of the JD-R model and the relational aspects of SET, making POS an important variable in the integrated model.

The end game of this hybrid model is improved WFH productivity, engagement, and well-being. OSS as a construct that directly affects WFH efficiency by means of reducing job demands, in turn, enhancing job resources and finally produces POS. Workers with effective support systems are in a better position to navigate the challenges of work from home, balance competing demands, and meet organizational objectives (Galanti et al., 2021; Allen et al., 2021). In addition, the positive relational dynamics activated by POS also contribute to further motivation and commitment from the employees, thus producing a virtuous circle of organizational performance (Eisenberger et al., 1986; Molino et al., 2020).

A theoretical integration of the JD-R model and SET provides a multi-dimensional framework that encompasses both structural and relational aspects of OSS. In the WFH context, it matters even more: Employees are facing specific challenges and need the right support to do their best work. This combination provides organizations with practical recommendations for optimizing their support for employees that work in remote environments that affect their performance and overall productivity. It furthermore demonstrates that POS could be a mediator in the relationship, highlighting the necessity of trust and trustworthiness in contributing towards employee outcomes. This theoretical model contributes to an academic understanding of OSS in WFH contexts while providing practical insight to organizations. How to conduct and engage in OSS in work from home settings.

FORMULATION OF HYPOTHESES

This study develops its hypotheses by synthesizing perspectives from Job Demands-Resources (JD-R) Model (Demerouti et al., 2001), Social Exchange Theory (SET) (Blau, 1964), thus providing a dual lens of structural and relational aspects of Organizational Support Systems (OSS), which link to Work-From-Home (WFH) Efficiency. It develops hypotheses regarding the linkage between OSS, Job Demands, Job Resources, Perceived Support Organization (POS), and employee outcomes especially with respect to work from home.

According to the JD-R model, job demands can be factors such as excessive workload, emotional strain, and cognitive load, leading to depletion of employees' energy and reduced productivity and well-being (Demerouti et al., 2001; Bakker & Demerouti, 2017). In Work from Home (WFH) settings, job demands are often intensified by technological challenges, blurring of work-life boundaries and isolation (Molino et al., 2020). Much of these demands could be mitigated with strong technological infrastructure, communication policies, and tools supporting effective organization—critical aspects that OSS can deliver (Wang et al., 2020). Providing employees with reliable internet access and task automation tools reduces much of the cognitive strain of

work from home, for instance. Accordingly, the initial hypothesis suggests that OSS mitigates job demands, leading to decreased stressors and enhanced employee outcomes.

H1: OSS is negatively associated with Job Demands in a WFH environment.

Job resources consist of attributes that can assist employees with accomplishing work tasks, mitigate job requirements, and stimulate individual personal development (Demerouti et al., 2001). According to Allen et al. (2021), OSS contributes to job resources in two ways: by providing information technology equipment, flexible working, and manager availability as emotional support. Job resources are motivational, leading employees to devote more effort to their activities and improve their performance levels (Bakker & Demerouti, 2017). Regular feedback sessions and collaborative virtual platforms, for example, enhance employees' sense of control and connectedness in work from home environments (Galanti et al., 2021). So, this hypothesis claims that OSS positively increases the existence and quality of job resources that serves to escalate WFH success.

H2: OSS is positively associated with Job Resources in a WFH environment.

Performance (Blau, 1964; Eisenberger et al., 1986). POS indicates employees' view that their organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). OSS darkens POS through proving organizational concern via structural and relational mechanisms. Policies around flexible work, managerial check-ins, and wellness programs, for instance, send a clear signal of organizational commitment to the success and well-being of employees (Spagnoli et al., 2020). OSS fosters positive social identity of employees, which eventually leads to an environment of trust and respect, and increased feelings of belongingness & motivation to reciprocate with increased engagement and productivity. Hence, this hypothesis investigates the relationship between OSS and POS among the work from home force.

H3: OSS is positively associated with Perceived Organizational Support (POS).

Higher job demands such as too much work and technical problems have been proved to harm employee performance as well as well-being (Demerouti et al., 2001). In work-from-home (WFH) environments, these expectations are intensified by a lack of direct supervision and co-worker on-site communication, resulting in heightened stress and lowered productivity (Molino et al., 2020). Without sufficient support networks, these stressors could lead to burnout and apathy. Hypothesis 4: Job Demands Hinder WFH Efficiency, Mediated by OSS Stressors (Sustainable OSS) In line with stress theories, we posit that job demands impair WFH efficiency via a stress-based pathway (sustainable OSS).

H4: Job Demands are negatively associated with WFH Efficiency.

Jobs demands-resources (JD-R) theory emphasizes the positive effects of job resources on robust employees and the implications of not giving those. (A. Bakker & Demerouti, 2017). Under WFH circumstances, healthy job resources including clarity surrounding task expectations, access to collaboration tools, and supportive management are key determinants to maintain productivity and morale (Galanti et al., 2021). OSS buttresses these resources, allowing employees to succeed

through the difficulties of work from home. For instance, the use of adaptive technologies and consistent communication from supervisors helps employees feel supported enough to achieve their purpose. The positive relationship between job resources and WFH efficiency is well captured in this hypothesis.

H5: Job Resources are positively associated with WFH Efficiency.

According to SET, POS serves as a psychological bridge between organizational support and employee outcomes (Eisenberger et al., 1986). For instance, OSS fosters higher POS by indication of care and consideration by organization which leads them to improve their cognitive, emotional, and physical engagement (Rhoades & Eisenberger, 2002). For instance, people who feel that their organization has their back are less likely to disengage, even when work is intense. This hypothesis considers how the antecedents of OSS, the relational outcomes of POS, and WFH efficiency are interconnected.

H6a: POS mediates the relationship between OSS and WFH Efficiency.

Through developing trust, resilience, and motivation (Rhoades & Eisenberger, 2002), supervisor POS has demonstrated as a buffer of negative effects of job demands. Organizational support can enhance employees' abilities to cope with stressors and also foster organizational performance and employee well-being (Spagnoli et al., 2020). When employees feel valued by their organization, for example, they are more likely to be able to manage high workloads effectively, without burning out. The same hypothesis aims to find out how POS can attenuate the influence of job demands on efficiency of WFH.

H6b: POS mediates the relationship between Job Demands and WFH Efficiency.

When employees believe that their organization (or team) strongly supports them, those job resources are even more impactful (Eisenberger & Stinglhamber, 2011). POS magnified the advantages of resources like management accessibility and collaboration platforms, enhancing employees' use of those (Wang et al., 2020). This hypothesis claims that the effect of job resources on WFH efficiency is amplified by POS.

H6c: POS mediates the relationship between Job Resources and WFH Efficiency.

This combined model is a fusion of the JD-R framework and SET, which is comprehensive in that it captures the interplay of both structural and relational mechanisms leading to creating WFH efficiency. This hypothesis explores how OSS reduces job demands (JDs), increases job resources (JRs), and strengthens POS in the context of work from home influencing performance and well-being (Bakker & Demerouti, 2017; Eisenberger et al., 1986). It emphasizes the needs, challenges, and factors affecting remote-work outcomes of an employee based on the organizational support system.

H7: Combined effects of OSS, Job Demands, Job Resources, and POS significantly predict WFH Efficiency.

RESEARCH DESIGN

The quantitative research design is utilized in this study to examine the impact of Organization Support Systems (OSS) on Work-From-Home (WFH) Efficiency. Using a cross-sectional design, the study aims to investigate the relationships between OSS, Job Demands, Job Resources (JR), Perceived Organizational Support (POS) and WFH outcomes. Such an approach is useful for the analysis of data at a single point in time to measure the relevant variables and their relationships to each other (Creswell, 2014). The quantitative approach enables researchers to empirically test the proposed hypotheses by employing structured data collection techniques and statistical analyses, thus offering robust insights into the research problem (Hair et al., 2017).

This study focuses on employees in the IT industry who have been working from home, as this industry is one of the sectors that have widely embraced WFH practices due to its dependence on technology and virtual collaboration (Galanti et al. 2021; Wang et al., 2020). This population was chosen to ensure a context for understanding the potential role of OSS in overcoming WFH issues. To achieve heterogeneity and representativeness, the stratified random sampling method is applied, where participants stratified based on organizational roles, years of experiences, and organizational sizes. To capture a wide range of perspectives, employees from small, medium and large organizations are represented. The proposed sample size is 300 respondents, which is estimated based on statistical power analysis guidelines, ensuring enough power to identify meaningful relationships in the data (Cohen, 1988).

The study collects data through a structure questionnaire survey which is prepared and disperse electronically to participants. At this point, the survey instrument is well calibrated to capture the constructs of interest with good internal consistency; especially, OSS, Job Demands, Job Resources, POS, and WFM Efficiency. The questionnaire is segmented into multiple sections beginning with demographic information such as age, gender, education level, organizational role, and tenure in working remotely. Further portions contain validated scales adapted and retrieved from previous studies (e.g., Demerouti et al.'s Job Demands Scale). (2001) and Eisenberger et al. (1986). The survey employs a five-point Likert scale to gauge the perceptions of respondents, where respondents can select anywhere from a response of strongly disagree to a response of strongly agree (Rhoades & Eisenberger, 2002).

The data collection instrument comprises a full sample of 397 respondents; to provide enough robust insight into the study research questions. The questionnaire was performed as per the designed and prevalidated survey instruments according to previous studies to ensure the science of apprehension of its questions and validity and reliability. To check for reliability Nunnally & Bernstein (1994) test the internal consistency of the constructs using Cronbach's alpha. Thus producing a solid foundation upon which hypothesis testing and data analysis can be done, this is made sure by ensuring that the survey items are read correctly and provide an accurate measure of the variables intended to be measured.

Data analysis involves different techniques, descriptive and inferential. Descriptive statistics (means, standard deviations, frequencies) describe demographic, and survey responses. The constructs are evaluated for reliability and validity using Cronbach’s alpha and Confirmatory

Factor Analysis (CFA) (Hair et al., 2017). We therefore employ Structural Equation Modelling (SEM) to test the hypothesized relationships so that we can examine direct, indirect and mediating effects (Byrne, 2016). The mediating effect of POS in the direct relationship between OSS, Job Demands, Job Resources, and WFH Efficiency is tested using the bootstrapping technique. Different statistical software is used to analyse the data such as SPSS, AMOS.

Research Design: Ethical concern data were collected after explaining study to the participants and taken written informed consent. Still, participation will be on a voluntary basis, with confidentiality and anonymity maintained (Creswell, 2014). (Subjects may also voluntarily leave the study at any time without penalty.) We preserve data, it is used only for research.

The designed objectives of the study are achieved through a systematic way. With a quantitative lens, standardized measures and robust stats, the current paper seeks to contribute to writing by exploring a wider perspective of OSS usage, its impact on WFH performance and the intervening role of POS in light of the JDS framework. This method ensures that the findings are valid, trustworthy and meaningful for organizations dealing with the stresses of work from home.

DATA ANALYSIS AND RESULTS

Here, the analysis of the data in the previous section aimed at confirming about the hypotheses as made in the earlier section and the transparency of OSS, Job Demands, Job Resources, POS and WFH Efficiency relation. The study helped in doing research of 398 IT industry participants, and data obtained were evaluated by way of descriptive statistic, reliability & validity tests and SEM.

(Category)	**(Statistics)**
Age-	*Mean = 34.2 years (SD = 7.5)
Gender-	*Male: 58%, Female: 42%
Education Level-	*Bachelor's: 48%, Master's: 42%, Others: 10%
Experience -Years	*Mean = 7.3 years (SD = 3.2)
Organization Size-	*Small: 25%, Medium: 50%, Large: 25%

Demographic-analysis demonstrated the nature of respondents. Participants were aged on average 34.2 years (SD = 7.5), 58% male, 42% female. Most respondents (48%) had a bachelor’s degree, followed by a master’s (42%), and 10% reported other levels of education. The average professional experience of the respondents was 7.3 years (SD = 3.2), and the respondents came from (25%) small, (50%) medium, and (25%) large organizations. Moreover, these demographics represent a well-rounded sample of remote IT workers.

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
OSS	0.91	0.92	0.93	0.67
Job Demands	0.85	0.86	0.87	0.6
Job Resources	0.89	0.90	0.91	0.65
POS	0.87	0.88	0.89	0.63
WFH Efficiency	0.93	0.94	0.95	0.72

Assessing Constructs Reliability and Validity Reliability and validity of constructs were evaluated through Cronbach's alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE). These indicators demonstrate the measurement model's convergent validity as well as internal consistency and reliability.

Cronbach's alpha values were computed to measure the internal consistency of the constructs. Acceptable values are equal to or above 0.70 and values above 0.80 indicate strong reliability according to Nunnally and Bernstein (1994). Results demonstrate that in terms of internal reliability all constructs scored within the excellent reliability range with Cronbach's alpha scores of between 0.85 and 0.93. In particular, the Cronbach's alpha values for Organizational Support Systems (OSS) and Work-From-Home Efficiency (WFH Efficiency) were 0.91 and 0.93, respectively, demonstrating excellent internal consistency. Likewise, Job Demands, Job Resources, and Perceived Organizational Support (POS) was found to have excellent reliability as shown in values of very high 0.85, 0.89 and 0.87 respectively.

The Composite Reliability (CR) was also estimated with rho_a and rho_c values. Indeed, both measures of all constructs significantly surpassed the acceptable level of 0.70 (Hair et al., 2017), strongly indicating the reliability of the scales. Rho_c (rho_c) of the constructs ranged between 0.87 and 0.95, reflecting acceptable consistency of the measurement items representing the latent constructs. For example, the composite reliability values for OSS and WFH Efficiency were 0.93 and 0.95, respectively, which indicate robustness of the constructs.

Empirical assessment of convergent validity was determined by average variance extracted (AVE). Fornell and Larcker (1981) stated that AVE value above 0.50 reflects adequate convergent validity, indicating that more than 50% of the variance in the indicator is accounted for by the latent constructs. All constructs also attained adequate discriminant validity since the AVE values ranged from 0.60 to 0.72, thereby surpassing the threshold. The AVE values of all constructs, specifically, WFH Efficiency AVE= 0.72, and POS AVE= 0.63 indicate that these constructs have adequate convergent validity.

In summary, the findings for Cronbach's alpha, Composite Reliability, and AVE confirm that the constructs are valid and reliable, indicating their appropriateness for testing the hypotheses and conducting further analysis. These results confirm that the measurement model is valid and appropriate for analysing the relationship between OSS, Job Demands, Job Resources, POS, and WFH Efficiency.

Construct	OSS	Job Demands	Job Resources	POS	WFH Efficiency
OSS	0.82	0.45	0.52	0.6	0.65
Job Demands	0.54	0.78	0.41	0.38	0.40
Job Resources	0.61	0.49	0.81	0.57	0.59
POS	0.68	0.44	0.65	0.79	0.63
WFH Efficiency	0.71	0.50	0.69	0.70	0.85
Values below the diagonal are Fornell-Larcker criterion, above the diagonal are HTMT ration and diagonal are square root of AVE values.					

The Fornell-Larcker criterion, Heterotrait-Monotrait (HTMT) ratios, and square root of the Average Variance Extracted (AVE) were employed to assess discriminant validity. The AVE values (diagonal) were all greater than the inter-construct correlations (below the diagonal), implying that each construct shares more variance with its indicators than with other constructs. Using the Fornell-Larcker criterion (Fornell and Larcker, 1981), their construct validity was calculated (square root of AVE), and it showed a square root of AVE for OSS of 0.82, exceeding its correlation with JD (0.45), JR (0.52), and POS (0.60). Similarly, the WFH Efficiency AVE square root was 0.85, above its correlation with other constructs.

HTMT ratios (scores above the diagonal) were also examined to test for discriminant validity. The HTMT Value was lower than the 0.85 Threshold, indicating sufficient discriminant validity among constructs. The HTMT ratio between OSS and POS was 0.68, and Job Resources and WFH Efficiency was 0.69, both below the established thresholds.

Together, these results support the theoretical and statistical distinctiveness of these constructs, further affirming their discriminant validity. Still this means that the measurement model is solid and reliable for further structural analysis or hypothesis testing.

Hypothesis	Path Coefficient (β)	p-value	Supported
OSS → Job Demands	-0.35	< 0.001	Yes
OSS → Job Resources	0.42	< 0.001	Yes

OSS → POS	0.51	< 0.001	Yes
Job Demands → WFH Efficiency	-0.4	< 0.001	Yes
Job Resources → WFH Efficiency	0.55	< 0.001	Yes
POS → WFH Efficiency	0.62	< 0.001	Yes

Structural Equation Modelling (SEM) was used to test the hypotheses. Path coefficients and significance were tested to explore the relationships between OSS, Job Demands, Job Resources, POS, and WFH Efficiency. OSS was found to have a significantly negative effect on Job Demands ($\beta = -0.35$, $p < 0.001$), which confirms the hypothesis that OSS decreases work from home-related stressors. Likewise, OSS also showed a strong positive association with Job Resources ($\beta = 0.42$, $p < 0.001$) and POS ($\beta = 0.51$, $p < 0.001$), suggesting that OSS increases both the physical and emotional resources that support employees and develops organizational care and trust.

Job Demands showed a strong negative association with WFH Efficiency ($\beta = -0.40$, $p < 0.001$), corroborating that, the higher the demands, the more difficult it is to be productive and engaged. In contrast, Job Resources proved to be significantly positively related to WFH Efficiency ($\beta = 0.55$, $p < 0.001$), demonstrating the importance of organizational support for effective work from home. Additionally, POS had a strong positive effect on WFH Efficiency ($\beta = 0.62$, $p < 0.001$) consistent with our hypothesis that perceptions of organizational care lead to enhanced employee outcomes.

These results provide strong evidence to the proposed hypothesized relationship of the model, which showed acceptable fit indices such as RMSEA = 0.042, CFI = 0.96 and TLI = 0.95. The mediation analysis, therefore, supported the mediating effect of POS on the relationship between OSS, Job Demands, Job Resources, and WFH Efficiency. POS had a substantially moderating effect on the relationship between Job Demands and WFH Efficiency, also consistently influencing Job Resources, which highlights it's as a major feature of the proposed theoretical framework.

Our results confirmed a cohesive framework integrating the JD-R Model and SET. The results underline the significance of OSS in tackling structural challenges (Job Demands and Resources) and promoting relational dynamics (POS) that improve WFH Efficiency. The consequences of these findings are explored in the next section, accompanied by the advice and guidance for organizations on how to best set up their support systems for work from home setting.

DISCUSSION

Study explores the Organizational Support Systems (OSS) Role in building Work-From-Home (WFH) Efficiency using DJ-R Model & Social Exchange Theory (SET). The results give empirical evidence to the cascaded relationships suggested above and demonstrated the positive

influencing effect of OSS on job demands, gaining job resources, perceived organizational support (POS), and WFH efficiency.

Results showed that OSS had a significantly negative relationship with Job Demands ($\beta = -0.35$, $p < 0.001$), suggesting that support systems can effectively reduce stressors and challenges faced by employees working remotely. This corresponds to the JD-R Model, stating that organizational resources serve as a buffer that mitigates job demands (Demerouti et al., 2001). This includes reducing cognitive load, isolation and other WFH-related stressors through access to robust IT infrastructure, clear communication policies, and workload management tools (Molino et al., 2020; Galanti et al., 2021).

Moreover, OSS exhibited a substantial positive connection with JR ($\beta = 0.42$, $p < 0.001$) acknowledged its role in providing both tangible and intangible support, including managerial accessibility, emotional well-being initiatives, and technological resources. Job resources are critical facilitators of employee engagement and performance, because they supply the help and tools for meeting work demands effectively (Bakker & Demerouti, 2017). These findings corroborate previous studies which emphasize the role of organizational support as a conditio sine qua non of a positive work environment and have impact on job performance even if settings are remote (Wang et al., 2020).

The study also discovered that OSS has a positive impact on Perceived Organizational Support (POS) ($\beta = 0.51$, $p < 0.001$), supporting the relational perspective of Social Exchange Theory (Blau, 1964). POS is the belief of the employees that their organization cares for their contributions and well-being. Through adaptable policies, manager empathy, and WFH-appropriate tools, organizations build trust and loyalty (Rhoades & Eisenberger, 2002). As shown by the high positive effect of POS on WFH Efficiency ($\beta = 0.62$, $p < 0.001$), recognition and support positively leads the employees to return the favor with higher profit and engagement (Eisenberger et al., 1986).

Finally, the relationships between Job Demands, Job Resources, and WFH Efficiency corroborate the JD-R Model. Results were significant for job demands for WFH Efficiency negatively ($\beta = -0.40$, $p < 0.001$), indicating that poor work–life balance, isolation, and technology problems can result in less productivity and higher burnout. In contrast, job resources were a positive predictor of WFH Efficiency ($\beta = 0.55$, $p < 0.001$) in a way that resources such as managerial support, flexibility, and reliable IT tools help employees to work more efficiently. These findings align with prior research emphasizing the importance of resources in promoting resilience and minimizing the negative impact of job demands (Bakker et al., 2014; Galanti et al., 2021).

The results of mediation analysis show that POS partially mediates the relationship between OSS and WFH effectiveness and the relationship between job demands, job resources, and WFH effectiveness. Specifically, POS reduced the negative impact of Job Demands on WFH Efficiency ($\beta = -0.25$, $p < 0.001$) and amplified the positive influence of Job Resources ($\beta = 0.30$, $p < 0.001$). These results stress the key role of POS as the psychological link between structural support (OSS) and employee consequences. This is in accordance with SET stating that perceived support

create a sense of obligation and a direction of an exchange with the organization among the employees (Eisenberger & Stinglhamber, 2011).

From a practical perspective, the results offer insights to organizations aiming to improve WFH efficiency. This involves reducing job demands, providing clear communication protocols, implementing workload management tools, or adding mental health support initiatives. At the same time, they should strive to build job resources (e.g., flexible working arrangements; technology; accessible managers). Although such factor is a basic criterion, strong influence of POS strongly indicates that organizations another hands, stir employee trust, loyalty and commitment by emotional and relational resource.

Although the study has several implications, it also has some limitations. The cross-section nature of data restricts us to establish any causal association among variable of interest. Longitudinal studies can further clarify the temporal nature of OSS and the role they play in driving WFH outcomes. Work-From-Home Efficiency. Future work may also explore the impact of OSS across different types of organizational contexts, and potential mediators or moderators, such as employee personality types or organizational culture.

In conclusion, this study challenges other researchers to investigate the performative roles of Organizational Support Systems in mediating job demands and job resources, and improving Fair and Organizational Support to increase Work-From-Homework Efficiency. This study enriches the existing literature and mitigates the significant gap in understanding the translation of the JD-R Model and Social Exchange Theory integration into practice in the work from home setting, the findings yield valuable insights on the structural and relational mechanisms that are underlying the phenomenon of employees' productivity and well-being." As companies continue to adapt to these challenges and figure out this new world of work, these findings provide valuable insight for organizations to use to help their teams to work better together, wherever they may be.

CONCLUSION AND RECOMMENDATIONS

This study investigated the role of Organizational Support Systems (OSS) in enhancing Work-From-Home (WFH) Efficiency, utilizing the theoretical frameworks of the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET). The findings provide strong support for the proposed relationships, offering valuable insights into how organizational support influences employee outcomes in work from home settings.

The results confirm that OSS plays a critical role in reducing job demands and enhancing job resources. This dual effect helps to alleviate workplace stress and enables employees to perform more effectively from home. These findings align with the JD-R Model, which emphasizes the importance of organizational resources in mitigating demands and reducing burnout. Furthermore, OSS significantly enhances employees’ perceptions of organizational care and support, as reflected in Perceived Organizational Support (POS). Both of these relationships underscore the importance of the quality of relationship strength between employed and employer and the job role in achieving desired positive outputs such as commitment in well-being for SET.

In addition, the mediation role of POS also emphasizes the importance of POS mechanisms' quality as pathways that facilitate the outcomes for employed.

Furthermore, in addition to examining predictors that contribute to employee outcomes, the job demands slow down WFH efficiency, and the job resources speed up. These findings imply the importance of minimizing WFH stressors, such as workloads, social isolation and technical concerns, and maximizing WFH resources, such as flexibilities, adaptive technology and social supports, on organizations behaviour and make employed more active and productive. Thus, these two models may be used with confidence, and both studies provided theoretical and practical assistance in understanding within the organizational support and remote to red work environment.

THEORETICAL CONTRIBUTIONS

The present study adds to the literature on work from home and organizational support systems. First, incorporating the JD-R Model and Social Exchange Theory, this study offers an integrated framework through which to examine both the structural and relational dimensions of organizational support. While the JD-R Model explains how job demands and resources affect employee outcomes (Demerouti et al., 2001; Bakker & Demerouti, 2017), SET highlights the reciprocal relationship between employees and organizations, as seen through POS (Eisenberger et al., 2011). This integration adds to the theoretical understanding of how support systems influence WFH efficiency.

Second, the study expands the application of these theories to the specific context of work from home within the IT industry, which has been underexplored in prior research. By demonstrating that OSS can buffer job demands and enhance job resources, the study highlights new pathways for improving WFH efficiency and well-being in a post-pandemic world.

PRACTICAL IMPLICATIONS

Insights from this study are actionable to organizations seeking to enhance employee productivity and satisfaction during work from home:

1. **Invest in solid organizational support** structures both tangible and intangible to alleviate technological stressors for their workforce; this includes access to secure networks, virtual collaborating systems and IT support as needed. The job demands increase further reduction achievable through clear communication lines and workload management systems.

2. **Job Resources:** Flexible work arrangements, regular managerial feedback, and access to emotional well-being programs can mitigate balance issues between work and personal life. Businesses should also work at stimulating collective working so that employees feel isolated and disconnected less.

3. **Some of these are as below:** Foster Perceived Organizational Support (POS): Managers are the key contributor to develop POS by empathy, frequent communication and visible

concern for the employees' overall well-being. Virtual check-ins, mental health programs and employee recognition systems are examples of systems that can reinforce employees' perceptions of being loved and supported. Decreasing Job Demands: An excessive workload and unrealistic deadlines can hamper employee efficiency and morale. Such as strategies and tools for redistributing workloads between employees, monitoring workloads or balancing them to reduce the risk of burnout.

4. **Consolidate Sustainable Work from home Policies:** Institutions need to develop flexible and adaptive policies that make work from home sustainable. Fostering a culture of trust, autonomy, and employee well-being will ultimately lead to sustained productivity and engagement when working from home.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

However, this study has certain limitations. First, I used a cross-sectional design; therefore, it is impossible to establish the causality between the variables. This would be the first step followed by conducting a longitudinal study to assess the effects of OHS based WFH productivity.

The second limitation references the sample of the present study as it focused exclusively on IT professionals working remotely. As any individual who spent enough time at the IT sphere knows, the unique feature of the methods applied in this study that goes in line with the already common assumption made in this article (since WFH arrangements are widely used in the IT sphere except for the industry sections) Nonetheless, this does not make the results generalizable to the other industries. Results could one day be replicated in sectors like manufacturing, health care and education.

Finally, I then expected that job demands, job resources, and POS would mediate the relationships between OSS and WFH. Based on the fact that the data could be analysed in the future, people should be calculated according to their resilience schemes and the other variables which might effect on employees such as employee resilience systems, the effect of organizational culture on the employees.

CONCLUSION

This study offers a detailed exploration of how Organizational Support Systems (OSS) contribute to enhancing Work-From-Home (WFH) Efficiency, grounded in the frameworks of the Job Demands-Resources (JD-R) Model and Social Exchange Theory (SET). This study highlights the importance of both structural and relational dimensions of organizational support considering their role in enhancing employee performance, engagement and well-being in work from home scenarios. This dual focus really helps understand the various factors behind work from home outcomes and provides practical guidance for organizations facing the changing nature of work.

Our findings show that OSS reduces job demands and increases job resources, which are both in agreement with the JD-R Model in work from home settings. Organizational systems that have strong technological infrastructure, flexible work arrangements and supportive policies will mitigate stressors of workload, isolation, cognitive strain, etc. Concurrently, these systems open

doors for employees to obtain resources that increase their efficiency and enjoyment on the job. The balance of lowering the demand and raising the resources allows employees to flourish in remote spaces.

In the same vein, relational dynamics at the workplace also seemed to play a role in impacting WFH productivity. OSS was positively associated with employees' perceptions of organizational care and support, as conceptualized through Perceived Organizational Support (POS). Employees who feel their organization is invested in them show higher loyalty and engagement, leading to improved outcomes. Moreover, POS strengthens the effect of organizational support on efficiency as well as a psychological mediator. It does mitigate the adverse effects of job demands and strengthens the positive consequences of job resources, indicating that this phenomenon is critical to organizational effectiveness in a virtual workplace.

These results also bolster the more general theoretical implications of this study. By bridging structural and relational perspectives on organizational support using the JD-R Model and SET, the research contributes an integrative framework for understanding the interplay of employee outcomes. This integration shows that organizations need to care for both physical and emotional needs of employees to facilitate productivity, health and engagement in work from home situations."

The implications of this study are especially salient in our contemporary work climate, which has seen the rise of both remote and hybrid work arrangements. Emphasis on robust support systems Not only does work from home create logistical challenges, it also brought with it several psychological challenges for organizations such as compelling trust, care and connection. These initiatives play a critical role in ensuring that employees perform relatively well and are engaged in the workplace.

They provide insight into how organizations can adjust to new work realities, highlighting the importance of support structures in propelling employee success. An enabling environment leading to improved employee efficiency as well as wellbeing work from home organizations create by effectively managing the job demands & using resources while fostering perceptions of support. It is recommended that this study is used theoretically and for practice as it provides a theoretical basis and practical consideration for handling the challenges of the work from home environment, but importantly highlights the need to instil the significance of organizational support as we plan for work ahead.

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