
Exploring The Determinants of Work-Life Balance of Software Professionals in Indore Region

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Abstract

Work-life Balance has become one of the major challenges in the field of Human Resources management. With the transformation of information and communication technologies and their usage, it has affected the work lives and family lives of individuals positively and negatively. The present study investigates the impact of information technology on the determinants of work-life balance of software professionals working in IT industry with special reference to Indore region. The main aim of this study was to explore the determinants of work-life balance. Data was collected with the help of structured questionnaire on a five – point Likert scale consisting of 40 items and all items had adequate reliability. Convenience Sampling was used for data collection and the questionnaire was distributed to 150 respondents working in IT Industry in Indore, out of which 120 dully – filled questionnaires were received. The collected data was analyzed using appropriate statistical tools such as Factor Analysis. The findings may have implications for organizations, academicians and can provide scope for future research.

Keywords: Information Technology, Software Professionals, Work-life Balance, Family-life, Work-life, IT Industry.

Introduction: “The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is “conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers” (Lewis, 2000: p.105)

There was a time when the boundaries between work and home were fairly clear. Now days, work is occupying our personal life — and maintaining work-life balance is not easy task. Technological instruments like e-mail, text messaging and cell phones which were thought of as tools to connect them to their work if they are not present in office, have actually integrated their personal and professional lives.

Work/life is commonly referred to as work and family. To maintain balance between the family responsibilities and work responsibilities has become a challenge for the people in many fields. Mr.Felstead, Jewson, Phizacklea and Walters (2002) defined the work life balance (WLB) strategies as those strategies which enhances the independence of employees in coordinating with the work and non-work aspects of their lives. Work- life conflict is a form of inter- role conflict where the role demands of work interferes with the role demands of home or leisure activities (Greenhaus and Beutell, 1985). The stress due to the disagreement between home and work domains has increased amongst employees in most

sectors of the economy (Lewis, Gambles and Rapoport, 2007). Employees expect from their employers to address their need of work life conflict (Kosseck, Dass and DeMarr, 1994). There is a dire need that organisations adopt such human resource policies and strategies that could accommodate the work and life needs simultaneously to lessen the work and family role strain (Cieri, Holmes, Abbot and Petti, 2005). Russell and Bowman (2000) asserted that the issue of work/ life balance is gaining an increasing attention by the employees related to all organisations and managing the conflict between work demands and family responsibilities have become a serious challenge for organisations.

Managing rising demands from the work and family domains represented a source of high strain for many employees which even lead to the health problems among employees. Although it is believed that work family role strain is more common among women employees, but men also experience stress resulting from differing roles and demands (Burley, 1994). Strain between work and family roles is a common experience among university employees. According to the study of Anderson, Morgan and Wilson (2002), university employees reported higher dissatisfaction with the work- family life than corporate employees which lead to stress and cause harm to the psychological wellbeing of the employees thus affecting their job performance negatively.

The working conditions of work are changing: changes in

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technology, globalization pressures, women involvement in working, fewer young people and an expansion of the older generation.

- Almost 19 per cent of employees work in workplaces operating 24 hours a day, 7 days a week. One in eight employees work both Saturday and Sunday.
- Almost 11 per cent of employees work 60 or more hours a week typically in professional and managerial jobs.
- More than one in eight men with dependent children works 60 hours or more a week.
- 56 per cent of women preferred greater flexibility in their working arrangements to longer maternity leave on their return to work following maternity leave. (Source: Orange 2006)

Today, Industries have realized the importance of the work life balance in originations for their employees and they are trying to setting up policies for balancing a work life balance. Companies are trying for innovative methods to keep their employees happy and satisfied, so it makes office environment better for working and also positively impact productivity of employees.

Review of Literature: Work-life balance refers to people having enough time to have balance in their work and family life. Lee and Karakas (2004) explained work life balance issues as spending good time with members from family, getting more free time to be able to relax for emotional wellbeing and health of family members, having good communication and support from the colleagues, obtaining high quality child care and education; and being satisfied with the work load. According to the study of Kinman (2001), the strongest factor of psychological distress and job dissatisfaction was related to work life conflict. Netemeyer, Boles and McMurrian (1996) asserted that majority of the employees reported that they remained preoccupied with work issues even after leaving the workplace and feel difficulties in sleep at home. The demand from organisations to attend to the family responsibilities of employees has been increasing due to the rise in the number of single parent's households and dual earners (Goodstein, 1994).

Duxbury and Higgins (2003) report that employees with high role overload are three and a half times more likely to have high levels of absenteeism due to physical, mental, or emotional fatigue than counterparts with low levels of role overload. Kirchmeyer (2000) defined a balanced life as achieving satisfying experiences in all life domains. Lewis et al. (2003), Rapoport et al. (2002) and Taylor (2002) suggested work/personal life

integration as a working terminology to capture the synergies and connections between different parts of life and the way they flow into each other. Duxbury (2004), in her research, defined work life balance as involving three things: role overload, work to family interference and family to work interference.

Clark (2000) argued that people are daily border-crossers between work and family domains. Also so many aspects of work and family are difficult to resolve; individuals can shape to some degree the nature of work and home domains and create bridges to attain the desired balance. The increased usage the *ICT cluster* has enabled location independent working and 24/7 contact ability to employees creating 'permeations' across work-family borders. These technologies facilitate border crossings between work and family domains even when the individual is physically in the other domain. It also examined how these technologies influenced individuals in achieving their time, involvement and satisfaction balance in work and family roles. As Clark (2000) writes, when participants are central to a domain (i.e. they have influence in that particular domain), they can balance the borders between their domains better, resulting in greater work-life balance.

There are various factors which affect work-life balance and had been studied by various authors. These factors could be related to an individual, family-related, work-related and family and work-related. A number of researchers like Adams et al. (1996), Duxbury and Higgins (2001), Martins et al. (2002), Fisher-McAuley et al. (2003), Schieman et al. (2003), Ezzedeen and Swiercz (2002), and Haar and Bardoel (2008) found that work life balance /work family conflict affects job satisfaction, family satisfaction, life satisfaction, career satisfaction and job stress. Higgins (2001) examined the effects of three types of work family conflict – role overload (having too much to do), work to family interference and family to work interference on the organizational performance and quality of life of employees, parental status) and sources of support (co-workers, community, financial resources) on the negative relationship between work- family conflict and career satisfaction. Fisher-McAuley et al. (2003) examined the relation between employees' beliefs about having a balance between work and personal life, and the feeling of job stress, job satisfaction, and reasons why one might quit his/her job.

Objective:

1. To identify the determinants that influence work-life balance of software professionals working in IT Industry.

Research Methodology: The study was conducted with primary data using questionnaire as a tool to explore the

determinants of work-life balance and study the impact of information technology on each determinant off work-life balance. The data was collected by structured questionnaire with forty statements on a five point Likert scale (Never, Rarely, Sometimes, Often, Always). For the present study, 150 questionnaires were distributed to the software professionals working in IT industry in Indore, out of which 120 dully-filled questionnaires were received and used for the research work. Data was collected through convenience sampling technique. The secondary data was collected through various magazines, journals, articles, internet etc. Appropriate statistical tools such as Correlation and Regression Analysis were then applied on the collected data using SPSS 16.0.

Analysis and Findings:

- 1. Reliability Analysis- Scale (Alpha):** Reliability analysis was conducted using Chronbach's Alpha for 40 items which came out to be 0.897, indicating that the data is reliable.

Reliability Coefficients	
No. of Cases	120
No. of Items	40
Chronbach's Alpha	.897

- 2. KMO and Bartlett's Test:** The KMO (Kaiser-Meyer-Olkin) and Bartlett's Test of Sphericity is a measure of sample adequacy which is

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.759
Bartlett's Test of Sphericity	Approx. Chi-Square	2836.622
	Df	780
	Sig.	.000

recommended to check before undergoing Factor Analysis. The value of KMO ranges from 0 to 1, and the acceptable value of KMO should be greater than .5 to proceed for factor analysis. Large value of KMO indicates that factor analysis is a good idea for variables. Bartlett's Test of Sphericity is used to test the hypothesis that the correlation matrix is an identity matrix and its value should be less than .05. If KMO and Bartlett's Test of Sphericity are appropriate, then it is a good indicator that, factor analysis could be performed on the available data. The 40 items in the questionnaire were subjected to factor analysis using principal components analysis and the varimax rotation method to determine the underlying dimensions.

The value of KMO Bartlett's test is .759, which indicates that data is accepted for Factor Analysis, as the value is greater than .5 and Eigen values of all dimensions/factors are higher than 1.0.

3. Rotated Components indicating the determinants of Work-Life Balance

Factors	Statement No. and Items	Item Load	Factor Load	% of variance
Social Support	33. Social Support from Work. 32. Social Support from Family. 31. IT balances work & Family. 30. Workplace Flexibility.	.832 .831 .703 .678	3.044	9.666
Organizational Issues	22. Individual signs WLB Policy. 21. Organization established WLB Policy. 23. Organizational Initiatives to improve WLB Policy. 20. Organization focuses on WLB Policy.	.857 .827 .816 .639	3.139	18.310
Stress Issues	26. Individual Stress. 11. Difficulty in managing family duties. 25. No rest due to work & family related issues. 24. Work-overload affecting Personal Life. 12. IT affects relationships in Family. 29. Professional calls via IT after office hours.	.747 .698 .647 .635 .551 .489	3.767	26.682

Factors	Statement No. and Items	Item Load	Factor Load	% of variance
IT Factor	3. IT dependence for work. 2. 24*7 IT availability at work. 4. IT equipped work environment. 1. IT usage for work, even at home. 5. Work overtime.	.859 .761 .680 .666 .567	3.533	34.488
Work Issues	18. Personal sacrifice for work. 17. Work from home regularly. 16. Professional Cut off, when at home. 19. Difficulty in managing work and family.	.798 .707 .672 .614	2.791	41.148
Family Issues	36. Work more to perform well. 34. IT usage at home. 37. Work stress due to family issues. 35. Family Balance.	.746 .690 .663 .659	2.758	47.693
Social Issues	14. Management of family & social obligations easily. 13. Sufficient time for family. 15. Work from home after working hours. 10. Manage dependent needs.	.827 .819 .595 .462	2.703	53.614
Supportive Factor	9. Compressed working week in organization. 8. Usage of emails owned by organization	.782 .704	1.486	58.709
Work overload Factor	7. Remote Working. 6. Difficulty in managing work.	.662 .579	1.241	63.711
Individual Issues	27. Proper Rest & Sleep. 28. Live family Expectations. 38. Individual creates border between work & family.	.782 .644 .551	1.977	68.378
Lack of Knowledge	39. No concept of WLB as an Individual. 40. IT helps in border creation & balance between work and family.	.803 .757	1.56	73.014

4. Factor Analysis: The responses of the samples were subjected to factor analysis using SPSS 16.0, which led to emergence of eleven factors. These factors were:

Factor 1: Social Support (3.044)

The first factor which was identified through Factor Analysis was Social Support. Social Support is an important factor which contributes to work-life balance. When people have social support from work and family, they can balance their lives with proper peace and harmony. With the usage of technology, it becomes easier to balance work and family domains. The factor consists of four sub-factors viz. Social Support from work (.832), Social Support from family (.831), IT balances for work and family (.703) and Workplace Flexibility (.678).

Factor 2: Organizational Factor (3.139)

The second factor which was identified through Factor Analysis was related to Organizational Issues. Organization plays an important role in initiating work-life balance policies for its employees. If organization emphasizes on proper work-life balance policies, it can lead to better performance and employee satisfaction. The factor consists of four sub factors viz. Expectation from individual to sign work-life balance policies (.857), Organization established Work-life balance policies (.827), Organizational Initiative to improve Work-life balance policies (.816) and Organization's focus on Work-life balance policies (.639).

Factor 3: Stress Factor (3.767)

The third factor which emerged through Factor Analysis was Stress Issues. Stress is the major cause of unhappiness among employees, whether it is real or imagined. Stress being one of the major factors which affects work-life balance of employees leading to fatigue, mental illness, depression, heart diseases, and ultimately loss in productivity. It includes six sub factors viz. Individual Stress (.747), Difficulty in managing family duties (.698), No rest due to work & family related issues (.647), Work-overload affecting Personal Life (.635), IT affects relationships in Family (.551) and Professional calls via IT after office hours (.489).

Factor 4: IT Factor (3.533)

The fourth factor which emerged out of Factor Analysis was Information Technology. IT is one of the major factors of work-life balance as it helps in providing 24*7 accessibility and connectivity. It includes five sub-factors viz. IT dependence for work (.859), 24*7 IT availability at work (.761), IT equipped work environment (.680), IT usage for work, even at home (.666) and Work overtime (.567).

Factor 5: Work Issue Factor (2.791)

The fifth factor emerged through Factor Analysis was Work Issues. Work being an important factor affects work-life balance of employees, as if there would be work overload, it would increase stress level and it will create an imbalance in the lives of the employees. There are four sub-factors viz. Personal sacrifice for work (.798), Work from home regularly (.707), Professional Cut off, when at home (.672) and Difficulty in managing work and family (.614).

Factor 6: Family Issues Factor (2.758)

The sixth factor which was identified through Factor Analysis was Family Issues. Family holds an important place in a person's life. If an individual is happy and gets social support from his family, then it enhances work-life balance. If an individual is unhappy from family, it may create work related stress and conflicts. It includes four sub-factors viz. Work more to perform well (.746), IT usage at home (.690), Work stress due to family issues (.663) and Family Balance (.659).

Factor 7: Social Issues Factor (2.703)

The seventh factor identified through Factor Analysis was Social Issues. An individual can't live in isolation. There are certain social duties which he needs to fulfil in order to keep his life at peace and harmony. It includes four sub-factors viz. Management of family and social obligations easily (.827), Sufficient time for family (.819), Work from home after working hours (.595) and

Manage dependent needs (.462).

Factor 8: Supportive Factor from Organization (1.486)

The eighth factor which emerged through Factor Analysis was Supportive Factor from organization. An employee to be committed and involved in the organization must require support from his organization which can enhance his performance and balance his work-life too. It includes two sub-factors viz. compressed working week in organization (.782) and Usage of E-mails owned by organization (.704).

Factor 9: Work Overload Factor (1.241)

The ninth factor emerged through Factor Analysis was Work overload factor. Work overload is playing a crucial factor in increasing the stress level and creating imbalance at work as well as in family. It includes two sub-factors viz. Remote Working (.662) and Difficulty in managing work (.579).

Factor 10: Individual Factor (1.977)

The tenth factor which was identified through Factor Analysis was Individual Issues. An individual is responsible for creating a proper balance between work and family if he is able to manage both the responsibilities and manage himself also. It includes three sub-factors viz. Proper rest and sleep (.782), Living family expectations (.644) and Individual creates border between work and family (.551).

Factor 11: Lack of Knowledge Factor (1.56)

The eleventh factor which was identified through Factor Analysis was Lack of Knowledge. Lack of knowledge is a factor which creates problem as individual is unaware about the issues that are emerging related to work-life balance in this changing scenario and how can IT help in creating a balance. It includes two sub-factors viz. No concept of WLB as an Individual (.803) and IT helps in border creation & balance between work and family (.757).

Discussion and Conclusion: The data provides much information about the determinants of work-life balance. Social Support being the first factor with factor loading of (3.044) indicates that employees do require social support from family as well as from organizations in order to perform well and remain at harmony. Researches also show that those employees who are capable of managing multiple roles, are likely to conserve resources for both the domains i.e. work and family (Allen, 2001 and Hammer et al, 2009).

Organizational factors appeared as the second factor with a loading of (3.19) indicating that organization must take initiatives for its employees on work-life balance as

employees may not be aware about it.

Highest factor loading is 3.767 that had significant impact on the work-life balance was Stress Factor. It means Stress acts as one of the factors which create problems in tackling work-life balance and indicates that the line between work and personal lives is blurring. Information technology has a positive impact on stress factor, as people are continuously engaged in checking their e-mails, even when they are at holiday, which is a clear source of work-related stress due to dependency and over usage of technology (Survey Report by Personnel Today, 2013).

Information Technology is the major factor with a loading of 3.533 and a key driver for enhancing the work-life balance of software professionals, i.e. with the usage of IT in home and workplace, it provide easy information flow and 24*7 connectivity, thereby allowing individuals to work even when they are absent physically in either of the domains (N. Chen, 2005; Perry et al., 2001; Venkatesh et al., 2003)

Next factors were work issues (2.791) and family issues (2.758). As an employee, an individual should be in a position to manage work-related issues and family-related issues for having a proper balance in his life. Individuals who are able to manage roles and responsibilities of both the domains achieve work-life balance, as they know what resources should be used for which domains (Frone, 2003, Grzywacz, 2002).

The other two factors are social issues factor (2.703) and supportive factor from organization (1.486) which also contribute in work-life balance of an employee. The ability to manage social obligations, managing responsibilities from friends, community, family even at work and also support given by organization adds flexibility (Mc closkey and Riley, 1996) and helps in balancing work and life.

Work overload factor (1.241), Individual Factors (1.977) and Lack of knowledge (1.56) are the other three factors which influence work-life balance. Individual suffering from work-overloads suffers from problems like stress, imbalance, and mental illness. Work overload creates difficulty in managing duties from work and family, at the same time individual is unable to manage multiple roles in his life and without the knowledge of work-life balance, achieving WLB is not possible. Studies show the relationship between technology use and individual or family or well-being (Collins, 2001). Research shows that there are people who do not perceive technology as solution to communicate and coordinate, yet they use these technologies (Frissen, 2000). Thus, finding of this research shows eleven factors which have been identified related to work-life balance Out of eleven factors, social

support, Organizational factors, Stress factors, and IT factors are the major factors which affect the work-life balance of an individual.

Study Limitations:

1. As the respondents, they are confused about the work-life balance issues, they were not probably objective when they studied and answered the questionnaire.
2. The study may be only applicable to the prevailing IT Sector in Indore region. Another factor worth mentioning is that the study may not represent the whole sample population, as relatively small sample size was utilized. Thus, biasness of the respondents should be taken into account.
3. One factor may be the environmental forces that exist which involve time constraint and limited resources.

Organizational Implications:

“Organizations must ensure that there is a work life balance to their organizations, which will open the new paths for better performance, improved morale and results in higher job satisfaction, which will ultimately help to improve the organization's performance and profitability.”

While work demands fluctuate and deadlines are constantly changing due to many being driven by client service needs, this team strives to respond quickly to the emerging needs. Assistance should be provided to help employees find a balance between work and private life demands, in this ever-changing world of work. Strategies should be developed to deal with change and transformation, such as encouraging individuals to engage in physical activity and healthy lifestyles, but especially to express awareness of increased workloads and demands.

New technology has provided more flexible work practices but has also increased the speed at which information is shared and the expectation for responses, action and decision-making. Hours of work extend beyond the daily normal hours regardless of being able to adjust the hours within the 24-hour period, and therefore have generally been found to negatively impact on work-life balance.

Future Research Directions: The present study is an exploratory study dealing with the impact of IT on determinants of work-life balance and its dimensions in Indore city. Therefore, it is desirable to pursue further studies to understand the impact of IT on the Non-IT professionals taking into account the social and cultural dimensions. Another promising area of future research

could be developing a psychometric and psychological tool to assess the dimensions of WLB issues based on demographics and provide advice accordingly. A need to develop a standardized scale on assessing the impact of IT on WLB could also be taken as a future research, to analyze up to what extent IT affects WLB and what initiatives organizations should take in order to enhance productivity at workplace and check the satisfaction level of the employees. Another research could be studied to find out the attitude of software professionals or employees and their acceptance or rejection of IT.

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