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**WORK LIFE BALANCE OF ITES SECTOR EMPLOYEES WORKING FROM HOME - A  
LITERATURE REVIEW ANALYSIS**

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**Abstract**

The purpose of this study to analyse previous seven-year literature to identify the factors responsible for work life balance. It also aims to analyse the work life balance of ITES employees due to work from home policies. 28 relevant literatures were analysed it was found out that factors like gender, health, remuneration, location, industry effects the work life balance of an individual. Work from policy has both negative and positive influence of the productivity of employees depending upon their gender, role, education, remuneration etc... The study has suggested an urgent need to analyse work life balance of ITES employees working from home, since major IT companies is working remotely due to pandemic covid 19.

Keywords: *Work from Home, ITES sector, Work life balance.*

**I. Introduction**

Work from home culture has existed for a long time in several industries. Over the last 2 decades, ITES sector has embraced work from home in a positive way. This option has helped many employees to manage their work and home in an efficient manner. Work from home allows employees to work longer hours which assures better quality and productivity. This also makes it difficult at times to manage the daily household work and the family members at home. However, the entire process makes the employee learn new ways of managing work and home in an effective manner.

Due to dominating presence of millennial in the workforce, employers have been putting tremendous efforts to appeal the millennial workers. It has been projected that millennial generation will take up 75% of the workforce by 2025 (Kohll, 2018). Hence, for an employer promoting work life balance can be a daunting challenge, because work life balance can mean something a little different to everyone. Meaning and attitude towards work-life balance will continue to evolve with changing culture, generation and economic change. A report by FlexJobs showed that that from 2016 to 2017, work from home grew by 7.9%. Over the last five year, it has grown to 44% and over the previous 10 years by 91% (Kohll, 2018). According to the data issued by the US Census Bureau of Labor Statistics showed that 4.7 million people, which is 3.4% of US workforce were already working remotely before the breakdown of novel coronavirus (Marinova, 2021). According to a research using primary data of Chinese employees working from home, social support of an employee is positively correlated with lower levels of all remote working challenges, job autonomy is negatively related to loneliness. Work load and monitoring is both linked to higher work-home interference (Bin Wang, 2021).

This paper aims to analyse previous literature to analyse the studies conducted on the perception of work life balance of ITES employees working from home. The study also aims to identify the factors which impacts the work life balance of ITES employees. The paper aims to suggest the further studies which can be conducted on work life balance for ITES employees those who are working from home.

**Literature Review Analysis**

To identify the literature gap of work life balance for ITES employees working from home, 28 research papers were identified from various relevant database like proquest, Google scholar etc... The analysis was done in chronological order in table 1 below.

Year and Author	Title	Objectives	Findings	Limitation	Variable Identified
2013, Alexandra Beaugard	Home is where the work is: A new study of homeworking in Acas – and beyond	<ul style="list-style-type: none"> <li>- Factors which made homeworking arrangement successful at an individual level</li> <li>- Effective management of homeworking from an organisation perspective</li> <li>- Review of existing Acas homeworking policy</li> </ul>	Partial level if homeworking and mobile workers have higher level of job satisfactions, job engagement and lower level of burnout. Mobile workers and partial homeworker also feel positive about their relationship with Acas and greater career aspiration	This case study is only limited to Acas employees.	Nature of work, funding pressure, employee demand, mobile workers, office workers, partial homeworkers
2013, K. Thriveni Kumar, Dr V.Rama Devi	Work life balance of Women Employees – A challenge for the employee and the employer in 21 <sup>st</sup> Century	<ul style="list-style-type: none"> <li>- Literature review analysis to identify impacts of demographic variables on work life balance</li> <li>- Relationship between work-life balance, stress, job satisfaction, absenteeism, turnover etc...</li> </ul>	There is a need for organisation to adopt human resource strategies and policies to accommodate diverse workforce in the organisation	This study is limited to literature review of only work life balance for women employees only	Family and work conflict, work and family conflict, stress, job satisfaction
Sebastian Rothmann, Candice Baumann, 2014	Employee Engagement : The effect of Work-home/Home-work interaction and psychological condition	<ul style="list-style-type: none"> <li>- To analyse the relationship between work-home/home-work interaction, psychological conditions and employee engagement on employees working in Uranium mines in Namibia</li> </ul>	Positive work-home interaction and negative home-work interaction had direct positive and negative effects on psychological meaningfulness and psychological availability respectively. Psychological meaningfulness, psychological availability, positive work home interaction and positive home work interaction had direct effect on employee engagement	This study was limited to investigate the relationship between work home/home work interaction, psychological conditions and employee condition only for employees working in Uranium mines in Namibia	Psychological meaningful, psychological availability
MS Rima Parekh, Ms Hiralal Gandhi 2014	HR intervention for Work life Balance	Factors impacting employee work and personal lives. Factors responsible for work/life	In many Indian organisation needs to undertake work/life balancing program as strategic	The research has conceptually explained the need of	Work-life conflict, Gender, Child care

		conflicts and their effects	initiative. Work life balance needs immediate attention as corporate social responsibility	work life balance in many Indian Organisation. No empirical analysis was done	
A.M. Dockery and Sherry Bawa, 2014	Is Working from Home Good Work or Bad Work? Evidence from Australian Employees	Whether working from home or not working from home is associated with good job for Australian employees	Work some hour from home has a positive job attribute that provide flexibility to balance work and non-work commitment. Work from home is associated with long hours of work and greater intrusion into non-work domains of life	This paper is limited Household, Income and Labour Dynamics in Australian survey only.	Age, profession, sector, tenure with current employer, working hours, industry
Ojo Ibiyinka Stella, Salau Odunayu Paul, Falola Hezekiah Olubusayo, 2014	Work-life balance Practices in Nigeria : A comparison of three sectors	Concept of work life balance policies and practices in three sectors of Nigerian economy namely Banking, Education and Power sectors	Banking sectors seeks to outperform one another in customer service, hence managers and employees work for long hours. However, in educational and power sectors are not put under such pressure. Educational sectors has wide range of flexible timing, whereas, banking and power sector has no such policy	This study is limited to analyse the work life balance of three sectors namely Banking, Education and Power sectors in Nigeria.	Leave policy. Study leave, parental leave, childcare arrangement, maternity leave, paternity leave
Shweta Belwal, Rakesh Belwal, 2014	Work-life Balance, Family friendly policies and Quality of work life Issues: - Studying Employers Perspective of Working Women in Oman	Manager perception of work-life balance and quality of work life related issues and their opinion in adopting Family - Friendly Policies (FPP's) related benefits to working women in Oman	Despite of provision of Oman Labour Law (OLL), Oman lacks clear cut policy of FPP. Employers confirm their adherence to the OLL and are enthusiastic over granting additional benefits. It is recommended that organisation needs to classify some jobs as "Family Friendly" jobs.	Study is limited to analyse the work life balance of working women in Oman only	Family Friendly Policies, Quality of work life
Cheryl Venan Dias, Venan	A Shift from Work-life	To identify the human resource	Better remuneration, willingness to put	This study aims to	Remuneration, skill

Bonaventure Dias, 2015	Balance to Work-Life Choices: A Study on Tourism professional in Goa	issues that impacts tourism professionals working in Goa. Work life choices made by tourism professionals in Goa	long hours to work, better skill development. Cost of living and standard of living has impacted tourism professional in Goa	analyse the work life balance of Tourism professional working in Goa only	development, cost of living, tax
Dr Satish Ahuja, 2015	Work Life Balance – Necessity For Happy Life	This study aims to suggests strategies to improve work life balance by giving some examples of Indian Organisation	Intel India Hospitalisation insurance allows female employees paid maternity leave of 84 days, IBM India offers work from home, part time employment, family guidance to employees	This study aims explain the importance work life balance conceptually by giving some examples of Indian Organisation	Flexible timing, work from home
Nicole F. Church, 2015	Gauging Perceived Benefits from ‘Work From Home’ as a Job Benefit	Working from home as a employer benefit and look to gauge the advantages and disadvantages for both employer and employees.	Employers holds a very positive perspective on working from home. Study suggests greatest challenge for managers remains a lack of trust in results from employees they cannot physically see in the same location	This study is limited to 84 employees from various field like technology, sales, marketing, insurance, training and development	Positive satisfaction, flexibility to work from home
Geetha Subramaniam, Bala Maniam, John Overton, 2015	Flexible working arrangement , work life balance and women in Malaysia	The study aims to analyse from primary research relationship between flexible working arrangement and work life balance for Malaysian working women	Flexible working arrangement are preferred by women who are more educated and earning a higher income. Flexible working hours have potential to achieve work life balance	This study the relationship between flexible working hours and work life balance only for working women in Malaysia	Flexible working hours, income, education
Timo Anttila, Tomi Oinas, Mia Tammelin, Jouku Natti, 2015	Working-Time Regimes and Work Life Balance in Europe	The study has analysed several aspects of temporal and spatial flexibility and their association with employees work life balance	For European employees there are various types of flexibility regimes are there. Cluster analysed showed that perceived work life balance even after controlling for flexibility measurement at the	The study is limited to understand the several aspects of flexible working and its association with work life balance	Temporal and spatial working hours, time

			individual level.	only for European employees	
Nevena Krasulja, Ivan a Radojevic, Milica Vasiljevic Blagojevic, 2015	Working from home as an alternative for achieving work life balance,	- Literature review analysis of main future challenges of the managers word wide, that is, motivation.	Work from home can enhance work life balance Flexible work options should be given to doctors, policemen etc... where work from is not possible	This study has conceptualised work from home option to balance work life.	Flexible work option , work from home
Kira Rupietta, Michael Beckmann, 2016	Working from Home – What is the effect on Employees Effort	How work from home effects employees’ work effort in Germany	Working from home has a significant positive influence on work effort. More often employees work from home, the higher is the work effort they provide	This study is limited to analyse the effect of work from home on employees effort	Work effort, job design, motivation
Lee Stadlander, Amy Sickel, Lori La Civita, Martha Giles, 2017	Home as Workplace: A Qualitative Case Study of Online Faculty Using Photovoice	The study aims to understand how online faculty members structure their workspace in their homes and how their work situation affects their home environment	Faculties they separated their separate room/area or maintaining a work schedule that separate work and home through time management. Photovoice offered insight into how faculties was surrounded within their defined space	This study aims to analyse usage of Photovoice amongst faculties to separate their workplace and home	Telecommunicating, photovoice, online faculty
Alan Felstead, Golo Henseke, 2017	Assessing the growth of remote working and its consequences for effort, well-being and work-life balance	Study aims to analyse if more and more work is detached from workplace and is that a win-win for employers and employees?	Remote working is associated with higher organisation commitment, job satisfaction and job-related well-being. This comes with a cost of intensification and greater inability to switch off	This study is limited to individuals in UK	Remote working, job satisfaction, higher commitment
Nurul Habibatunn Jamaludin, R Zirwatul Aida R Ibrahim, Mazidah Mohd Dagang, 2018	Social support as a moderator of the relationship between work family conflict and family satisfaction	The study aims to analyse the relationship between work family conflict and family satisfaction for private employees in Terengganu	Work family conflict (WFC) and Family to Work (FWC) has significant relationship with family satisfaction. FWC is a significant predictor of employee’s family satisfaction	This study is limited for Terengganu employees only	FWC, WFC

Jennifer Sharkey, Dr Barbara Caska, 2019	Work-life Balance versus Work-life Merge: A comparative and Thematic Analysis of Workplace Well- Being	The study aims to test the traditional work-life balance, which suggests workers can experience better well-being by being able psychologically switch on and off	Employees who worked from a combination of the workplace and home had a significant greater job and life satisfaction levels than their workplace- based counterpart.	This study is limited to compare the work life balance employees who strictly work from home and combination of workplace and home	Work life merge, work life balance
Dr Shweta Sharma, Dr Sanjeevni Gangwani, Dr Latefa Hamad Al Fryan, 2019	Work life Balance of Working Women Professionals: Scale Development	To identify factors impacting work life balance of women professionals in service sectors in Madhya Pradesh	Factors like employee's motivation, flexible working conditions, Welfare and recreational activities, work and total life space, Job enrichment, grievances handling, job satisfaction and family support would result in work life balance in women professionals	This study is limited to identify factors impacting work life balance of women professional working in service sectors in Madhya Pradesh only	employees motivation, flexible working conditions, Welfare and recreational activities, work and total life space, Job enrichment, grievances handling, job satisfaction and family support
Ben Etheridge, Yikai Wang, Li Tang, 2020	Workers productivity during lockdown and Working from home: Evidence from Self-Reports	To analyse productivity of homemaker during lockdown using UK household data	Workers who have increased their intensity of working from home substantially have reported increase in productivity. Those who previously worked from home, their productivity declined. Declines in productivity is strongly associated with decline in mental well being	This paper is limited to analyse productivity level of UL workers during lockdown	Work from home, mental well-being
Donny Susilo, 2020	Revealing the Effect of Work-From – Home on Job Performance during Covid-19 crisis: Empirical Evidence from Indonesia	To analyse effect of work from home on job performance in for Indonesian employees	Working from home, employees experience greater enjoyment, satisfaction and motivation which enhances job performance	This study is limited to analyse impact of work from home policy on job performance only for Indonesian employees	Job enjoyment, satisfaction and motivation

Andrea Gragnano, Silvia Simbula, Massimo Miglioretti, 2020	Work-life Balance: Weighing the importance of Work-Family and Work-Health Balance	To analyse importance of other nonworking domain in work life balance with particular focus on health.	Workers consider health as important as family in work life balance. Age, gender parental status moderates the effect of work family balance on job satisfaction. Work ability moderate the effect of work health balance on job satisfaction	This study is limited to analyse the work life balance with work health benefits	Age, gender, parental status, job satisfaction, health
Budoor Al-Marzooqi, Fatema Al-Aamer, 2020	Workers perception on Working from home during Covid 10 Pandemic – Empirical evidence from Bahrain	To analyse workers perception on work-from-home experience during pandemic in Bahrain	Employees improved upon their productivity and reached a status of work-life integration, despite negative feelings associated witnessing a Pandemic. Working from home provides a flexible option for emergencies on personal and organisation level.	This study is limited to analyse workers perception on working from home in the middle of Covid 19 Pandemic for Bahrain workers only.	Gender, pandemic. Job satisfaction
Fernando Saltiel, 2020	Who can work from home in Developing Countries	To analyse the feasibility of working from home in developing countries by taking a data from Skills Towards Employment and Productivity (STEP) employees across 10 countries	Feasibility of working from home is positively correlated with high paying occupation. Education, formal employment, household wealth are positively associated with the possibility of working from home	This study is limited to analyse feasibility of work from home in developing countries only from STEM employees	Education, household wealth, payment
Suchismita Chattopadhyay, 2021	The Pandemic of Productivity – The Work of Home and the Work from Home	Author has enlightened the work of home and work from home productivity amongst Indians	Productivity from home depends upon gender, economic status, religion, caste and class. The urge to remain productive also comes at time when the economy is shrinking and crumbling	This is a conceptual research to understand the productivity of Indian employees work of home and work from home	Work of home, work from home, pandemic, age, gender, economic condition

### **Discussion and Interpretation**

For the current research, literature review analysis (Table 1) has been done on chronological order starting from 2013 till 2021. 28 relevant research paper were identified using various database like Google Scholar, Proquest etc...

According to a case study of Acas partial level of homeworking and mobile workers have higher level of job satisfactions, job engagement and lower level of burnout. Mobile workers and partial homemaker also feel positive about their relationship with Acas and greater career aspiration (Beauregards, 2013). A literature review analysis suggested demographic variables, stress, job satisfaction, absenteeism, organisational commitment, turnover and organisation policies impact the work life balance of women employees in 21<sup>st</sup> Century (K. Thriveni Kumar, 2013). Amongst employees working in Uranium mines in Namibia positive work-home interaction and negative work-home interaction has direct positive and negative effect on psychological meaningfulness and psychological availability respectively. Psychological meaningfulness, psychological availability, positive work-home had direct effect on employee engagement. It was suggested that implementation of policies to promote meaningfulness and availability at work, positive work interaction and protect employees against negative home-work interference can contribute to personal engagement at work (Sebastiaan Rothmann, 2014). A research aimed to identify factors responsible for the blurring line between employee work and personal lives giving evidence of some Indian organisations. It is suggested that Indian organisation has a long way to see work life balancing program as strategic initiatives. It was also suggested that work life balance can be a part of corporate social responsibility (Ma, 2014). Data from Household, Income and Labour Dynamics in Australian survey indicated that ability to work from home by employees had a positive job attribute that provides flexibility to balance work and non-work commitment. Research also indicated that work from home is associated with long working hour (A. M. Dockery, 2014). A study also aimed to analyse work life balance policies and practices of three sectors of Nigerian Employees namely Banking, Educational and Power Sectors. It was analysed that banks seeks to outperform each other in customer services; hence employees work for longer hours of duration. Educational and Power sector employees are not put under such pressure. Educational sector has wide range of flexible working hours, whereas Banking sector and power sector has no such special policy (Ojo Ibiyinka Stella, 2014). For working women in Oman, research suggested that Family friendly policies can enable them to perform better. It is suggested in Oman Governmental intervention are needed to direct organisation to classify some jobs as “family Friendly”. Organisation are also suggested to observe healthy workplace practices (Shweta Belwal, 2014).

Some human resource issues were analysed for Tourism professionals working in Goa. Many professionals they identified tourism as work-life choice, sense of responsibility, mobility, self-worth in the tourism profession. Some extrinsic factors like better remuneration, skill development motivated them to adopt tourism as a profession (Cheryl Venan Dias, 2015). Major factors contribution to the work life balance of Indian employees are ‘World competition’, “Revived interest in personal lives /family values” and “aging workforce” (Ahuja, 2015). A research aimed to analyse working from home as an employee benefit and look to gauge between advantages and disadvantages for both employer and employee. It was suggested that employees hold a very positive perspective on working from home. For manager the greatest challenge is lack of trust since they cannot physically see the employees in the same location (Church, 2015). For Malaysian working women working in service industry relationship between flexible working arrangements and work life balance was analysed. It is suggested flexible working arrangement is preferred by women who are more educated and earning a higher income. Flexible working arrangements have the potential to achieve work life balance (A. Geetha Subramaniam, 2015). For European employee of 25 Member states of European Union, various types of flexibility regime exist in Europe. Country cluster showed a clear effect on perceived work life balance even after controlling flexibility measurement at individual level. It was also found out that flexibility of working time predicts perceived work-life balance, especially timing and duration at work (Timo Anttila, 2015). A research also analysed the future challenges of managers due to work from home is motivation of employees. It was suggest



working from home has not become a generally accepted practice yet in many organisations. Organisations that decide to enable employees to work from home should establish system of work to monitor and ensure maximum benefits from both the ends. For some professions like police, doctors etc.. where work from home is not possible should be given an opportunity of flexible working hours (Nevena Krasulja, 2015).

For German Socio-Economic panel, possibility of work from home has high autonomy in scheduling their work which can lead to high intrinsic motivation was analysed. It was found out that working from home has significant effect on work efforts. It was also observed more the employees work from home, the higher is their work effort (Kira Rupietta, 2016). Faculty members have separated their home and workplace through utilisation of separate rooms or maintaining a work schedule that separate work and home through time management. The use of photovoice has also helped them to do so and maintaining a good work life balance (Lee Stadtlander, 2017). An analysis of Official Labour market Data shows that remote working is associated with higher organisational commitment, job satisfaction and job-related well-being. These benefits also come s at a cost of work intensification and greater inability to switch off (Alan Felstead, 2017). Relationship between work family conflict and family satisfaction for private sector employees working in Terengganu was analysed using primary data. Work family conflict and family to work has a significant relationship with family satisfaction. It was suggested that organisation need to emphasize effective strategies of development and implementation for work family balance in improving family satisfaction amongst employees (Nurul Habibatunn Jamaludina, 2018).

A mixed research analysed the concept of work life balance. It was found out that employees who worked from a combination of workplace and home had a significant greater job and life satisfaction level. According to employees, long working hours, give them very little time to spent time with family and friends. Stress and worry impact their personal lives and difficulty in psychological switching (Jennifer Sharkey, 2019). For working women in Madhya Pradesh employee's motivation, flexible working conditions, welfare and recreational activities, work and total life space, job enrichment, grievance handling, job satisfaction and family support are the major identified factors which impacts their work life balance (Dr. Shweta Sharma, 2019). For UK workers, due to pandemic workers have increased their intensity of work from home and have reported a higher productivity on an average. While those workers who previously always worked from home, their productivity declined. Decline in productivity is strongly associated with decline in mental well-being (Ben Etheridgey, 2020). For Indonesian employees' effect of work from home on job performance was analysed. It was found out that working from home employees experienced greater enjoyment, satisfaction and motivation which enhances job performance (Susilo, 2020). A study also aimed to analyse importance of non-working domain in work life balance with a particular focus on health. It was observed that workers considered health as important as family in work life balance. Age, gender and parental status moderated the effect of work family balance on job satisfaction and work ability moderated the effect of Work Health Balance on job satisfaction (Andrea Gragnano, 2020). Bahrain's workers perception of work from home during Pandemic covid 19 was analysed using primary data. It was found out that improvement in their productivity and helped them to reach a status of work life regime, despite negative feeling associated with pandemic (Budoor Al-Marzooqi, 2020). Worker level data of Skill Towards Employability and Productivity (STEP) was analysed to examine the feasibility of work from home in developing countries. It was found out that feasibility of working from home is positively correlated with high paying job. Education, formal employment and household wealth are positively associated with possibility of working from home. It was suggested that adequate policies for vulnerable workers is required to combat negative employment impact during Covid -19 (Saltiel, 2020).

### **Suggestion and Conclusion**

Previous research has identified various factors like education, remuneration, work health benefits, job satisfaction, vulnerability in the work group which impacts directly or indirectly to work life balance of an Individual. Work from home is the need of the time due to pandemic Covid 19.

Research has also suggested to organisation to implement remote working practices without effecting the productivity of an employee. Research has been done for analysing work life balance of Uranium mines employees, banking employees, educational employees and how their productivity gets effected due to work from home policy. Productivity of an employee due to work from home depends upon various factors like gender, role, education, remuneration etc...

According to the literature review analysis no specific research was identified which analysed the work life balance of ITES employee working from home. Due to covid 19 pandemic work from home policy has been implement in Major IT companies. 64% of the US employees are working from home and according to Gartner research 74% of the companies expect their employees to continue working from home even after pandemic ends (Zojceska, 2020). Hence, it is needed to conduct various research to analyse work life balance of ITES employees due to work from home policy.

This research is limited to analysis of 7 years previous research with only 28 relevant research papers. The research can be further carried on with more constructs and papers. The research can also be conducted using primary data or mixed research to analyse work life balance of ITES employees due to work from home policies.

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