



The Impact of Work-Life Balance Practices on Employee Job Satisfaction : An Employee in the IT Sector in Delhi NCR

Anupama Mishra

MBA

School of Business Management

Under the Supervision of

Dr. Ananta Narayan

Assistant professor

How to Cite this Article:

Mishra, A. (2026). The Impact of Work-Life Balance Practices on Employee Job Satisfaction : An Employee in the IT Sector in Delhi NCR. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(04).
<https://doi.org/10.55041/ijcope.v2i4.770>

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i4.770>

Abstract

This empirical study investigates the impact of Work-Life Balance (WLB) practices on employee job satisfaction among 250 IT professionals in the Delhi NCR region. Employing a descriptive-analytical design and structured questionnaire, five WLB dimensions were assessed — flexible working arrangements, remote/hybrid work, employee support programs, leave policies, and managerial support — alongside six job satisfaction dimensions. Statistical analyses (Pearson correlation, multiple regression, ANOVA) via IBM SPSS v26 revealed a strong positive correlation ($r = 0.78$, $p < 0.01$) between WLB practices and job satisfaction, with WLB collectively explaining 61.8% of variance in job satisfaction ($R^2 = 0.618$). Managerial support ($\beta = 0.29$) and flexible working ($\beta = 0.26$) were the strongest predictors. Significant gender and experience-based differences were found. The study concludes with evidence-based HR recommendations for strengthening WLB frameworks in the post-pandemic IT workplace.

Keywords: Work-Life Balance, Job Satisfaction, IT Sector, Delhi NCR, Flexible Work, Remote Work, SPSS, HR Practices, Empirical Study



CHAPTER-1

INTRODUCTION

The modern workplace has undergone profound transformation driven by globalization, digital technology, and knowledge-intensive industries. This transformation has blurred the boundaries between professional and personal life, making Work-Life Balance (WLB) one of the most critical dimensions of organizational behavior and human resource management. The Information Technology (IT) sector, characterized by fast-paced client-driven culture and demanding deadlines, stands at the epicenter of this challenge.

India's IT sector, globally competitive and employing millions of skilled professionals, faces a dual pressure of international client expectations and domestic lifestyle aspirations. The Delhi National Capital Region (NCR), one of the nation's premier IT hubs — encompassing Gurugram, Noida, Greater Noida, Faridabad, and Ghaziabad — presents a compelling context for studying WLB dynamics given its demographic diversity, infrastructure complexity, and concentration of both domestic and multinational IT firms.

Work-Life Balance first gained academic attention in the 1970s–1980s as women entered the workforce in large numbers. Scholars such as Greenhaus and Beutell (1985) laid foundational groundwork by conceptualizing work-family conflict as a form of inter-role conflict. Over subsequent decades, WLB research evolved from a deficit model (absence of conflict) to an enrichment model recognizing positive cross-domain interactions. By the 1990s, organizations began institutionalizing WLB through formal policies — flexible schedules, telecommuting, parental leave, and employee assistance programs.

The COVID-19 pandemic further accelerated these trends, with mass shifts to remote work revealing both the possibilities and pitfalls of work-from-home arrangements. Post-pandemic hybrid models have emerged as the dominant paradigm, raising new questions about optimal WLB policy design. Despite this context, empirical research specifically addressing the WLB–job satisfaction nexus within Delhi NCR's IT sector remains sparse, warranting dedicated systematic investigation.

1.1 Objectives of the Study

This study aims to: (1) examine the awareness and implementation of WLB practices among IT employees in Delhi NCR; (2) assess job satisfaction across multiple dimensions; (3) analyze the relationship between specific WLB practices and overall job satisfaction; (4) determine the relative predictive power of WLB dimensions through regression analysis; and (5) examine whether demographic variables moderate the WLB–satisfaction relationship.

1.2 Research Hypotheses

H₁: There is a significant positive relationship between WLB practices and employee job satisfaction among IT professionals in Delhi NCR.

H₂: Flexible working hours significantly and positively influence employee job satisfaction in the IT sector.

H₃: Remote work provisions significantly and positively affect employee job satisfaction.

H₄: There is a significant gender difference in the perception of WLB practices.

H₅: Years of work experience significantly influence the level of job satisfaction.

CHAPTER-2

LITERATURE REVIEW

2.1 Conceptualizing Work-Life Balance

WLB is a multidimensional construct referring to the degree to which an individual can simultaneously balance temporal, emotional, and behavioral demands of paid work with other life domains — family, community, leisure, and personal development (Greenhaus, Collins & Shaw, 2003). Clark (2000) defined WLB as 'satisfaction and good functioning at work and at home, with a minimum of role conflict,' emphasizing its



subjective, dual-outcome nature. Grzywacz and Carlson (2007) offered a relational definition centered on negotiated role expectations between the individual and their role partners.

WLB comprises three core components: the time component (allocation of temporal resources between domains), the involvement component (psychological presence and cognitive engagement in each domain), and the satisfaction component (subjective fulfillment derived from participation in work and personal domains). Research consistently shows that the satisfaction component is the most predictive of positive organizational outcomes, including reduced burnout and lower turnover intention (Haar et al., 2014).

2.2 Job Satisfaction: Theories and Frameworks

Locke (1976) defined job satisfaction as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences,' encompassing both evaluative and affective dimensions. Maslow's (1943) Hierarchy of Needs provides a foundational lens: WLB operates across multiple levels — from safety-level predictability of work hours to self-actualization through meaningful work and personal time.

Herzberg's (1959) Two-Factor Theory classifies WLB practices primarily as hygiene factors whose absence causes dissatisfaction. Flexible scheduling and remote work provisions prevent work-life conflict but must be complemented by motivator factors (recognition, achievement, growth) for genuine satisfaction. Adams' (1963) Equity Theory highlights the role of perceived fairness — employees who perceive an inequitable input-outcome exchange in terms of time invested versus flexibility received will experience dissatisfaction regardless of absolute job conditions.

2.3 WLB Practices in the IT Sector

Flexible Working Arrangements (FWAs), encompassing flextime, compressed workweeks, and part-time options, are the most widely studied WLB interventions. A meta-analysis by Gajendran and Harrison (2007), synthesizing 46 studies, found FWAs positively associated with reduced work-family conflict, higher job satisfaction, and lower turnover intention. NASSCOM (2022) reported that 73% of Indian IT companies offer some form of flextime, up from 45% pre-pandemic.

Remote work, dramatically accelerated by the COVID-19 pandemic, has demonstrated nuanced effects. Pre-pandemic research generally found positive WLB associations (Hill et al., 2003), while pandemic-era studies documented work-home boundary erosion and social isolation (Waizenegger et al., 2020). Post-pandemic hybrid models combining remote and in-office work have yielded the highest job satisfaction, according to Microsoft's Work Trend Index (2022). Karasek and Theorell's (1990) Demand-Control-Support model theorizes that organizational support buffers the negative effects of high job demands — a principle underpinning employee wellness programs, childcare support, and EAPs.

Research by Allen (2001) established that employees who perceive family-supportive organizational cultures report significantly higher commitment and job satisfaction. Thompson, Beauvais and Lyness (1999) further found that organizational culture strengthens the link between formal WLB programs and employee satisfaction — a critical finding implying that cultural permissiveness is as important as policy existence.

2.4 WLB and Job Satisfaction: Empirical Evidence

Meta-analyses by Kossek and Ozeki (1998, 1999) synthesizing 60+ studies found consistently negative associations between work-family conflict and job satisfaction, with conflict accounting for 20–35% of variance in satisfaction. Smrithi and Devi (2018) found a strong positive correlation ($r = 0.72$) between WLB satisfaction and job satisfaction among 300 IT professionals in Bengaluru, with flexible hours and supervisory support as primary predictors. Madhavkumar and Thiagarajan (2013) found that WLB practices explained 58% of variance in satisfaction among Chennai software professionals — a figure this study extends in the Delhi NCR context.

Kossek et al. (2011) identified supervisor support for WLB as explaining incremental variance in job satisfaction beyond formal policies alone, underscoring the irreplaceable role of managerial culture. The Corporate Executive Board (2009) found employees with high WLB worked 21% harder and were 33% more likely to stay, quantifying the organizational productivity implications of WLB investment.



CHAPTER-3

RESEARCH METHODOLOGY

3.1 Research Design

The study adopts a positivist philosophy and deductive approach, employing a cross-sectional descriptive-analytical research design. The descriptive component characterizes current WLB practice levels and job satisfaction, while the analytical component tests theoretically derived hypotheses through inferential statistics.

3.2 Population and Sample

The target population comprises all full-time IT sector employees in Delhi, Gurugram, Noida, Greater Noida, Faridabad, and Ghaziabad, with a minimum of one year's experience. Cochran's (1977) formula for large populations (95% confidence, $\pm 5\%$ margin of error) yielded a minimum sample of 384. With 320 questionnaires distributed via a purposive-snowball hybrid approach, 250 valid responses were obtained (response rate: 78.1%). Initial seeds were purposively chosen across diverse organizations, roles, and locations to mitigate snowball sampling bias.

3.3 Instrument and Measurement

The structured questionnaire comprised four sections. Section A collected demographic data. Section B contained 25 items across five WLB dimensions (flexible working arrangements, remote/hybrid work, support programs, leave policies, managerial support). Section C comprised 24 items across six job satisfaction dimensions (pay & benefits, working conditions, supervisory support, career growth, recognition, work-life integration). Section D included open-ended qualitative questions. All items used a 5-point Likert scale (1 = Strongly Disagree/Very Dissatisfied to 5 = Strongly Agree/Very Satisfied).

The instrument was adapted from Spector's (1997) Job Satisfaction Survey (JSS) and Fisher, Bulger and Smith's (2009) Work-Life Balance Scale. Pilot testing with 30 IT professionals confirmed acceptable reliability across all sub-scales (Cronbach's α : 0.74–0.91; Overall WLB Scale: α = 0.88; Overall Job Satisfaction Scale: α = 0.86).

Scale / Sub-Scale	No. of Items	Cronbach's Alpha
Flexible Working Arrangements	5	0.82
Remote / Hybrid Work Provisions	5	0.79
Employee Support Programs	5	0.74
Leave Policies	5	0.81
Managerial Support for WLB	5	0.88
Overall WLB Scale	25	0.88
Overall Job Satisfaction Scale	24	0.86

Table 1: Reliability Statistics – Cronbach's Alpha (Pilot Sample, n = 30)



3.4 Statistical Analysis

All analyses were conducted using IBM SPSS Statistics Version 26. Descriptive statistics (frequencies, means, standard deviations) characterized the sample. Pearson correlation assessed bivariate WLB–satisfaction relationships. Multiple linear regression (Enter method) determined the collective and individual predictive power of WLB dimensions. One-Way ANOVA, followed by Tukey's HSD post-hoc tests, examined mean differences across demographic groups. Regression assumptions (normality, linearity, homoscedasticity, multicollinearity — all VIF values < 5.0) were verified prior to analysis.

CHAPTER-4

DATA ANALYSIS AND FINDINGS

4.1 Demographic Profile

Of 250 respondents, 162 were male (64.8%) and 88 female (35.2%), broadly consistent with the reported 32–36% female representation in Delhi NCR's IT workforce. The largest age cohort was 26–30 years (35.2%), followed by 31–35 years (28.4%), reflecting the IT sector's youth-intensive workforce. Engineering graduates (B.E./B.Tech.) constituted 38.0% of the sample, followed by postgraduate holders (M.Tech./MCA/MBA) at 34.0%. Experience distribution spanned 1–3 years (30.0%), 4–6 years (25.6%), 7–10 years (22.0%), and above 10 years (22.4%). A majority of respondents were married (59.2%), making the WLB findings particularly relevant to work-family interface dynamics.

Variable	Category	n (%)
Gender	Male / Female	162 (64.8%) / 88 (35.2%)
Age (Largest)	26–30 Years	88 (35.2%)
Education (Top)	B.E./B.Tech.	95 (38.0%)
Experience (Top)	1–3 Years	75 (30.0%)
Marital Status	Married	148 (59.2%)

Table 2: Demographic Profile of Respondents (n = 250)

4.2 WLB Practice Perceptions

Respondents reported moderate to moderately-high WLB practice implementation (Overall WLB: M = 3.28, SD = 0.64). Managerial Support for WLB received the highest mean score (M = 3.52, SD = 0.71), indicating that direct supervisory support is perceived as the most robustly provided resource. Remote/Hybrid Work Provisions followed (M = 3.47, SD = 0.68), reflecting widespread post-pandemic adoption. Employee Support Programs scored lowest (M = 2.92, SD = 0.83), reflecting limited awareness and utilization of wellness and counseling initiatives due to stigma, lack of time, and inadequate communication.

WLB Dimension	Mean	SD	Rank
Managerial Support for WLB	3.52	0.71	1
Remote / Hybrid Work Provisions	3.47	0.68	2
Flexible Working Arrangements	3.31	0.72	3
Leave Policies	3.18	0.77	4



WLB Dimension	Mean	SD	Rank
Employee Support Programs	2.92	0.83	5
Overall WLB Scale	3.28	0.64	—

Table 3: Mean Scores of WLB Practice Dimensions (n = 250)

4.3 Job Satisfaction Levels

Overall job satisfaction was at a moderate-to-above-average level ($M = 3.41$, $SD = 0.71$). Pay and Benefits satisfaction scored highest ($M = 3.72$), reflecting competitive IT compensation in Delhi NCR. Working Conditions ($M = 3.58$) and Supervisory Support ($M = 3.49$) also scored above the scale midpoint. Notably, Work-Life Integration Satisfaction ($M = 3.21$), Career Growth Opportunities ($M = 3.18$), and Recognition & Appreciation ($M = 3.09$) scored below the scale average, indicating important areas for organizational improvement.

Job Satisfaction Dimension	Mean	SD	Rank
Pay & Benefits Satisfaction	3.72	0.68	1
Working Conditions	3.58	0.74	2
Supervisory Support	3.49	0.76	3
Work-Life Integration Satisfaction	3.21	0.82	4
Career Growth Opportunities	3.18	0.85	5
Recognition & Appreciation	3.09	0.88	6
Overall Job Satisfaction	3.41	0.71	—

Table 4: Job Satisfaction Dimension Scores (n = 250)

4.4 Pearson Correlation Analysis

All WLB dimensions showed statistically significant positive correlations with job satisfaction ($p < 0.01$), confirming the central research hypothesis. The overall WLB scale demonstrated the strongest correlation with job satisfaction ($r = 0.78$, $p < 0.01$) — among the highest WLB-satisfaction correlations reported in the Indian IT sector literature. Managerial Support ($r = 0.73$) and Flexible Working Arrangements ($r = 0.71$) registered the strongest individual dimension correlations, while Employee Support Programs showed the weakest, though still significant, relationship ($r = 0.61$).

Variable	1	2	3	4	5	JS
1. Flexible Work	1.00	.62**	.58**	.55**	.67**	.71**
2. Remote Work	—	1.00	.54**	.51**	.63**	.68**
3. Support Programs	—	—	1.00	.49**	.58**	.61**
4. Leave Policies	—	—	—	1.00	.52**	.64**



Variable	1	2	3	4	5	JS
5. Managerial Support	—	—	—	—	1.00	.73**
Overall WLB	—	—	—	—	—	.78**

Table 5: Pearson Correlation Matrix (n = 250) | ** p < 0.01 | JS = Job Satisfaction

Note: All inter-dimension correlations are also significant ($p < 0.01$), with values ranging from $r = 0.49$ to $r = 0.67$, confirming convergent validity of the WLB scale while VIF values below 2.0 confirm absence of multicollinearity.

4.5 Multiple Regression Analysis

The multiple regression model was statistically significant ($F = 78.42$, $p < 0.001$) and explained 61.8% of variance in employee job satisfaction ($R^2 = 0.618$; Adjusted $R^2 = 0.609$) — a large effect size by Cohen's (1988) standards. This finding is notable in that it exceeds comparable Indian studies (Madhavkumar & Thiagarajan, 2013: $R^2 = 0.58$), and suggests WLB has become the primary determinant of job satisfaction in the post-pandemic Delhi NCR IT context.

WLB Dimension (Predictor)	Beta (β)	t-value	Sig. (p)	VIF
Managerial Support for WLB	0.29	5.44	0.000	1.88
Flexible Working Arrangements	0.26	4.82	0.000	1.92
Remote / Hybrid Work Provisions	0.22	4.11	0.000	1.78
Leave Policies	0.16	2.98	0.003	1.71
Employee Support Programs	0.14	2.63	0.009	1.64
$R^2 = 0.618$ Adj. $R^2 = 0.609$ $F = 78.42$ ($p < 0.001$)				

Table 6: Multiple Regression Coefficients | Dependent Variable: Overall Job Satisfaction

4.6 ANOVA Results: Demographic Moderating Effects

One-Way ANOVA revealed a statistically significant gender difference in WLB perceptions: female respondents reported significantly higher WLB satisfaction ($M = 3.52$, $SD = 0.61$) compared to male counterparts ($M = 3.14$, $SD = 0.64$; $F(1, 248) = 18.42$, $p < 0.001$). This is interpreted as a threshold effect — women facing historically greater work-life tensions are more attuned to and appreciative of organizational WLB provisions. Post-pandemic remote work, which eliminates commuting and provides domestic flexibility, may particularly benefit female employees.

Experience-based ANOVA yielded a significant result ($F(3, 246) = 9.87$, $p < 0.001$). Tukey's HSD post-hoc tests revealed that employees with 4–6 years of experience reported the highest WLB and job satisfaction, while those with above 10 years reported the lowest — suggesting career plateau effects and elevated expectations among senior professionals. These findings support H_4 and H_5 , and underscore the importance of demographically-segmented WLB strategies.



H	Hypothesis	Test Statistic	Result
H ₁	Significant positive WLB–job satisfaction relationship	$r = 0.78, p < 0.001$	Supported
H ₂	Flexible working hours significantly influence satisfaction	$\beta = 0.26, p < 0.001$	Supported
H ₃	Remote work provisions significantly influence satisfaction	$\beta = 0.22, p < 0.001$	Supported
H ₄	Significant gender difference in WLB perception	$F = 18.42, p < 0.001$	Supported
H ₅	Work experience significantly influences job satisfaction	$F = 9.87, p < 0.001$	Supported

Table 7: Summary of Hypothesis Testing

CHAPTER-5

DISCUSSION

5.1 The Centrality of WLB in Job Satisfaction

The finding that WLB practices explain 61.8% of variance in job satisfaction is arguably the most significant result of this study. This substantially exceeds meta-analytic estimates where work-family conflict accounts for 20–35% of satisfaction variance (Kossek & Ozeki, 1998), suggesting that in the post-pandemic Delhi NCR IT context, WLB has eclipsed compensation and career growth as the dominant driver of satisfaction. Organizations that continue to prioritize compensation escalation over WLB investment may achieve diminishing returns given the sector's already-competitive pay structures.

The strong correlation ($r = 0.78$) aligns with and extends Smrithi and Devi's (2018) findings ($r = 0.72$) from Bengaluru. The amplification observed in Delhi NCR may be attributable to the region's particular WLB stressors — the world's most severe traffic congestion among major IT corridors, high cost of living, and the dual pressures of global client time zones and traditional family structures. The Conservation of Resources Theory (Hobfoll, 1989) offers explanatory traction: in resource-depleting environments, organizational WLB provisions as resource-restoring mechanisms become disproportionately valued.

5.2 The Primacy of Managerial Support

Managerial Support for WLB emerging as the strongest predictor ($\beta = 0.29$) is consistent with Kossek et al. (2011) and supervisor support theory. This finding redirects organizational attention from policy documents to frontline management behaviors — the actual implementation layer of WLB. Many organizations invest in WLB policy design but underinvest in equipping managers with the skills, incentives, and organizational permission to actively support employee WLB needs. The implication is clear: training managers to be effective WLB advocates is a higher-leverage intervention than refining formal policies alone.

5.3 Gender and Experience Effects

The significant gender difference in WLB perceptions (female employees reporting higher satisfaction despite facing greater domestic responsibilities) aligns with Bharat (2003) and supports a threshold effect interpretation: women who bear a double burden of professional and domestic demands are more sensitive to and appreciative of any organizational WLB provision. The experience-based U-shaped satisfaction pattern — peaking at 4–6 years and declining for veterans — suggests both honeymoon effects in early career and plateau disillusionment in later career, with important implications for retention strategies targeting mid-to-senior talent.



CHAPTER-6

RECOMMENDATIONS

Based on the empirical findings, the following evidence-based recommendations are offered for HR practitioners and organizational leaders in the Delhi NCR IT sector:

1. **Formalize and Expand Flexible Working Arrangements:** Implement 'core hours' models (e.g., 10 AM–4 PM overlap) across all organizational levels, including senior technical roles. Address the 'implementation gap' between formal policy and cultural permission through explicit managerial communication that boundary-setting is valued and will not be penalized.
2. **Develop a Structured Hybrid Work Framework:** Establish clear, equitable hybrid work policies specifying minimum in-office requirements, home-office equipment provisions, and protocols ensuring remote employees have equivalent developmental access. Implement formal 'Right to Disconnect' policies and automated after-hours response norms.
3. **Invest in Manager WLB Capability Development:** Given managerial support's primacy as the strongest predictor ($\beta = 0.29$), develop training programs on empathetic leadership and WLB conversation facilitation; integrate WLB support behaviors into manager performance evaluation frameworks; create 'WLB Champion' recognition programs modeled on successful implementations at Microsoft and Google India.
4. **Redesign Employee Support Programs:** Address the lowest-scoring WLB dimension ($M = 2.92$) through comprehensive wellness program redesign — embed mental health conversations in routine team check-ins, deliver wellness access via discreet digital platforms, and train managers to proactively signpost support resources. Introduce or enhance childcare support provisions given the significant gender sensitivity finding.
5. **Strengthen Recognition and Career Development Frameworks:** Recognition ($M = 3.09$) and career growth ($M = 3.18$) are the lowest job satisfaction dimensions. Implement systematic peer-to-peer and organizational recognition mechanisms; design transparent, meritocratic career pathways with individual development plans and regular career conversations, particularly targeting the career plateau concerns of employees with above 10 years' experience.
6. **Adopt Demographically-Segmented WLB Strategy:** Conduct regular internal WLB needs assessments segmented by gender, experience, and family status. A one-size-fits-all approach will sub-optimally serve diverse workforce needs — tailored initiatives for female employees, mid-career professionals, and senior veterans will deliver higher returns per investment.

CHAPTER-7

CONCLUSION

This study has generated robust empirical evidence that Work-Life Balance practices are a powerful — and arguably the primary — determinant of job satisfaction among IT professionals in Delhi NCR. The five WLB dimensions collectively explain 61.8% of variance in job satisfaction ($R^2 = 0.618$, $F = 78.42$, $p < 0.001$; $r = 0.78$), all five research hypotheses are supported, and all null hypotheses rejected. The primacy of managerial support redirects strategic attention from policy design to frontline management culture, while the strong predictive power of flexible and remote work confirms the centrality of scheduling and location flexibility in the contemporary IT workplace.

Significant demographic moderating effects — particularly the gender and experience differences — argue against uniform WLB strategies and in favour of demographically attuned, segmented approaches. In the post-pandemic era of elevated employee wellbeing expectations and intensified competition for IT talent in Delhi NCR, investment in high-quality WLB practices is simultaneously an ethical imperative and a strategic business advantage. Organizations that authentically commit to enabling work-life integration will be better positioned to attract and retain top-tier talent, sustain high performance, and build the organizational resilience needed for an increasingly dynamic competitive landscape.



This study's findings contribute to the growing body of literature on WLB in emerging market economies, validate and extend existing theoretical frameworks (Conservation of Resources Theory, Border Theory, Demands-Resources Model) in the Indian IT context, and provide actionable, data-driven insights for HR practitioners. Future research should extend this work through longitudinal designs, mixed-methods approaches, cross-city comparative studies, and organizational-level performance outcome analyses.

CHAPTER-8

LIMITATIONS

The study's cross-sectional design precludes definitive causal claims; longitudinal designs would be required to confirm directionality. Self-report data introduces common method variance and social desirability bias, addressable in future research through objective WLB measures. Purposive-snowball sampling limits generalizability to the broader IT workforce. Findings are specific to the Delhi NCR context and the October–November 2024 data collection period, and may not fully capture the still-evolving post-pandemic hybrid work normalization trajectory.

REFERENCES

- Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436.
- Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414–435.
- Allen, T. D., Merlo, K., Lawrence, R. C., Rayburn, J., & Brown, G. (2021). Boundary management and work-nonwork balance while working from home. *Applied Psychology: An International Review*, 70(1), 60–84.
- Bharat, S. (2003). Women, work, and family in urban India: Towards new families? In J. W. Berry, R. C. Mishra, & R. C. Tripathi (Eds.), *Psychology in human and social development*. Sage Publications.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.
- Corporate Executive Board. (2009). *Breakthrough performance in the new work environment*. CEB.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
- Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work-family balance: Implications for practice and research. *Advances in Developing Human Resources*, 9(4), 455–471.
- Haar, J. M., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361–373.
- Herzberg, F. (1959). *The motivation to work*. John Wiley & Sons.
- Hill, E. J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of how three work venues influence aspects of work and personal/family life. *Journal of Vocational Behavior*, 63(2), 220–241.



- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524.
- Karasek, R., & Theorell, T. (1990). *Healthy work: Stress, productivity, and the reconstruction of working life*. Basic Books.
- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139–149.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work-family conflict: A meta-analysis. *Personnel Psychology*, 64(2), 289–313.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Madhavkumar, V., & Thiagarajan, P. (2013). An empirical study on work life balance among software professionals in Chennai. *Advances in Management*, 6(7), 18–25.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396.
- Microsoft. (2022). *2022 Work Trend Index: Annual report*. Microsoft Corporation.
- NASSCOM. (2022). *Strategic review 2022: Accelerating growth, creating value*. NASSCOM.
- NASSCOM. (2024). *India IT industry annual report 2023-24*. NASSCOM.
- Smrithi, R., & Devi, K. S. (2018). Work life balance and job satisfaction among IT professionals. *International Journal of Pure and Applied Mathematics*, 119(12), 14893–14898.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. Sage Publications.
- Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work-family benefits are not enough. *Journal of Vocational Behavior*, 54(3), 392–415.
- Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020). An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, 29(4), 429–442.