

Hybrid vs. Traditional : Work Arrangements and Family Dynamics for Females With Young Children

Dr. Abhijeet Mohite¹, Dr. Anju Kapoor², Ms. Yashmi Shah³

Professor, Usha Pravin Gandhi College, Mumbai, Maharashtra, India¹

Principal, Usha Pravin Gandhi College, Mumbai, Maharashtra, India²

Mass Communication, Usha Pravin Gandhi College, Mumbai, Maharashtra, India³

Abstract: *This research examines how different work arrangements affect the balance between work and family life for working women with young children in Mumbai, India. The study compares women who follow traditional work schedules with those who work in a hybrid model (a mix of working from home and in an office). The findings show that while hybrid arrangements can be beneficial for managing family responsibilities, they can also lead to conflicts between work and family life. Overall, the research highlights the complex relationship between work and family life for working women and the need for workplace policies that support their needs.*

Keywords: Work-life balance, work-family conflict, work arrangements, family-work conflict, females, young children, Mumbai

I. INTRODUCTION

This dissertation investigates the challenges faced by working women with young children in Mumbai, India, specifically focusing on the conflict between work and family life. The study compares traditional work arrangements with hybrid models to understand their impact on work-family balance. By examining both work-to-family conflict (WFC) and family-to-work conflict (FMC), the research aims to shed light on how different work arrangements affect women's ability to manage their personal and professional responsibilities in a fast-paced urban environment. The study will use a validated scale to quantitatively measure the participants' experiences and provide valuable insights into the complexities of work-family balance for women in Mumbai.

Traditional Work Arrangement

A traditional work arrangement involves employees working in an office with fixed start and end times. Employees commute daily and complete tasks on-site. Communication occurs through face-to-face interactions.

Remote work arrangement

Remote work offers flexibility in location and schedule, improving work-life balance and reducing commute time. However, it can also cause distractions and social isolation.

Hybrid work arrangement

A hybrid work model lets employees split their week between office and remote work, offering flexibility, better work-life balance and reduced commute costs—especially beneficial for working parents. Technology is key for collaboration and companies focus on results over location.

COVID-19 Pandemic and its effects on Work Arrangements

The pandemic accelerated the shift to remote work, driven by technology and the need to adapt. This led to labor market disruptions, job losses and a focus on employee well-being and outcomes over processes. These models are likely to

increase due to their benefits. This shift can lead to a more global and inclusive workplace and reduce the need for office space

Work-life balance (WLB)

Work-life balance involves managing time and setting boundaries between work and personal life. It aims to minimize stress and maximize satisfaction. Achieving work-life balance can be challenging for married women with children in India, especially post-pandemic.

Importance of work-life balance

Balancing work and personal life is key for employee well-being, productivity, and company success. Companies supporting work-life balance attract top talent, fostering innovation and better service, despite technology often blurring these boundaries.

Factors affecting work-life balance for females

Societal expectations regarding women's roles in India can hinder their ability to achieve work-life balance, leading to difficulties in prioritizing work, limited career opportunities and discrimination. While extended family can provide support, it may also come with its own challenges.

Work-family balance

Work-life balance encompasses managing time and energy across all aspects of life, aiming for a harmonious balance that minimizes stress and maximizes satisfaction. Work-family balance is a subset of work-life balance, focusing specifically on the balance between work and family responsibilities.

Factors affecting work-family balance

Work-life balance is influenced by various factors, including individual circumstances, company policies, and societal expectations. Women in India face unique challenges in balancing work and family due to societal roles and economic pressures. Supportive policies and family support can help women manage work-life balance.

Objectives

- To study the impact of work commitments towards family conflict on people who have traditional work arrangements.
- To study the impact of family commitments towards work conflict on people who have traditional work arrangements.
- To study the impact of work commitments towards family conflict on people who have hybrid work arrangements.
- To study the impact of family commitments towards work conflict on people who have hybrid work arrangements.
- To do a comparative study between traditional commuting people and hybrid work.

Hypotheses

- H_1 - Females who commute to work daily experience a higher level of work-family conflict compared to females who have a hybrid work model
- H_0 - There is no significant difference in the level of work-family conflict between females who commute to work daily and those who have a hybrid work model.
- H_2 - Females who have a hybrid work model experience a higher level of family-work conflict compared to females who commute to work daily and follow the traditional work model.
- H_0 - There is no significant difference in the level of family-work conflict between females who have a hybrid work model and females who commute to work daily and follow the traditional work model.

II. REVIEW OF LITERATURE

COVID-19 and the transition

A study found that remote work adoption during COVID-19 in the U.S. was uneven, with younger workers and those in information-intensive sectors shifting more quickly by April 2020. This trend is expected to continue, particularly in states with more information-related jobs (*Erik Brynjolfsson, John J. Horton, Adam Ozimek, Daniel Rock, Garima Sharma, Hong-Yi TuYe, 2020*). Research found that remote work had mixed effects: some employees were more productive, while others faced stress and isolation. It can improve work-life balance but it all depends on the technology, guidelines and communication. A hybrid model may be the most effective approach (*Dr. Sivaprakash J S, Venkatesh M, 2023*). Another study found working mothers in the US faced greater work-childcare balance pressures during COVID-19, with lower expectations for fathers. The pandemic worsened existing gender inequalities (*Saltanat Childress, Catherine A. LaBrenz, Erin Findley, Philip Baiden, 2023*).

Remote work

A Harvard Business Review study suggests remote work is the future but blurs work-life boundaries and raises productivity concerns, requiring companies to find new management strategies (*Laura Amico, 2021*). A study revealed that remote work benefits IT workers with flexibility and productivity but also poses challenges like work-life balance issues, isolation, and burnout, requiring companies to address these for success (*Rose Ann Babu, Ranjith Somasundaran Chakkambath, Dr Shamsi Sukumaran, 2023*).

Hybrid work

A report suggests hybrid work models offer flexibility and inclusion, but successful implementation requires adjustments from businesses, workers, educators and unions (*J. Scott Marcus, 2022*). A study found flexible work arrangements benefit both companies and employees by boosting happiness, motivation, and well-being, reducing stress and absenteeism, while providing companies with a wider talent pool and better retention (*Ifeyinwa Stella Austin-Egole, E.B.J Iheriohanma, Chinedu Nehemiah Nwokorie 2020*). Research on hybrid work in universities shows that productivity improves when employees feel well and connected to their team. Well-being and a sense of belonging are crucial for collaboration and innovation, leading to productivity regardless of location (*Jinella Marie Castaneda, Genaro Japos, Wenifreda Templonuevo, 2022*). A study on hybrid work in India found it gives women more control over their schedules, aiding family management and potentially increasing productivity. However, opportunities to work from home were more common for women in higher positions (*Sona Mitra, 2023*).

Work-life and work-family

A study found that remote work during COVID had mixed effects on families. It could strengthen some relationships but also make it harder to separate work and personal life. The key to success is finding a way to separate these two (*Wu Hongyue, Song Q. Chelsea, Proctor Robert W., Chen Yunfeng, 2022*).

Indian professionals prioritize family and work together, leading to a sense of "happily exhausted" which differs from Western studies that focus on conflict highlighting how culture shapes work-life balance and suggests that fulfillment through work and family can be more important than strict separation (*Mahima Raina, Ariane Ollier-Malaterre, Kamlesh Singh 2020*).

A Latvian study found that working from home during COVID-19 was especially hard for women under 45 with young kids due to increased housework and childcare responsibilities (*Jelena Lonska, Iveta Mietule, Lienite Litavniece, Iluta Arbidane, Ivars Vanadzins, Linda Matisane, Linda Paegle, 2021*).

It was found that women are less likely to work outside the home than men, especially if married or with children. This occurs globally due to social norms and expectations that place childcare responsibilities primarily on women (*Ginette Azcona, Antra Bhatt, 2020*).

Remote work, while expected to improve work-life balance, presented challenges such as longer working hours, inadequate workspaces, technological difficulties, and increased household responsibilities (*Melika Shirmohammadi, Wee Chan Au, Mina Beigi 2022*).

A study found that mothers' work-life balance affects their children's social skills and behavior. Stressed mothers are more likely to have children with behavioral problems, while well-balanced mothers have better-adjusted children (*Rikuya Hosokawa, Toshiki Katsura, 2021*).

A research looked at the challenges working moms face. It is found that balancing work and family life can be stressful and lead to mom guilt. Family support is really important, especially when kids are young (*Ankita Verma, 2020*).

Companies should adapt to the changing workplace by adopting hybrid models and rethinking the purpose of offices to focus on collaboration and team building (*Marino Mugayar-Baldocchi, Bill Schaninger, Kartik Sharma, 2021*).

A study found that a positive work environment leads to happier and more productive employees, while a negative work environment can hurt performance. Employee commitment can also influence productivity, even in challenging work environments (*Millicent Pimpong, 2023*).

Another study found that remote workers felt just as supported in balancing work and life as those in main offices, and both groups were more satisfied with their jobs. However, those in main offices felt more included in the workplace (*Morganson, Debra A Major, Kurt L. Oborn, Jennifer Verive, Valerie Morganson, 2010*).

III. RESEARCH METHODOLOGY

Sample Population

Target population - Working females in Mumbai with children aged 2-12 with experience in either traditional or hybrid work arrangements.

Sample selection and Justification

The study recruited 150 participants in Mumbai City, including 75 women with traditional work arrangements and 75 with hybrid arrangements. Non-probability sampling methods, such as convenience sampling and snowball sampling, were used to recruit participants based on the researcher's accessibility, connections, feasibility and cost-effectiveness, given the time constraints.

The equal distribution of participants between traditional and hybrid work models ensures comparability and a sufficient sample size for statistically significant findings.

Research Design

The survey involved 150 participants who completed a 10-question questionnaire based on the 7-point Likert scale. Participants were provided with instructions and assured that their information would remain anonymous and voluntary.

Tool used

The researcher used the The work-family conflict scale (WAFCS): Development and initial validation of a self-report measure of work-family conflict for use with parents. The WAFCS was created to address the need for a concise and reliable tool to assess work-family conflict in parents. It is a 10-item scale (5 each) used to measure work-family conflict in parents. Responses are rated on a 7-point Likert scale.

Subscales - Work-to-Family Conflict (WFC) - Measures how work demands impact family life.

Family-to-Work Conflict (FWC) - Measures how family responsibilities impact work performance.

IV. DATA ANALYSIS AND INTERPRETATION

Procedure

The study used both primary and secondary research methods. Primary research involved an online survey, while secondary research analyzed existing literature.

Data Analysis

Quantitative data analysis techniques were employed using statistical tests on Jamovi. A Descriptive test and an Independent Sample T-Test were used.

The study used quantitative methods to analyze survey data from 150 participants, comparing traditional and hybrid work arrangements. An Independent Sample T-Test was used to examine differences between the groups. The study aimed to provide in-depth insights into family dynamics

Results of Descriptive Analysis

Results

Descriptives

Descriptives

	C	N	Missing	Mean	Median	Mode	Sum	SD	Variance	Range	Minimum	Maximum	Skewness		Kurtosis		Shapiro-Wilk	
													Skewness	SE	Kurtosis	SE	W	p
My work prevents me from spending sufficient quality time with my family.	Hybrid	75	0	2.19	2	2.00	164	1.171	1.370	5	1	6	1.599	0.277	3.001	0.548	0.782	<.001
	Traditional	75	0	5.99	6	6.00	449	1.059	1.121	5	2	7	-1.797	0.277	4.457	0.548	0.759	<.001
There is no time left at the end of the day to do the things I'd like at home (e.g., chores and leisure activities)	Hybrid	75	0	2.19	2	2.00	164	1.182	1.397	6	1	7	1.392	0.277	2.976	0.548	0.826	<.001
	Traditional	75	0	6.21	7	7.00	466	1.056	1.116	5	2	7	-1.714	0.277	3.317	0.548	0.738	<.001
My family misses out because of my work commitments.	Hybrid	75	0	2.44	2	3.00	183	1.200	1.439	6	1	7	1.014	0.277	2.230	0.548	0.857	<.001
	Traditional	75	0	5.80	6	6.00	435	0.986	0.973	5	2	7	-0.972	0.277	2.135	0.548	0.845	<.001
My work has a negative impact on my family life.	Hybrid	75	0	2.43	2	2.00	182	1.093	1.194	4	1	5	0.544	0.277	-0.166	0.548	0.890	<.001
	Traditional	75	0	5.57	6	6.00	418	1.029	1.059	5	2	7	-0.661	0.277	0.945	0.548	0.886	<.001
Working often makes me irritable or short tempered at home.	Hybrid	75	0	2.41	3	3.00	181	1.128	1.273	4	1	5	0.280	0.277	-0.661	0.548	0.881	<.001
	Traditional	75	0	5.63	6	6.00	422	1.303	1.697	6	1	7	-1.379	0.277	2.443	0.548	0.831	<.001
My work performance suffers because of my personal and family commitments.	Hybrid	75	0	5.57	6	6.00	418	1.117	1.248	5	2	7	-1.175	0.277	1.893	0.548	0.843	<.001
	Traditional	75	0	2.49	2	2.00	187	1.107	1.226	6	1	7	1.858	0.277	4.802	0.548	0.762	<.001
Family-related concerns or responsibilities often distract me at work.	Hybrid	75	0	5.77	6	6.00	433	1.192	1.421	6	1	7	-2.104	0.277	6.367	0.548	0.743	<.001
	Traditional	75	0	2.52	2	2.00	189	1.201	1.442	6	1	7	1.443	0.277	2.920	0.548	0.829	<.001
If I did not have a family I'd be a better employee.	Hybrid	75	0	3.93	4	4.00	295	1.864	3.550	6	1	7	-0.113	0.277	-1.044	0.548	0.922	<.001
	Traditional	75	0	1.88	2	1.00	141	1.162	1.350	5	1	6	1.567	0.277	2.255	0.548	0.752	<.001
My family has a negative impact on my day to day work duties.	Hybrid	75	0	5.81	6	6.00	436	1.182	1.397	6	1	7	-1.695	0.277	4.035	0.548	0.795	<.001
	Traditional	75	0	2.41	2	2.00	181	0.824	0.678	4	1	5	1.031	0.277	1.488	0.548	0.803	<.001
It is difficult to concentrate at work because I am so exhausted by family responsibilities.	Hybrid	75	0	6.03	6	6.00	452	1.026	1.053	5	2	7	-1.441	0.277	2.814	0.548	0.799	<.001
	Traditional	75	0	2.53	2	2.00	190	1.212	1.468	6	1	7	1.020	0.277	1.411	0.548	0.874	<.001

Independent Samples T-Test

An Independent Samples T-Test compared the responses of females in traditional and hybrid work models regarding work-family conflict. The results revealed significant differences, highlighting disparities in their perceptions.

Independent Samples T-Test

Independent Samples T-Test

		Statistic	df	p
My work prevents me from spending sufficient quality time with my family.	Student's t	-20.85	148	< .001
	Welch's t	-20.85	147	< .001
	Mann-Whitney U	189		< .001
There is no time left at the end of the day to do the things I'd like at home (e.g., chores and leisure activities)	Student's t	-22.00	148	< .001
	Welch's t	-22.00	146	< .001
	Mann-Whitney U	137		< .001
My family misses out because of my work commitments.	Student's t	-18.74	148	< .001
	Welch's t	-18.74	143	< .001
	Mann-Whitney U	192		< .001
My work has a negative impact on my family life.	Student's t	-18.16	148	< .001
	Welch's t	-18.16	147	< .001
	Mann-Whitney U	171		< .001
Working often makes me irritable or short tempered at home.	Student's t	-16.15	148	< .001
	Welch's t	-16.15	145	< .001
	Mann-Whitney U	273		< .001
My work performance suffers because of my personal and family commitments.	Student's t	16.96	148	< .001
	Welch's t	16.96	148	< .001
	Mann-Whitney U	316		< .001
Family-related concerns or responsibilities often distract me at work.	Student's t	16.65	148	< .001
	Welch's t	16.65	148	< .001
	Mann-Whitney U	349		< .001
If I did not have a family I'd be a better employee.	Student's t	8.03 ^a	148	< .001
	Welch's t	8.03	123	< .001
	Mann-Whitney U	1107		< .001
My family has a negative impact on my day to day work duties.	Student's t	20.44	148	< .001
	Welch's t	20.44	132	< .001
	Mann-Whitney U	183		< .001
It is difficult to concentrate at work because I am so exhausted by family responsibilities.	Student's t	19.05 ^a	148	< .001
	Welch's t	19.05	144	< .001
	Mann-Whitney U	185		< .001

Note. $H_0: \mu_{Hybrid} = \mu_{Traditional}$

^a Levene's test is significant ($p < .05$), suggesting a violation of the assumption of equal variances

Independent Sample T-Test

Statement wise explanation

Two surveys were conducted: one with females in traditional work models and another with those in hybrid models to better understand their perspectives.

Statement 1 - My work prevents me from spending sufficient quality time with my family.

According to the Descriptive Results and the Independent Samples T-Test-

The hybrid mean value was reported as 2.19, the traditional mean value was reported as 5.99, the P value is < 0.001, Student's t value is -20.85 with a Degree of Freedom of 148 and P value < 0.001, Welch's T value is -20.85 with a Degree of Freedom of 147 and p value of < 0.001, Mann-Whitney U value is 189 and P value is < 0.001. This shows that there is a significant difference between both the samples

Statement 2 - There is no time left at the end of the day to do the things I'd like at home. (e.g., chores and leisure activities)

According to the Descriptive Results and the Independent Samples T-Test-

The hybrid mean value was reported as 2.19, the traditional mean value was reported as 6.21, the P value is < 0.001 , Student's t value is -22.00 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is -22.00 with a Degree of Freedom of 146 and p value of < 0.001 , Mann-Whitney U value is 137 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 3 - My family misses out because of my work commitments.

According to the Descriptive Results and the Independent Samples T-Test-

The hybrid mean value was reported as 2.44, the traditional mean value was reported as 5.80, the P value is < 0.001 , Student's t value is -18.74 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is -18.74 with a Degree of Freedom of 143 and p value of < 0.001 , Mann-Whitney U value is 192 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 4 - My work has a negative impact on my family life.

According to the Descriptive Results and the Independent Samples T-Test -

The hybrid mean value was reported as 2.43, the traditional mean value was reported as 5.57, the P value is < 0.001 , Student's t value is -18.16 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is -18.16 with a Degree of Freedom of 147 and p value of < 0.001 , Mann-Whitney U value is 171 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 5 - Working often makes me irritable or short tempered at home.

According to the Descriptive Results and the Independent Samples T-Test -

The hybrid mean value was reported as 2.41, the traditional mean value was reported as 5.63, the P value is < 0.001 , Student's t value is -16.15 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is -16.15 with a Degree of Freedom of 145 and p value of < 0.001 , Mann-Whitney U value is 273 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 6 - My work performance suffers because of my personal and family commitments.

According to the Descriptive Results and the Independent Samples T-Test -

The hybrid mean value was reported as 5.57, the traditional mean value was reported as 2.49, the P value is < 0.001 , Student's t value is 16.96 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is 16.96 with a Degree of Freedom of 148 and p value of < 0.001 , Mann-Whitney U value is 316 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 7 - Family related concerns or responsibilities often distract me at work.

According to the Descriptive Results and the Independent Samples T-Test - The hybrid mean value was reported as 5.57, the traditional mean value was reported as 2.52, the P value is < 0.001 , Student's t value is 16.65 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is 16.65 with a Degree of Freedom of 147 and p value of < 0.001 , Mann-Whitney U value is 349 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 8 - If I did not have a family I'd be a better employee.

According to the Descriptive Results and the Independent Samples T-Test - The hybrid mean value was reported as 3.93, the traditional mean value was reported as 1.88, the P value is < 0.001 , Student's t value is 8.03 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is 8.03 with a Degree of Freedom of 123 and p value of < 0.001 , Mann-Whitney U value is 1107 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 9 - My family has a negative impact on my day to day work duties.

According to the Descriptive Results and the Independent Samples T-Test - The hybrid mean value was reported as 5.81, the traditional mean value was reported as 2.41, the P value is < 0.001 , Student's t value is 20.44 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is 20.44 with a Degree of Freedom of 132 and p value of < 0.001 , Mann-Whitney U value is 183 and P value is < 0.001 . This shows that there is a significant difference between both the samples.

Statement 10 - It is difficult to concentrate at work because I am so exhausted by family responsibilities.

According to the Descriptive Results and the Independent Samples T-Test -The hybrid mean value was reported as 6.03, the traditional mean value was reported as 2.53, the P value is < 0.001 , Student's t value is 19.05 with a Degree of Freedom of 148 and P value < 0.001 , Welch's T value is 19.05 with a Degree of Freedom of 144 and p value of < 0.001 , Mann-Whitney U value is 185 and P value is < 0.001 . This shows that there is a significant difference between both the samples

Discussion

The study investigated the impact of work arrangements (traditional vs. hybrid) on work-family conflict among working women with young children. The researcher surveyed 150 women and analyzed the findings using the Work-Family Conflict Scale (WAFCS).

Work-Family Conflict (WFC) - Women who commute daily reported higher levels of work-family conflict due to stress and reduced time for family.

Family-Work Conflict (FWC) - Women working in a hybrid model experienced more family-work conflict due to the pressure of family demands while working from home, leading to guilt and stress.

Qualitative analysis

The insights shared by these women helped us understand the special problems they face trying to balance their professional responsibilities with family life.

Traditional Work Model Challenges - Women in traditional work arrangements face challenges related to flexibility, childcare, time with family, work-life integration, availability for family and a sense of inadequacy. The study found that all this can contribute to stress and feelings of not fulfilling roles effectively both at work and at home.

Hybrid Work Model Challenges - Women in hybrid work arrangements face several challenges related to interruptions, boundary setting, work-family balance, childcare, household management, productivity, guilt, spousal support and work-family time. Effective time management, communication and spousal support are crucial for maintaining work efficiency and minimizing stress.

Both traditional and hybrid work arrangements require greater workplace support. Women in hybrid arrangements seek ways to focus on work, while women in traditional arrangements desire more flexibility. All women desire better work-life balance to avoid stress and burnout. Companies need supportive policies and understanding work environments to address these challenges.

V. CONCLUSION

The study supports the alternative hypotheses, indicating that women with traditional work arrangements experience more work-family conflict while women with hybrid arrangements face more family-work conflict. The null hypotheses are rejected, confirming significant differences between the two groups. The study highlights the potential benefits of the hybrid model in terms of increased flexibility and family time, but also acknowledges the challenges it presents for work performance.

Recommendations

The study provides recommendations for women with young children in both traditional and hybrid work models. For traditional models, it suggests planning activities, building support networks, practicing self-care, communicating with employers and exploring efficient commuting. For hybrid models, it advises creating a structured schedule, setting up a dedicated workspace, setting boundaries, leveraging technology and engaging in professional development. Both

models will benefit from flexible work policies, parental leave, mental health resources, community participation, and employer feedback. These strategies aim to improve work-family balance and overall well-being.

REFERENCES

- [1]. Haslam, D., Filus, A., Morawska, A., Sanders, M. R., & Fletcher, R. (2014). The Work-Family Conflict Scale (WAFCS): Development and Initial Validation of a Self-report Measure of Work-Family Conflict for Use with Parents. *Child Psychiatry & Human Development*, 46(3), 346–357. <https://doi.org/10.1007/s10578-014-0476-0>
- [2]. Brynjolfsson, E., Horton, J., Ozimek, A., Rock, D., Sharma, G., & Tuye, H.-Y. (2020). COVID-19 And Remote Work: An Early Look At US Data. https://www.nber.org/system/files/working_papers/w27344/w27344.pdf
- [3]. S, Sivaprakash & M, Venkatesh. (2023). The Impact of Remote Work on Employee Productivity and Well-being: A Comparative Study of Pre- and Post-COVID-19 Era. 10.21203/rs.3.rs-2926406/v1.
- [4]. Childress, S., LaBrenz, C. A., Findley, E., & Baiden, P. (2023). Adjusting Parenting Roles and Work Expectations Among Women With Children During COVID-19. *Families in Society*. <https://doi.org/10.1177/10443894231183609>
- [5]. Amico, L. (2021, October 29). The Realities of Remote Work. *Harvard Business Review*. <https://hbr.org/2021/10/the-realities-of-remote-work>
- [6]. Babu, Rose & Somasundaran Chakkambath, Ranjith & Sukumaran, Shamsi. (2023). International Journal of Research Publication and Reviews Remote Working and Its Impact on IT Employees. 1771-1776.
- [7]. Scott, J., & Marcus, J. (n.d.). is a Senior Fellow at Bruegel COVID-19 and the shift to remote work. Retrieved August 2, 2024, from <https://www.bruegel.org/sites/default/files/private/2022-06/PC-09-2022.pdf>
- [8]. Austin-Egole, Ifeyinwa & Iheriohanma, E.B.J & Nwokorie, Chinedu. (2020). Flexible Working Arrangements and Organizational Performance: An Overview. 25. 50-59. 10.9790/0837-2505065059.
- [9]. Castaneda, Jinella & Japos, Genaro & Templonuevo, Wenifreda. (2022). Effects of Hybrid Work Model on Employees and Staff's Work Productivity: A Literature Review. *JPAIR Multidisciplinary Research*. 50. 159-178. 10.7719/jpair.v50i1.537.
- [10]. Hybrid Models and Women's Work in India: Emerging Insights | LEAD at Krea University. (2023, March 29). LEAD at Krea University |. <https://ifmlead.org/hybrid-models-and-womens-work-in-india-emerging-insights-2/>
- [11]. Wu Hongyue , Song Q. Chelsea , Proctor Robert W. , Chen Yunfeng. (2022). Family Relationships Under Work From Home: Exploring the Role of Adaptive Processes. *Frontiers in Public Health*. <https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2022.782217>
- [12]. Raina, Mahima & Ollier-Malaterre, Ariane & Singh, Kamlesh. (2020). Happily Exhausted: Work Family Dynamics in India. *Occupational Health Science*. 4. 10.1007/s41542-020-00059-0.
- [13]. Lonska, J., Mietule, I., Litavniece, L., Arbidane, I., Vanadzins, I., Matisane, L., & Paegle, L. (2021). Work-Life Balance of the Employed Population During the Emergency Situation of COVID-19 in Latvia. *Frontiers in Psychology*, 12. [frontiersin. https://doi.org/10.3389/fpsyg.2021.682459](https://doi.org/10.3389/fpsyg.2021.682459)
- [14]. The Pandemic Is a Chance to Rebuild for Gender Justice. (n.d.). [Www.opensocietyfoundations.org. https://www.opensocietyfoundations.org/voices/after-the-pandemic-rebuild-for-gender-justice](https://www.opensocietyfoundations.org/voices/after-the-pandemic-rebuild-for-gender-justice)
- [15]. Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Remote work and work-life balance: Lessons learned from the covid-19 pandemic and suggestions for HRD practitioners. *Human Resource Development International*, 25(2), 163–181. <https://doi.org/10.1080/13678868.2022.2047380>
- [16]. Hosokawa, R., & Katsura, T. (2021). Maternal Work-Life Balance and Children's Social Adjustment: The Mediating Role of Perceived Stress and Parenting Practices. *International Journal of Environmental Research and Public Health*, 18(13), 6924. <https://doi.org/10.3390/ijerph18136924>
- [17]. Verma, Ankita. (2020). Working Women and Motherhood -A Review. *Annals of biology*. 170-178.
- [18]. Mugayar-Baldocchi, M., Schaninger, B., & Sharma, K. (2021, July 19). The future of work: Managing three risks of the hybrid workplace | McKinsey & Company. [Www.mckinsey.com. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/the-future-of-work-managing-three-risks-of-the-hybrid-workplace](https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/the-future-of-work-managing-three-risks-of-the-hybrid-workplace)
- [19]. (2023, August 3). Work Environmental Factors and its Impact on Employee Productivity: The Mediating Role of Employee Commitment. *Noyam Journals*. <https://noyam.org/eHSS2023482/>

[20]. Morganson, Valerie & Major, Debra & Oborn, Kurt & Verive, Jennifer & Heelan, Michelle. (2010). Comparing Telework Locations and Traditional Work Arrangements: Differences in Work-Life Balance Support, Job Satisfaction, and Inclusion. *Journal of Managerial Psychology*. 25. 10.1108/02683941011056941.