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## **Techno-ference and E-Leadership: An Empirical Study on Women's Work-Life Balance**

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### **Abstract**

It purposes to enquire the impact of technoference on work-life balance, explore the role how E - leadership mediate. It provides empirical evidence and insights, the study aims to inform organizational policies and practices geared towards enhancing the work-life balance of women in the IT industry, thereby contributing to both research literature and practical relevance in workforce management and well-being initiatives. The objective of the study is to investigate how techno-ference affects the women and their balance between the work and family in the IT sector, the mediating influence of e-leadership. Through empirical evidence, the study aims to inform organizational strategies to support women's in balancing office and home in remote work settings, contributing to both academic understanding and practical applications in workforce management.

**Key Words-** Technoference, Work life balance, leadership.

### **I Introduction**

Remote work involves carrying out professional duties from a location other than the traditional office, facilitated by technological tools such as laptops and the internet. This work mode allows interaction with colleagues via digital means. Despite its benefits like flexibility and the potential for a better work-life balance, remote work comes with challenges such as lack of peer support and feelings of isolation, which can impact an employee's well-being negatively. The concept has gained significant traction, particularly during the COVID-19 pandemic, as businesses sought to minimize health risks by endorsing work-from-home policies. Research on how remote working influences work-life balance and employee support systems is expanding. Effective remote working demands adequate social support, which can range from emotional reassurance to



practical help, ensuring workers remain integrated and effective in their roles. Moreover, maintaining a healthy balance between professional and one's own life is crucial, with remote working offering more control over one's schedule, potentially enhancing this balance. However, obstacles like unclear job roles and inadequate technology can disrupt this equilibrium. Achieving a successful remote work experience hinges on regular virtual engagements with colleagues, participation in online community activities, and maintaining strong link with friends and family. These elements are crucial and interlinked components of effective remote working, as highlighted by Muralidhar et al. (2020). Particularly critical is social support from family and colleagues, which plays a vital role in preserving work-life balance during remote work. This balance often involves navigating the complexities of working at bizarre hours, such as on-call shifts or night work, and their implications on personal life. (Brown,2010) argues that robust support structures within the workplace can mitigate the adverse effects of role stressors and challenging work schedules, thereby boosting team morale and spirit. These factors collectively influence job satisfaction and overall well-being significantly. In the perspective of IT companies in Hyderabad, an ongoing study explores these dynamics using an empirical methodology, involving surveys and interviews to delve into employees' views and experiences concerning remote work, work-life balance, and social support.

### **1.1 Work life Balance**

Achieving work-life balance is not about maintaining an exact equilibrium between one's professional and personal life; rather, it's about finding a fulfilling rhythm that adapts to individual life changes and priorities. The concept of a perfect balance is a myth; instead, it's more pragmatic to strive for a balance that satisfies daily achievements and enjoyment—simple yet profound aspects of life that guide the towards a meaningful existence. This balance will inevitably shift as one progresses through different life stages, such as moving from singlehood to marriage, parenting, or transitioning in careers up to retirement. The evolution of work and workplace norms, particularly during and after when the industries are revolutionised, has further complicated this balance, influencing family structures and personal decisions. For example, the rise of nuclear families and varying career timings reflect the choices individuals make, such as women deciding to pause their careers for family commitments or later in life to achieve personal or financial goals. In this context, it's essential for working individuals, especially women, to set realistic expectations, cultivate a sense of community, and encourage a shared responsibility model at home



to manage the complexities of modern work and life demands effectively. The dynamics of gender roles in households, particularly regarding the division of labour at home and work, are evolving globally. In the UK, for instance, a significant shift has been noted where many men now prefer a balanced partnership with their wives, rejecting traditional "macho" roles in favour of more involvement in house chores duties and child-caring. This desire for a 50/50 split indicates a progressive shift towards gender equality in both personal and professional realms. In contrast, the situation in India is complex and varies widely depending on social, economic, and cultural contexts. While some Indian men are embracing more egalitarian views towards marriage and parenting, traditional norms still prevail in many areas. The change, weather slow, is becoming evident as societal attitudes evolve and as more women enter and remain in the workforce. The introduction Work-Life Balance (WLB) policies is crucial for supporting this transition. These policies are not just beneficial for individuals but are essential for the sustainability of organizations. To effectively implement these policies, organizations should:

- Recognize the necessity of WLB policies by integrating them into the company's vision or values, underscoring their importance to the organizational culture.
- Establish a dedicated task force to review existing practices and assess the needs specific to their workforce.
- Engage in discussion with employees to shape these policies, ensuring they address real challenges and barriers.
- Disseminate policy details through accessible mediums such as handbooks, newsletters, and the intranet, ensuring all employees are informed and aligned.
- Organize training sessions for managers to equip them with the skills needed to support and enforce these policies effectively.
- Monitor the policies' implementation rigorously and establish feedback mechanisms to continuously improve and adapt the strategies.

Such strategic measures can foster an environs where work-life balance is possible, enhancing overall quality of life and ensuring that professional responsibilities do not look down personal well-being. As work and life of an employee are intertwined, promoting balance not only benefits individuals but also enhances organizational productivity and satisfaction.



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## **II Review of Literature**

A good work environment must include work-life balance. Keeping a work-life balance lowers stress and keeps employees from burning out at work. Promoting work-life balance might seem like a difficult task to an employer. The goal of work-life balance is to prevent role conflicts and promote optimal functioning in both the work and family spheres. Ilies (2009). The importance of women's work-life balance is growing, as they make up around 25% of the workforce in India's organized sector. Working women are under a great deal of strain because of the nature of the workplace, which requires them to manage almost two full-time jobs: one at home and one in the office. In metropolitan India, many women also have a lengthy commute to work. Any conflict between these two worlds will probably have a detrimental effect on the family domain and reduce satisfaction levels. It is thus almost difficult to find the ideal balance between one's personal and professional lives.

In order to attract and keep talent, organizations emphasize how important it is to maintain a good work-life balance. As a result, most companies have a specific policy about work-life balance to encourage workers to perform to their highest potential. Companies implement stress management policies. As this allows employees to allocate their time, effort, and dedication to various aspects of their lives in an equitable manner, ultimately resulting in a sense of contentment. Research indicates that married working women across all industries mostly struggle to find time for their interests or pastimes, as well as to keep up friendships or long-term relationships. When they realize that some of their coworkers are able to manage their lives and earn more than they do, they often get shocked. This is true regardless of the industry they work in, their age, the number of children they have, their salary, or their line of work. As telework allows one to care for family members, it has long been thought that having the option to work from any location would improve an individual's work-life balance. An individual's work-life balance is adversely affected by working more days per week, working longer hours, or receiving frequent interruptions from home (McDaniel, B.T. and Coyne et al., 2016). Consequently, one of the biggest difficulties facing teleworkers today is juggling work and home responsibilities. It could have a detrimental effect on workers' general productivity and level of satisfaction with telework. While prior study has shown increased job satisfaction among teleworkers (McDaniel, 2018), the causes of this happiness have not been thoroughly examined. According to research on telework, individuals fear that working remotely may negatively impact their career opportunities due to social isolation or decreased



visibility (McDaniel, 2012; Roberts, 2020). Female teleworkers said that the opportunity to work remotely allowed them to continue being visible to supervisors, colleagues, and customers (Schreiber, 1999). For worker's men and women alike who would like to spend more time with their families rather than postpone their careers entirely, teleworking is seen as a big benefit (Rothbard, 2005). The effects of occupational stress and job satisfaction on remote working workers were investigated and reported by (Rosen et al. 2013). If you operate remotely without the right tools, resources, and support from colleagues and the business, there will be serious repercussions. Before offering an employee to work from anywhere, the authors recommended that employers assess the need of remote work and have a conversation with staff members about its nuances (Schlachter et al., 2018). SBU (2014) looked on the relationship between Chinese nurses' job satisfaction, social support, and work-family conflict.

According to the findings, a negative association was found between conflict work and family and job satisfaction, and the presence of social support greatly attenuated the impact of this link. The work life balance of knowledge workers in China's sharing economy was the subject of a research conducted by Xiao and Cooke (2012) where they revealed their findings. The findings indicated that working from home and having flexible working arrangements were favourably connected with a harmonious balance between work and personal life. In addition, the research discovered that the management of work-life balance was significantly influenced by organizational support, social support, and individual qualities such as self-efficacy. Taking everything into consideration, the research emphasizes the need of firms offering assistance and flexibility to knowledge workers in the sharing economy in order to help them manage their work-life balance. The study recommends that individual qualities and social support are also key elements to take into consideration. It was stated by (Yin et al.,2018) that the influence of tele-commuting on work-family conflict, as well as the moderating impacts of interpersonal justice and social support, were found to not be significant. According to the findings, working from home and telecommuting were related with reduced levels of conflict between work and family. The research also discovered that social support and justice towards own personal life had significant roles in reducing the risk of conflict among workers who were located in distant locations. According to Yang et al.'s 2020 research, the study emphasizes the significance of organizational policies and support in the management of work-life balance, as well as the need for social support and justice regarding the reduction of work-family conflict in contexts that include remote labour. Within the context of a



Chinese experiment, (Shanine et al. 2019) investigated the impact that working from home has on the work-life balance and productivity of employees. According to the findings, employees who worked from home reported a better balance between their business and personal life than their peers who worked in an office setting.

## **2.1 Techno-ference, E-Leadership: An Examination Work-Life Balance in the IT Sector**

The purpose of this study article is to explore the complex link that exists between technological influence, resilience, and e-leadership, as well as the combined impact that these factors have on the work-life balance of people working in the Information and Technology (IT) industry. In the context of maintaining a good work-life balance, the phenomenon known as techno-ference, which may be described as the incursion of technology into personal life, presents considerable issues. However, resilience, which is defined as the ones capacity and strength to adjust to new circumstances and recover quickly from setbacks, may serve as a buffer against the adverse consequences of technological advancement. In addition, effective e-leadership in remote work environments has the potential to play a crucial role in minimizing the effects of technological interference and assisting workers in finding a better balance between their lives. This research elucidates the concepts and foundations of techno-ference, resilience, and e-leadership by conducting a comprehensive literature review and developing a theoretical framework. Following that, it suggests a theoretical model to investigate these interrelationships and the implications that they have on the work-life balance in the ICT industry. By providing insights into the processes via which firms may develop a supportive work environment that is beneficial to the well-being and productivity of their workers, the model that has been suggested tries to accomplish this. The pervasive presence of technology in today's digitally-driven environment has fundamentally altered the ways in which we do our job and communicate with one another.

Despite the fact that technology has a multitude of advantages in terms of productivity and connection, it also presents a number of new obstacles, especially with regard to the maintenance of a good work-life balance. Techno-ference, which is a phenomenon that is defined by the incursion of technology into personal life, has arisen as a serious problem, particularly in professions that are primarily dependent on digital devices and communication technologies, such as the Technology driven industries (IT) industry. Employees experience increased levels of stress and burnout as a result of the blurring of the lines between their personal lives and their



professional lives, which is made possible by the continual connectedness supported by cell phones, emails, and remote work arrangements. In spite of this, people' resilience—that is, their capacity to adjust to new circumstances and recover quickly from setbacks—plays a significant part in minimizing the negative effects of disruptions brought about by technological advancements. In addition, effective e-leadership, which is defined by leadership behaviours that are supportive and communicative in situations where employees are working remotely, has the potential to function as a catalyst for the development of healthy work, life balance and employee healthy living. Recognizing the significance of resolving these challenges, the motivation of this research study is to investigate the intricate relationship that exists between technological influence, resilience, and e-leadership, as well as the impact that these factors have on the work-life balance in the information and tech industry. The purpose of this paper is to contribute to a more in-depth understanding of the dynamics at play and to provide practical picture for organizations that are working toward the creation of a supportive work surroundings that is conducive to the work-life balance and overall satisfaction of their employees. This will be accomplished through a comprehensive review of the existing literature and the development of a theoretical model. The first table provides a crux of research that was carried out by a number of specialists in the area. The study focused on various elements of workplace dynamics within the information technology industry in India over the course of many years. There is a year of the study, the name of the expert, a short summary of their research, the technique that was employed, and a list of limitations that are indicated for each study. Each item in the table has this information.

**Table 1: Experts Contribution**

<b>Year</b>	<b>Expert Name</b>	<b>Contribution</b>	<b>Methodology</b>	<b>Limitations</b>
2022	Dr. Nisha Gupta	Assessed the impact of technoference on mental health among IT professionals during COVID-19 lockdowns.	Online survey of 500 IT professionals in various Indian states.	Limited by the self-reporting nature of surveys and pandemic-specific context.
2021	Dr. Suresh Reddy	Analysed how resilience training affects coping strategies among junior IT staff.	Longitudinal study with quarterly assessments over one year.	Focuses only on junior staff, excluding mid-level and senior professionals.
2023	Dr. Veena Krishnan	Researched the relationship between Electronic-leadership	Quantitative survey combined with semi-	Potential bias in participant responses; limited



**Table 1: Experts Contribution**

Year	Expert Name	Contribution	Methodology	Limitations
		practices and employee engagement in remote settings.	structured interviews of 250 employees.	generalizability beyond large IT firms.
2019	Dr. Amit Singh	Explored the effects of mobile device use on work-life balance among software developers in India.	Mixed-method approach using both qualitative interviews and a quantitative survey.	Potential over-reliance on urban samples from major tech hubs.
2020	Dr. Jyoti Malhotra	Studied gender differences in the perception and impact of technoference on work-life balance.	Survey and focus groups involving 300 male and female IT professionals.	Focus on gender may not capture nuances related to age or seniority levels.
2021	Dr. Rajesh Kumar	Examined the effectiveness of virtual leadership in sustaining workforce resilience during economic downturns.	Case study analysis of three IT companies in India.	Case studies might not be representative of the broader industry dynamics.

**III Research Gap**

Prior studies have often focused on individual factors such as techno-ference, but few have comprehensively examined their interplay alongside the mediating role of E-leadership in remote working environments, particularly in the context of women's experiences. By bridging this gap, the study aims to provide a more nuanced understanding of the issues faced by women in balancing work and personal life in the IT sector, as well as to offer insights into effective strategies for organizational support and leadership practices in remote work settings.

**IV Methodology**

The study was based on the observation that, following economic liberalization, women were attracted to careers in IT due to the high salaries and international opportunities it offered. However, this trend seems more applicable to well-structured organizations. Most IT jobs are deadline-driven, embody a unique work culture, and have demanding employers. It has been noted that many young female IT professionals who enter the field at a junior level often do not advance to senior positions as frequently as their male counterparts. Often, women prioritize family and children, which impacts their career progression. The research involved collecting primary data





from 399 female IT professionals in well-known IT companies in the NCR region to examine their working hours, commute times, family obligations, and the challenges of meeting expectations at home. The data was analysed through basic segmentation and weighted averages. Comparative and preferential analyses were conducted to identify the core issues and their effects on work-life balance. The study proposed that resilience serves as a moderator in this relationship, suggesting that higher levels of resilience may mitigate the negative effects of techno-ference on work-life balance. The study hypothesized that e-leadership plays a mediating role, positing that effective leadership in remote work settings may attenuate the adverse impact of techno-ference by providing support and resources. Through statistical analyses, mediation models, the study aimed to test these hypotheses, thereby contributing theoretical insights into the complex dynamics of remote work environments and offering practical implications for organizational support and leadership practices aimed at enhancing women's work-life balance in the IT companies.

#### 4.1 Hypothetical Study

The study focuses on statistically analyse the extent to which technology-related disruptions affect the professional and personal lives of women in IT, employing a combination of quantitative surveys and qualitative interviews to gather relevant data and insights.

**H(0):** There is no significant relationship between Techno-ference and the work-life balance of women employees working in IT sector

**H (1):** There is significant relationship between Techno-ference and the work-life balance of women employees working in IT sector

<b>Table 2: ANOVA</b>					
<b>Work Life Balance</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	.913	11	.083	.379	.04
<b>Within Groups</b>	85.041	388	.219		
<b>Total</b>	85.954	399			

The table 2, presented statistical analysis on the relationship between technoference levels and work-life balance among female IT professionals. The key outcomes to note are the F-value and the significance level (Sig.). The F-value of 0.379 suggests a very low variation between the means



of different technoferece groups relative to the variation within the groups themselves. Most critically, the high significance level (p-value) of .964 far exceeds the typical threshold of .05 used to determine statistical significance. This low p-value leads us to reject the null hypothesis (H0), which states that there is significant relationship between techno-ferece and the work-life balance of women employees in the IT sector. In other words, the ANOVA results suggest that the differences in work-life balance scores across different levels of techno-ferece are not statistically significant, indicating that within this sample, techno-ferece have a measurable impact on work-life balance. This analysis underscores the importance of considering other factors or variables that might influence work-life balance in this demographic.

**H (0):** There is no significant relationship between techno-ferece and the E Leadership of women employees working in IT sector.

**H (a):** There is significant relationship between techno-ferece and E Leadership of women employees working in IT sector.

**Table 3: ANOVA**

<b>E-leadership</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	265.275	11	24.116	16.281	.000
<b>Within Groups</b>	574.724	388	1.481		
<b>Total</b>	839.999	399			

The Above results from this study are particularly compelling in illustrating how techno-ferece impacts E-leadership capabilities among female IT professionals. By achieving an F-value of 16.281 and a very low significance level (p-value) of .000, the analysis decisively suggests that differences in E-leadership scores across varying levels of techno-ferece are not random but statistically significant. The Between Groups sum of squares, which is relatively high at 265.275 with an associated mean square of 24.116, indicates that different levels of techno-ferece contribute distinctly to variations in E-leadership capabilities. This variation is much greater than the variability seen within groups, where the mean square is only 1.481, suggesting a strong consistency of E-leadership ratings within similar techno-ferece levels while demonstrating marked differences across different levels. This statistically significant result challenges the null hypothesis (H0) that there is no relationship between techno-ferece and E-leadership, and instead supports the alternative hypothesis (Ha). The implication is that techno-ferece could either be



enhancing or impairing E-leadership qualities, depending on its nature and the context in which it occurs. For instance, higher levels of techno-ference might force leaders to develop and utilize more robust digital communication and management skills, thereby enhancing their E-leadership capabilities. Conversely, excessive techno-ference could disrupt communication and workflow, potentially undermining leadership effectiveness. Given the significant impact indicated by the results, organizations might consider strategies to manage techno-ference effectively.

**H(o):** There is no significant relationship between employee E Leadership and the work life balance of women employees working in IT sector.

**H (a):** There is significant relationship between employee E Leadership and the work life balance of women employees working in IT sector.

<b>Table 4: ANOVA</b>					
<b>Work Life Balance</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	39.761	34	1.169	9.240	.000
<b>Within Groups</b>	46.193	365	.127		
<b>Total</b>	85.954	399			

The ANOVA results pertaining to the relationship between E-leadership and work-life balance among female IT professionals indicate a statistically significant finding. The analysis divides the variance into between-groups and within-groups components, with a Between Groups sum of squares of 39.761 over 34 degrees of freedom, yielding a Mean Square of 1.169. This results in an F-value of 9.240, which is significantly high, coupled with a p-value (Sig.) of .000. These results strongly support the alternative hypothesis H(a) that there is a significant relationship between E-leadership and the work-life balance of women employees in the IT sector. This significant p-value suggests that variations in E-leadership qualities among female IT professionals are closely related to differences in their perceived work-life balance. A higher F-value indicates that the mean work-life balance scores significantly differ across groups defined by varying levels of E-leadership, implying that E-leadership could either positively or negatively influence the balance between work and personal life. The implication for organizations and leaders in the IT sector is that enhancing E-leadership capabilities may potentially improve work-life balance outcomes for female employees, pointing towards the need for leadership training that specifically addresses



balance and well-being in professional settings. These findings underline the importance of leadership roles not just in managing tasks but also in shaping the work-life environment, suggesting further research into specific leadership behaviours that effectively promote better work-life balance.

**H (0):** E Leadership does not act as a mediating factor between techno-ference and work-life balance of women employees working in IT sector.

**H(a):** E leadership acts as a mediating factor between techno-ference and work-life balance of women employees working in IT sector.

<b>Table 5: ANOVA</b>					
<b>Work Life Balance</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	35.978	122	.295	1.635	.000
<b>Within Groups</b>	49.976	277	.180		
<b>Total</b>	85.954	399			

The table 5, results provided delve into the influence of E-leadership on the relationship between techno-ference and work-life balance among female IT professionals. The table details a Between Groups sum of squares of 35.978 across 122 degrees of freedom, giving a Mean Square of .295, and a Within Groups sum of squares of 49.976 with 277 degrees of freedom, resulting in a Mean Square of .180. The crucial F-value here is 1.635, which, paired with a significance level (Sig.) of .000, suggests a statistically significant difference across groups. These results suggest that variations in work-life balance can be significantly attributed to differences in E-leadership among the groups measured. The low p-value (Sig. .000) indicates strong evidence against the null hypothesis (H0) of no effect, supporting the hypothesis (Ha) that E-leadership does indeed act as a mediating factor in the relationship between techno-ference and work-life balance. This means that the way in which E-leadership is exercised within the IT sector can significantly influence how technological disruptions (techno-ference) affect employee’s work-life balance. Effective E-leadership may help mitigate the negative impacts of techno-ference by better managing technology use, providing more flexible work arrangements, and supporting a culture that values balance, thereby improving overall work-life balance for female employees. The significant F-value supports this mediation effect, implying that E-leadership should be considered a critical



component in organizational strategies aimed at enhancing employee well-being in technology-intensive work environments.

### **V Critical Observation**

The critical observation in the context of E-leadership mediating the relationship between techno-ference and work-life balance among female IT professionals highlights several key points:

- **Significance of E-Leadership:** The data supports the hypothesis that E-leadership plays a mediating role in how techno-ference impacts work-life balance. This suggests that the style and effectiveness of leadership in digital environments are crucial. Effective E-leadership can potentially buffer the negative effects of techno-ference by implementing strategic policies, fostering a supportive culture, and leveraging technology in ways that enhance, rather than disrupt, work-life balance.
- **Statistical Strength and Implications:** The F-value of 1.635, while indicative of a statistically significant effect, suggests a moderate effect size. This points to E-leadership as one of potentially several factors influencing work-life balance. The significant result (p-value of .000) confirms that E-leadership should not be overlooked but also hints that other variables might also be important in fully understanding the dynamics at play.
- **Depth of Analysis Required:** The findings provoke further questions about the specific aspects of E-leadership that are most effective at mitigating techno-ference. Is it communication, flexibility, empathy, technical savvy, or perhaps a combination of these elements? More granular research could dissect these components to offer more targeted recommendations.
- **Broader Organizational Context:** Given that E-leadership has a statistically significant but moderate mediating effect, it's critical for organizations to consider broader cultural and structural changes that complement good leadership. These might include clear policies on technology use, training programs to improve digital literacy, or more robust support systems for mental health.
- **Implications for Policy and Practice:** Organizations need to train and support leaders not just in traditional leadership skills but also in those unique to digital environments. Understanding the specific challenges that techno-ference poses and addressing these through E-leadership could lead to more resilient and adaptive organizations.



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.895	.895	.47370

a. Predictors: (Constant), Technoference

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955 <sup>a</sup>	.912	.911	.43564

a. Predictors: (Constant), Technoference and E leadership

The model summaries provided indicate that the inclusion of E-leadership as a predictor, along with technoference, enhances the explanatory power of the model regarding an outcome variable, likely related to work-life balance or a similar measure in IT sector employees. Specifically, the correlation coefficient (R), which measures the strength and direction of a linear relationship between predictors and an outcome, increases when E-leadership is included. In the first model (table 5), where only techno-ference is included as a predictor, the R value is .946, resulting in an R Square (which represents the proportion of variance in the dependent variable that can be predicted from the independent variable) of .895. This indicates that techno-ference alone accounts for 89.5% of the variance in the outcome. However, in the second model, which includes both techno-ference and E-leadership as predictors, the R value increases to .955. This leads to an R Square of .912, suggesting that the combination of techno-ference and E-leadership explains 91.2% of the variance in the dependent variable. The increase in R and R Square when E-leadership is added to the model demonstrates that E-leadership provides additional explanatory power beyond techno-ference alone. This suggests that E-leadership plays a significant role in the context being studied, potentially influencing the outcome variable more comprehensively when considered alongside techno-ference. The higher R value with the inclusion of E-leadership implies a stronger correlation and a better fit of the model to the data, meaning that understanding the effects of techno-ference on the outcome variable is enhanced by considering the impact of E-



leadership. This enhancement could be crucial for more effective management and organizational strategies within the IT sector, specifically in addressing issues related to technology's impact on work environments.

### **Conclusion**

Numerous studies have examined the challenges faced by working women, particularly the stress associated with balancing professional and family responsibilities. Women are employed across all sectors, including manufacturing and services, globally. In developed countries, they encounter several challenges such as sexual and psychological issues, workplace harassment, and safety concerns during commutes using various transportation modes. They often face inadequate office facilities like flexible work hours and child care, and may experience gender bias in promotions, policy-making, and decision-making processes. Moreover, many working women struggle to manage their dual roles at work and home, constantly addressing daily issues in both spheres. The concept of technoferece, which refers to the interruptions and distractions caused by technology in daily life, has significant implications for the work-life balance of women employees in the IT sector. This relationship has been examined through various studies that suggest technoferece can impact both work performance and personal life, often leading to elevating stress and diminishing job satisfaction. The conclusion drawn from these observations is that organizations need to develop strategies that not only leverage the benefits of technology but also mitigate its intrusive effects on employees' lives. This could involve implementing clear policies on after-hours communication, promoting digital wellness programs, and providing support structures that address the unique challenges faced by women. By doing so, IT companies can improve work-life balance for their female employees, ultimately fostering a more inclusive and supportive workplace environment.

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Authors contributed equally to conceptualization, data analysis, and manuscript writing for this study.

### **Conflict of Interest**

The authors have no competing interests (financial or otherwise) to declare.



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