



Technological Impact On Work Life Fusion In Urban And Rural Life Of Indian Millennials

Author: Ms. Moumita Roy

Co-Author: Dr. K.K.Bardhan

Abstract

The study reflects to examine how technology affected the Millennial age cohorts in India (1980–2000) combined their personal and professional lives. The study was conducted to investigate how online technology affects the merger of work and life. The study used a causal model. A causal model was adopted to construct the research work. Web technology, virtual communication, had been considered as the predictor towards the behavioral response of work life fusion. Virtual contact over the internet was once thought to be a behavioural indicator of the merging of work and life. The objective of the study focused on the influence of technology towards work life fusion of generation cohorts of Millennials in India (1982-2000). The study carried out with the objective of exploring the influence of web technology on work life fusion. A causal model was adopted to construct the research work. Web technology, virtual communication, had been considered as the predictor towards the behavioral response of work life fusion. Study was conducted in two parts, one on the Millennial in rural regions and the other on the Millennial in metropolitan areas. Both respondents from the study's urban and rural populations provided information for the researchers. A structured questionnaire was employed as the survey method, and a 5-point Likert scale was used to collect the replies. Cronbach's alpha value was used to gauge the consistency of each variable. The internal consistencies were confirmed by the dependability of all the variables. The potential association between the variables was evaluated using correlation and regression analysis. Students' sample t test and other statistical methods like correlation and regression analysis were employed. It was clearly demonstrated

as the investigation moved towards its conclusions that the impact of web technology, virtual communication on work life fusion. Study also confirmed the gender differences impact on work life fusion.

Introduction

Fusion presents everywhere from cultural fusion to work life fusion and gone are those days where people seeks for balancing approach compared to a blending or fused one. Impact of advanced technology makes it easier to adopt the fused approach while question evolves to maintain or manage between work and personal life spheres simultaneously. Not only this fusion ensures work life harmony in urban areas of India but also induced the young working Millennial of rural areas too. Work life Fusion is an exceptional and current concept which has its relevancy with work and life balance and not only that this work life fusion or fused approach of work and life referred as more superior in quality of the earlier concept on equilibrium and combination or amalgamation considering a great impact factors on individual and organizational achievement too which contributed towards the sustainable human and social development. The research examines the phenomenon of 'Millennial' generational cohorts increasing integration with all elements of their personal and professional lives. Millennials are those generation type those who born 1980-2000. These groups of persons born in between 1980-2000 are known as Millenials or Generation Y. Blending between the personal and professional life is considered as the more superior quality of balancing our work life integration more efficiently. *“WLF is as the concurrent management of work and life demands while at work with technology acting as the enhancement or catalyst use and advancements in technology will invariably affect how we manage both work and life domains.”* (Haeger & Lingham, 2014). Researchers, psychologists, organizational leaders all involve developing and integrating work-life. The topic of work-life evolved from the thought of equal women rights and equal right to education to the organizational strategy formulation of policies and rights also. So work-life integration always seeks a special attention in the organization to achieve more equality and sharing in the workplace and also in the household chores too. But gone are those days where we need to integrate work-life. Now the simultaneous administration and concurrent management in both the work-life aspects seeks and attain a special area to focus on that is a fused approach followed by the generational cohorts the Millenials. So, in 21st century work life fusion is a buzz word for organisational shift or transitional shift which brings by these generational cohorts like Millenials. (HARRINGTON & LADGE, 2009)

Relevance of Work life balance in rural areas

The first smartphones appeared in India around 2008. At the time, smartphones were expensive and difficult for uneducated people to use, thus rural residents hardly had access to them. However, regardless of their geography, economic situation, or level of education, technology has revolutionized the lives of the average Indian citizen in little more than a decade. The fast change in rural India's communication and way of life represented a long-term, far-reaching paradigm shift. As of November 2019, rural India has 227 million active internet users, 10% higher than urban India's 205 million, according to a survey by the Internet & Mobile Association of India and Nielsen. This has opened up countless options for giving individuals access to services that improve their quality of life. People were able to buy cellphones and are now more informed about world events thanks to improved internet availability in rural regions and more affordable data plans. As of December 2019, there has been a growth in internet customers in urban India of roughly 22.15%, compared to a staggering 55.91% increase in rural India.

About Millenials:

Millennials (Generation Y); also known as Generation Y or the Net Generation, are the demographic cohort that directly follows Generation X. **Neil Howe and William Strauss**, authors of the 1991 book *Generations: The History of America's Future, 1584 to 2069*, are often credited with coining the term. Millenials are considered to be most successful in ensuring fusion in their professional and personal assignments and they accept that only change is permanent in this global workforce. According to Psychologist Jean Twenge, Millennials are those born 1980–1994. CNN reports that studies often use 1981–1996 to define Millennials, but sometimes list 1980–2000. The Resolution Foundation uses 1981–2000 considered as Millenials. Literature review studied that these Millenials are effective workforce but what are the motivating factors that led the Millenials more efficient workforce. Smith, Travis & Nichols, Tommy. (2015). *Understanding the Millennial Generation*. As we have a preconceived notion that work life aspects were imbalance in most rural areas and there might not any evidence of ensuring fusion in their work lives. But gradually study was progressed it was established the concept and its implementation with significant relevance towards work life fusion in our country India including both the urban and rural areas. Similar responses were obtained from the respondents of Indian Millennial generation which confirmed the same responses obtained from different study conducted in other countries also. Hypothesis of the study confirmed the clear understanding

on the concept and the implementation of work life fusion in Indian generational cohorts of Millennials.

Literature review

Extensive literature review provide evidence that very little research has been done specifically on the Indian Millennial generation's acceptance and adaptation of the fused approach they use to manage both the work and personal lives. As different contemporary studies on work life fusion on different generations have been conducted, but those studies were carried out in various other countries like the US, UK, and many others. According to Chavan (2010), research was done to evaluate how IT professionals see the work and family role, their experiences, and how they are able to blend work and family life with diverse responsibilities, as well as to look for evidence of work-life integration. Here, this paper reviewed how the different factors of life can be integrated for managing work and life effectively. An investigation of the elements that combine work and life has been done through a poll of IT sector workers. Based on the survey results that impact work life integration and enable workers to work more productively, the work life integration of employees was evaluated using correlation, one way Anova, and the chi square test. In particular in the multigenerational workforce, Haeger & Lingham (2014) first observed the fusion via adoption of technological integration between personal and professional life. In his study, Ekambaram (2014) found that the use of technology has made the job and personal lives of the new workforce more complicated from a variety of angles. As a result, collisions are rising daily and the nature of effect is changing. This study focuses on the experiences of influence which is affecting both the leaders and members in team. In the paper by Haeger and Lingham (2014) explained that all the growing organizations of today are becoming team oriented so the research focused on teams which continues to get importance day by day. A study on generational differences at four ages (Traditionalists born before World War II, Baby Boomers, Gen X, and Millenials) in a library setting (Murray, 2011) showed that situations where Millenials manage a multigenerational workforce are rife with struggle due to desires for work, collaborative efforts, and performing multiple tasks in respect to the two spaces of work and life. In this study the work values, employee engagement and organizational cultural differences which has been observed in different generations. Descriptive and comparative research technique has been applied where a questionnaire was framed and 330 responses recorded. Results showed that respondents placing high importance influencing to work values while high on employee engagement and organizational culture. Results showed only work

values had significant differences while compared to the generational cohorts where employee engagement and organizational behavior had no significant differences. Only work values had significant differences when compared alongside generational cohorts while employee engagement and organizational behaviour had no significant differences. From the findings a plan was created focusing on generational characteristics, work values, and the employee engagement which can be used in creating a strong organizational culture for the growth of the organization. (Receno, 2021). The study served as a starting point and included work and life management (Golden & Geisler, 2007). These studies claim that work-life fusion is the simultaneous handling of both personal and professional obligations while at work, with technology serving as an aid or catalyst. They also assert that technological advances will necessarily have an impact on how we manage both the work and personal domains.. (Donna L. Haeger, Tony Lingham,2014) The impression of the job applicant about work life harmony also affects how desirable a position is (Buzza, 2017). Particularly work time and work location flexibility, and the creation of supportive supervisors have a vital influence in achieving success in fusing and resolving conflict. These factors also boost average productivity (Ms. S. Pattu, 2013).New Generation Employees believe in living a well- balanced life where they can do justice to both their personal and professional responsibilities. They want work to be fun and flexible. Their ideal employer is one who provides flexible work schedules, Telecommuting facilities, family friendly work environment, open work culture and tech savvy & acceptability of the new concept 'Work-Life fusion' over 'WLB will have more effect on organisational loyalty and commitment of older cohorts of workers whose expectations were formed under the previous social contract than on more recent cohorts.

Objective:

1. To study how Web Technology influences the Work life Fusion of the generation of the Millennials in India.
2. Relevance of Work life fusion in the lives of working Millennials in both urban and rural context of India.

Research methodology

The main study was conducted with 424 respondents with the purpose of objectives to seek the evidence of work life fusion for the Millennials in India age group varies in between 22-42 years or year of born 1980-2000 on urban sample and 154 respondents response were analyzed from rural areas of India. The main study was conducted by constructing variables where work life fusion was taken as dependent variable or Response and web technologies were taken and adopted as independent variable or the Predictor to find the main analysis after the study conducted and results collected from primary data collection method only. A structured questionnaire was developed which is an online survey form it was presented to the Millennials in India and it was administered both in urban and rural employees from this Millennial Generation. As stratified sampling allows obtaining data which were sub divided into different sub- groups or strata. Stratified sampling is a common sampling method where to obtain a sample population which best represents the entire population divided into each sub-group or strata and the researchers want to know the responses about different strata's or sub-groups based on interests. The framework designed to prepare causal model to evaluate the relationship and association of the variables. So here empirical study was conducted to explore the role of Web Technology and other factors influencing the work life fusion of the generations of the Millennials in India. Data were collected by online survey method with a structured questionnaire which was used to receive the responses. Five point likert scales were used to measure responses, obtained from respondents. The study had been carried out in two phases one on urban sample collected and the other on rural samples. Main study includes reliability of the measures, internal consistency, validity of the catalyst or stimuli, regression analysis, t tests etc.

Hypothesis of the Study:

The objective of the study intended to explore the role of Web Technology, Virtual communication, Face to face communication and work life aspiration on the behavioral responses of Indian Millennials with respect to work life fusion both in urban and rural working professionals.

Hypothesis had been developed depending on the objectives of the study.

Hypothesis – I: Developed with the intention to understand influence of Web technology influencing the work life fusion in the context of the millennial generations in India with reference to urban and rural areas.

Hypothesis – II: Developed keeping in mind the people for rural areas and urban context with the purpose of evaluating the relationship between virtual communications on the work life fusion to the generation of the Millennials with special reference in context of India.

Hypothesis-III: Developed with the purpose to examine the gender impact on work life fusion in context of the Millennials of India.

Data Analysis:

Various statistical techniques and tools were used to analyze and examine the data. Internal consistencies of the measures were validated by calculating Cronbach's Alpha value. Descriptive analysis, reliability analysis, frequency calculations had been used with the help of Statistical Package for Social Science (SPSS) and Jamovi to understand the characteristics of the data, reliability measures within the variables and distribution. Correlation matrix was formulated with the help of Jamovi to understand linear association between variables. The study used linear regression analysis technique to analyze the influence of independent variables on dependent variables, and the degree of influence. Student's t value was used to examine the acceptance or rejection of null hypothesis.

Internal Consistency: Cronbach's Alpha is mostly accepted measure of reliability of measures in social science to measure reliability or consistency of multiple likert scale survey. Value of Cronbach's α is considered 'good' if the value is >0.80 and 'acceptable' if the value is >0.70 .

Variable Name	Cronbach's Alpha value	Internal Consistency
Virtual communication	0.85	Good
Work life fusion	0.80	Good
Web 2.0 technology	0.89	Good

Table 1: Cronbach Alpha value shows the internal consistence within the variable.

Results of Regression analysis:

Hypothesis	Dependent Variable	Predictor	Standard Estimate (β)	Standard Error	T statistics	p	Standard Estimate
H1	WLF	Web Technology	0.155	0.0468	3.31	0.001	0.131
H2	WLF	Virtual communication	0.269	0.0562	4.79	<.001	0.207

Table 3: Regression analysis for the study

Findings from the study

Findings revealed significant influence of both Virtual communication and Web Technology on Work life fusion which facilitated work life fusion of Indian Millenials in urban and rural India. The statistical tools like Cronbach alpha and reliability analysis confirms about the significant relationship between individual scales. There is an influence of gender on Work life fusion which is revealed from the study. Obtained results established significant difference in state of fusion between male and female respondents by accepting alternative hypothesis applicable for both urban and rural India. As the outcomes of students sample t test represents the difference between fused state of male and female responders residing in urban and rural India, regression Analysis was facilitated to examine degree of influence also. The findings from the statistical analysis also support the association of Web technology, Virtual communication with Work life fusion.

Conclusions:

The study was initiated with research aims in mind, and a thorough literature analysis conducted specifically for the project helped identify the research gap. The study's methodology and various research techniques were based on the information gathered and the participants' replies. To research the fusion in simultaneous management of personal and professional management of various life patterns, data from samples taken from both urban and rural locations were analysed and interpreted for the right evidences. To generate different conclusions for urban and rural locations from the study, pertinent statistical approaches were used. Web technology and virtual communication were taken as independent variable which was treated as the predictor to understand the responses on work life fusion. Work life fusion or WLF were considered as dependent variable for the purpose of the study. The independent variables used for the purpose of the study

strongly influencing the responses on Work life Fusion WLF referring to the Indian Millennial both for urban and rural context. Findings and analysis of the study established the significant influence of web technology (WBT) on Work life fusion (WLF). The study discovered that the genders' behavioural responses to the Indian Millennial generation's approach to work-life fusion varied. The study helped the organisation develop human resource strategies and may help government policies implement better work-life balance, especially for rural workers who are members of the Millennial generation, which has proven to be the generation that performs the best overall. It is more important for working people to hunt for and take care of employee retention since it not only allows employers to prioritise them but also offers social and psychological stability. Large corporations can offer a variety of programmes for growth and well-being. It is important to make efforts to increase social awareness together with digital inclusion. The modern workplace embraces the concept of fusion, and all organisations now take good care of their employees by establishing various mental health programmes for both urban and many rural settings. According to the survey, it would be simpler for Indian Millennials to embrace and see the value of fusion as a result of the development of technology and its application in everyday life. Efforts should be made for more digital inclusion including social awareness. Present day all organization take a good care of their workforce by setting different mental well-being initiatives for both in urban setting and in many rural setting also now a days which embraces the approach of fusion at workplace. From the study it was confirmed that due to the advancement of technology and its application in our daily life it will become easier towards the acceptance and relevance of fusion with reference to the Indian Millennials. The study also focused on the gender impact on approaching work life and personal life aspects simultaneously which ensures the fusion. The importance of implementing many practices of maintaining quality of work life to retain the present millennial workforce and also to sustain long term objectives which is beneficial for the conducive healthy workplace, better place to live for rural people and administering the quality of personal life ensuring work life fusion with reference to the generational cohorts of Millennials in India. So the idea of work life balance or equilibrium is gone now it is the time to ensure fusion in work and in personal spheres of life also where work life fusion can ensure its relevancy and existence of approaching fusion with special reference to the Millennial in India.

Bibliography

- Arumaningrum, diah gayatri. (2014). No 主観的健康感を中心とした在宅高齢者における健康関連指標に関する共分散構造分析Title. *Lincoln Arsyad*, 3(2), 1–46.
<http://journal.stainkudus.ac.id/index.php/equilibrium/article/view/1268/1127>
- Assessment, L. C., Technologies, C., Consumption, E., & Stefanou, C. J.(2003). *Technology Generation*.
- Ayoko, O. B., Konrad, A. M., Boyle, M. V., Pitts, V. E., Wright, N. A., Harkabus, L. C., Verburg, R. M., Bosch-Sijtsema, P., Vartiainen, M.,Xolocotzin Eligio, U., Ainsworth, S. E., & Crook, C. K. (2012).
 Communication in Virtual Teams : The Role of Emotional Intelligence.
Computers in Human Behavior, 28(1), 2046–2054.
<http://dx.doi.org/10.1016/j.chb.2012.06.001>
<http://dx.doi.org/10.1016/j.ijproman.2012.04.005>
<http://dx.doi.org/10.1016/j.emj.2011.10.001>
- Babin Dhas, D. (2015). A report on the importance of work-life balance.
International Journal of Applied Engineering Research, 10(9), 21659–21665.
- Baltes, B. B., Clark, M. A., & Chakrabarti, M. (2009). Work-Life Balance: The Roles of Work-Family Conflict and Work-Family Facilitation. *Oxford Handbook of Positive Psychology and Work*, 63–83.
<https://doi.org/10.1093/oxfordhob/9780195335446.013.0016>
- Banu, A. R., & Duraipandian, K. (2014). Development of an Instrument To Measure Work Life Balance of It Professionals in Chennai. *International Journal of Management*, 5(11), 21–33. www.jifactor.com
- Bardi, M. (2005). Research Methodology in Social Sciences. *Synergy*, 7(1), 77–87.
- Barhate, B., & Dirani, K. M. (2022). Career aspirations of generation Z: a systematic literature review. *European Journal of Training and Development*, 46(1–2), 139–157. <https://doi.org/10.1108/EJTD-07-2020-0124>
- Bonett, D. G., & Wright, T. A. (2015). Cronbach’s alpha reliability: Interval estimation, hypothesis testing, and sample size planning. *Journal of Organizational Behavior*, 36(1), 3–15. <https://doi.org/10.1002/job.1960>
- Boru, T. (2018). Research design and methodology 5 .1. introduction citation : lelissa TB (2018); research methodology; University of South Africa , PHD Thesis. *Reuters.Com*, 41(December), 1–41.
<https://doi.org/10.13140/RG.2.2.21467.62242>
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work – Life Balance : Definitions , Causes , and Consequences Author Handbook of Socioeconomic Determinants of Occupational Health Downloaded from Work – Life Balance : Definitions , Causes , and Consequences. *Handbook*, 16.
- Buzza, J. S. (2017). Are You Living to Work or Working to Live? What Millennials Want in the Workplace. *Journal of Human Resources Management and Labor Studies*, 5(2), 15–20. <https://doi.org/10.15640/jhrmls.v5n2a3>
- Celik, I., & Schoreels, C. (2014). *Open Learning and Teaching in Educational Communities*. 8719(June 2015).
<https://doi.org/10.1007/978-3-319-11200-8>
- Chavan, S. R. (2011). A Critical Study on Work-life Balance of BPO Employees in India. *International Conference on Technology and BusinessManagement*, 1(5), 966–977.
- Darby, V., & Morrell, D. L. (2019). Generations at Work: A Review of Generational Traits and Motivational Practices Impacting Millennial Employees. *Drake Management Review*, 8(1&2), 1–13.
<https://escholarshare.drake.edu/handle/2092/2194>
- Ekambaram, K. (2014). *Generational Diversity in the Indian Workforce : AnExploratory Study*. 2(7), 54–64.
- Fageria, G. (2016). Effect of Technology on Work Life Balance of Employees.
International Journal of Science Technology and Management, 5(4), 81–84. http://www.ijstm.com/images/short_pdf/1460020594_441V.pdf
- Fernandes, J. W. A. (2016). *Aspirations and work-related quality of life in employees of multinational companies*. 4(4), 433–438.
- Ferrara, S. J., Taylor, J. E., Garvin, M. J., & Javernick-will, A. N. (2015). *The Generational Impact in Virtual Teams The Generational Impact in VirtualTeams*.
- Gautam, I., & Sameeksha, J. (2018). A Study of Work-Life Balance : Challenges and Solutions. *Journal of Business and Management*, 14(3), 31–35.
- Gliem, J. a, & Gliem, R. R. (2003). Calculating, Interpreting, and Reporting Cronbach’s Alpha Reliability Coefficient for Likert-Type Scales,. *2003 Midwest Research to Practice Conference in Adult, Continuing, and Community Education*, 1992, 82–88. <https://doi.org/10.1109/PROC.1975.9792>
- Golden, A. G., & Geisler, C. (2007). Work-life boundary management and the personal digital assistant. *Human Relations*, 60(3), 519–551. <https://doi.org/10.1177/0018726707076698>
- Grabham, E., Soriano, E. J., & Schipani, C. (2011). *Pdf of work life Relatedpapers*.
- Haeger, D. L., & Lingham, T. (2014). A trend toward Work-Life Fusion: A multi-generational shift in technology use at work. *Technological Forecasting and Social Change*, 89(July), 316–325.
<https://doi.org/10.1016/j.techfore.2014.08.009>
- HARRINGTON, B., & LADGE, J. J. (2009). Work-Life Integration:. Present Dynamics and Future Directions for Organizations. *Organizational*

- Dynamics*, 38(2), 148–157. <https://doi.org/10.1016/j.orgdyn.2009.02.003>
- Holland, P., & Bardoel, A. (2016). The impact of technology on work in the twenty-first century: exploring the smart and dark side. *International Journal of Human Resource Management*, 27(21), 2579–2581. <https://doi.org/10.1080/09585192.2016.1238126>
- Hooja, H. R. (n.d.). *WORK-LIFE BALANCE: AN OVERVIEW*. <https://www.researchgate.net/publication/348164280>
- Irhamahayati, Musa Hubeis, Aji Hermawan, S. J. (2018). Work Environment and its Relationship with Performance from Millennial ' s Work Environment and its Relationship with Performance from Millennial ' s Perspective. *European Journal of Business and Management*, 10(35), 1–20.
- Isabel Sánchez-Hernández, M., González-López, Ó. R., Buenadicha-Mateos, M., & Tato-Jiménez, J. L. (2019). Work-life balance in great companies and pending issues for engaging new generations at work. *International Journal of Environmental Research and Public Health*, 16(24). <https://doi.org/10.3390/ijerph16245122>
- Iyer, R., Eastman, J., Monteiro, H., Rottier, H., & Singh Zokarkar, S. (2016). Perceptions of Millennials' Media Attitudes and Use: a Comparison of U.s. And Indian Millennials. *Marketing Management Journal*, 26(2), 69.
- Jackson, D., Young, V., & Sander, A. (2020). Information and Communication Technologies and Work-Life Balance: Practical Recommendations for Employers and Individuals. *Interpersonal Relationships [Working Title]*. <https://doi.org/10.5772/intechopen.94429>
- Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management and Organization*, 14(3), 323–327. <https://doi.org/10.5172/jmo.837.14.3.323>
- Kemperman, A. D. A. M., & Appel-meulenbroek, R. (2019). *Workplace Needs and Their Support ; Are Millennials Different From Other Generations ? M Elbourne , a Ustralia , 14-16 J Anuary 2019 Workplace Needs and Their Support ; Are Millennials Different From Other Generations ? June*.
- Kossek, E. E. (2016). Managing work–life boundaries in the digital age. *Organizational Dynamics*, 45(3), 258–270. <https://doi.org/10.1016/j.orgdyn.2016.07.010>
- Krumwiede, K. (2016). Millennial Workforce. *Strategic Finance*, 98(10), 10. <http://80-search.ebscohost.com.oak.indwes.edu/login.aspx?direct=true&db=a9h&AN=118571183&site=ehost-live%5Cnhttp://sfmagazine.com/technotes/september-2016-how-to-acquire- and-retain-millennial-employees/>
- Kumar, K., & Velmurugan, R. (2018). *A Study on the Work Life Balance of Generation Y Information Technology (IT) Employees in Cochin*. 7, 142–147.
- LaCore, E. (2015). Supporting millennials in the workplace. *Strategic HR Review*, 14(4), 1–15. <https://doi.org/10.1108/shr-06-2015-0046>
- M. Layng, J. (2016). The Virtual Communication Aspect: A Critical Review of Virtual Studies Over the Last 15 Years. *Journal of Literacy and Technology*, 17(3).
- Meenakshi, S. P. (2013). “The Importance of Work-Life-Balance.” *IOSR Journal of Business and Management*, 14(3), 31–35. <https://doi.org/10.9790/487x-1433135>
- Mohanty, D. K., & Mohanty, S. (2014). An Empirical Study on the Employee Perception on Work-Life Balance in Hotel Industry with Special Reference to Odisha. *Journal of Tourism and Hospitality Management*, 2(2), 65–81. <https://doi.org/10.15640/jthm.v2n2a5>
- Morrison, P. S., & Snider, A.-M. (2013). The Generation Gap: Age and Well-being in New Zealand. *New Zealand Population Review*, 39, 51–75.
- Murugesan, S. (2007). Understanding Web 2.0. *IT Professional*, 9(4), 34–41. <https://doi.org/10.1109/MITP.2007.78>
- Muthukumar, D. C. K. (2016). A Study on Work Life Balance of Employees in Life Insurance Industry With Reference To Coimbatore. *International Journal of Interdisciplinary Studies*, 2(3), 1–9.
- Narayan, N. (2017). Research design Research design. *Research in Social Science: Interdisciplinary Perspectives*, September, 68–84. [file:///E:/Documents/dosen/buku Metodologi/\[John_W._Creswell\]_Research_Design_Qualitative,_Q\(Booko s.org\).pdf](file:///E:/Documents/dosen/buku%20Metodologi/[John_W._Creswell]_Research_Design_Qualitative,_Q(Booko%20s.org).pdf)
- Ndesaulwa, A. P. (2016). The Impact of Technology and Innovation (Technovation) in Developing Countries: A Review of Empirical Evidence. *Journal of Business and Management Sciences*, 4(1), 7–11. <https://doi.org/10.12691/jbms-4-1-2>
- Oktoatrio, S. (2018). Munich Personal RePEc Archive Investigating the Relationship between Work-Life-Balance and Motivation of the Employees : Evidences from the Local Government of Jakarta Investigating the relationship between work-life-balance and motivation of the employee. *Munich Personal RePEc Archive*, 85084.
- Pal, S. K. (2015). *Web 2.0 : A New Tool For Teaching and Learning inElectronic Environment*. November.
- Phillipson, C. (2008). Understanding the Baby Boom Generation: Comparative Perspectives. *International Journal of Ageing and Later Life*, 2(2), 7–11. <https://doi.org/10.3384/ijal.1652-8670.07227>
- PWC. (2011). Millennials at work: Reshaping the workplace. *Pricewaterhouse Coopers International Limited (PwCIL)*, 1–28.
- Raja, R., & Nagasubramani, P. C. (2018). Impact of modern technology in education. *Journal of Applied and Advanced Research*, S33–S35. <https://doi.org/10.21839/jaar.2018.v3is1.165>

- Raycheva, L., Velinova, N., Miteva, N., & Tomov, M. (2021). Impacts of Virtual Communication During Social Isolation of Covid'19. In *Advances in Intelligent Systems and Computing: Vol. 1269 AISC* (Issue January). Springer International Publishing. https://doi.org/10.1007/978-3-030-58282-1_11
- Receno, J. P. P. (2021). *Generational Differences in Work Values , Employee Engagement , and Organizational Culture : Inputs for Human Resource Development Plan*. 7(1), 48–56.
- Sangarry, S. B., & Srinivasan, V. (2016). Work/Life Balance-Challenges and Solutions in Present Scenario. *International Conference on "Innovative Management Practices| Organize by SVCET, Virudhunagar, 1(1), 2016*. www.ijariie.co
- Sen, C., & Bakht, F. (2013). Work/life balance: Challenges and solutions. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.

