

A Study on Critical Success Factors Influencing Work- life Balance of Women in IT Sector

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Abstract

The rapid expansion of the Information Technology (IT) sector has created significant career opportunities for women while simultaneously increasing challenges associated with maintaining a healthy work–life balance. This study examines the critical success factors influencing the work– life balance of women professionals in the IT sector. It focuses on key organizational and individual factors, including flexible work arrangements, workload management, organizational support, supervisor support, family support, workplace culture, technological connectivity, and personal time management. The study highlights how demanding work schedules, extended working hours, role conflicts, and continuous digital accessibility can affect women’s professional effectiveness and personal well-being. It further emphasizes the importance of supportive human resource policies, gender-sensitive organizational practices, employee autonomy, and family friendly initiatives in improving work–life integration. The study provides useful insights for organizations to develop inclusive workplace strategies that enhance employee satisfaction, retention, productivity, and organizational commitment while enabling women professionals to achieve sustainable balance between their professional and personal responsibilities.

Keywords: *Work–Life Balance, Women Employees, IT Sector, Critical Success Factors, Flexible Work Arrangements, Organizational Support, Work–Family Conflict, Employee Well-being.*

1. Introduction

Work–life balance has emerged as a significant area of concern in contemporary human resource management as employees increasingly attempt to manage professional demands alongside personal and family responsibilities. The concept refers not merely to an equal distribution of time between work and personal life, but to an individual’s ability to fulfill responsibilities across both domains with minimum role conflict and greater satisfaction. For women professionals, this balance assumes particular significance because professional responsibilities may coexist with substantial household, caregiving, and family expectations. In their qualitative study of Indian women software professionals, Valk and Srinivasan (2011) observed that work-related and family related factors jointly shape women’s ability to achieve work–family balance, highlighting the importance of both organizational and personal support systems. The Information Technology (IT) sector provides considerable employment and career advancement opportunities for women; however, its distinctive working environment can create substantial work–life challenges. Project

deadlines, client requirements across different time zones, extended or irregular working hours, rapid technological changes, performance pressures, and continuous digital connectivity can make it difficult to establish clear boundaries between professional and personal life. Bharathi et al. (2015) identified extended and odd working hours and commuting-related demands among the important professional challenges affecting the work–life balance of women employees in the Indian IT industry. Prolonged working hours also have broader implications for employee health and well-being. The World Health Organization and International Labour Organization reported that working 55 hours or more per week is associated with substantially higher risks of stroke and ischemic heart disease compared with working 35–40 hours per week (World Health Organization & International Labour Organization, 2021). Against this background, identifying the critical success factors influencing the work–life balance of women in the IT sector becomes important for both employees and organizations. Recent evidence from married women working in India’s IT sector demonstrates that work-to-family and family-to-work conflicts remain relevant and are associated with multiple occupational and personal factors (Sharma et al., 2025).

2. Background of Study

The Information Technology (IT) sector has emerged as one of the most dynamic employment domains, offering women greater opportunities for professional growth, economic independence, and participation in knowledge-intensive occupations. At the same time, the characteristics of IT employment such as demanding projects, tight deadlines, irregular schedules, client interactions, and work across time zones, and rapidly changing technologies can make it difficult for women employees to maintain equilibrium between their professional and personal responsibilities. Patel (2024) notes that women working in the Indian IT sector experience multiple demands while attempting to manage their professional and personal roles, making work life balance an important organizational and employee concern. The work life balance of women in the IT sector is particularly influenced by the simultaneous responsibilities associated with career development and family life. Women professionals may be required to manage workplace meetings, professional travel, deadlines, childcare, household responsibilities, and other family commitments. These overlapping roles can generate work–family conflict, stress, and difficulties in sustaining career progression. Jujarey and Kumar (2023) in their study of women employees in Indian IT companies, emphasized factors such as career advancement, work stress, career aspirations, childcare, work–family conflict, and family work conflict as important dimensions associated with women employees’ work life balance and satisfaction.

Changes in workplace structures following the expansion of remote and hybrid working have further transformed the work–life environment of IT professionals (Gaikwad, 2016b). Flexible working can reduce commuting requirements and provide employees with greater control over when and where they perform their jobs. However, the integration of home and workplace can also make role boundaries less distinct and potentially extend employees’ availability beyond

conventional working hours (Khanna et al., 2024).

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The growing participation of women in technology-oriented careers also makes it necessary to examine work–life balance from the perspective of employee well-being and sustainable career development. In addition to workload and working schedules, women may encounter sociocultural expectations, caregiving responsibilities, maternity-related pressures, limited support networks, and barriers to professional advancement. Research involving women in software development identified work–life balance difficulties alongside issues relating to recognition, gender bias, career progression and parenthood, while respondents proposed flexible working locations and schedules, parenthood support, mentoring, managerial development, and inclusive workplace practices as potential responses (Trinkenreich et al., 2022). The work life balance should be understood as an outcome influenced by an interconnected set of organizational, professional, familial, and individual factors rather than as an employee’s personal responsibility alone. Recent research has further linked work–life balance among women IT employees with their overall quality of life, suggesting that difficulties in balancing professional and personal responsibilities can influence well-being, job satisfaction, performance, and career development (Stephen & Elza, 2024). Against this background, the present study seeks to identify the critical success factors influencing the work–life balance of women in the IT sector, particularly organizational support, flexible work arrangements, supervisor support, workload management, workplace culture, family support, employee autonomy, and effective time management.

3. Scope and Significance of Study

The scope of the present study is centre on identifying and understanding the critical success factors influencing the work–life balance of women working in the Information Technology (IT) sector. It considers major organizational, occupational, familial, and individual dimensions, including flexible work arrangements, workload and working hours, supervisor support, organizational policies, workplace culture, family responsibilities, employee autonomy, technological connectivity, and time management (Gaikwad, 2016a). Particular attention is given to the changing nature of IT work resulting from remote and hybrid working arrangements. Research indicates that flexible work arrangements can contribute to employee well-being and work life balance when employees have sufficient autonomy and appropriate organizational support (Shifrin & Michel, 2022). Organizations need to move beyond viewing work life balance exclusively as an individual responsibility and develop supportive systems that allow employees to manage competing role demands. Sirgy and Lee (2018) discussed that employee engagement in multiple life roles and balanced allocation of resources across these roles are important mechanisms for enhancing work–life balance and overall well-being. Women professionals frequently navigate interconnected demands arising from employment, caregiving, household responsibilities, career aspirations, and social expectations. Persistent work–family conflict can adversely influence psychological well-being, job satisfaction, career continuity, and

organizational attachment. Allen et al. (2020) emphasized that work–family research increasingly

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requires consideration of changing work structures, technology, demographic characteristics, and broader social contexts.

From a broader perspective, the study can contribute to sustainable and inclusive workforce management by providing insights useful to HR managers, organizational leaders, policymakers, researchers, and women professionals. Sustainable employment requires workplaces that support productivity while simultaneously protecting employee well-being and providing equitable opportunities for career participation and advancement. The work–life flexibility should be approached through sustainable organizational practices that address employee control and workplace inequalities rather than treating flexibility merely as an individual accommodation (Kossek and Lautsch).

4. Objective of Study

- To study the existing work–life balance of women employees working in the IT sector • To identify the critical success factors influencing the work–life balance of women in the IT sector
- To examine the influence of organizational factors, such as flexible work arrangements, workload management, supervisor support, organizational policies, and workplace culture, on women’s work–life balance
- To assess the role of personal and family-related factors, including family support, caregiving responsibilities, employee autonomy, and time management, in maintaining work–life balance
- To analyse the major challenges experienced by women IT professionals in balancing their professional and personal responsibilities
- To suggest suitable organizational and HR strategies for improving the work–life balance, well-being, job satisfaction, and sustainable career development of women employees in the IT sector

5. Review of Literature

Babu and Sahayam (2025) conducted a systematic review of work–life balance among IT professionals in India and identified organizational policies, gender-related concerns, technostress, burnout, social support, and flexible work practices as major determinants of work–life balance. Their review indicated that supportive management, psychological empowerment, and properly structured flexibility practices contribute positively to employee satisfaction and work–life balance. The authors also emphasized that emerging hybrid work arrangements require greater scholarly attention because their long-term effects on employees remain insufficiently understood. This study provides a useful foundation for identifying the

critical organizational and individual success factors influencing women employees in the IT sector.

Kutty et al. (2024) examined the influence of organizational support and the home workspace environment on the work–life balance of women employees in the IT sector. The study identified

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factors such as the nature of work, effective communication with supervisors and team members, managerial assistance, team support, and flexible work schedules as important components of organizational support. Their findings suggest that work–life balance cannot be achieved merely through individual time management; rather, it depends substantially on the institutional environment created by employers.

Kaur and Dharamveer (2024) studied the impact of flexible work arrangements on employee well-being, satisfaction, and performance in the IT sector. Their research recognized flexibility in work schedules and work locations as increasingly important organizational practices within knowledge-intensive industries. Flexible arrangements were associated with work–life balance, employee well-being, job satisfaction, organizational commitment, and reduced work life conflict. However, the effectiveness of such arrangements depends upon their systematic implementation and the extent to which employees are genuinely given autonomy over their work.

Soares et al. (2023) investigated the experiences of mothers working in software engineering and global technology environments. Based on responses from 141 women ICT professionals, the study found that motherhood can intensify challenges associated with work life balance, professional responsibilities, workplace inclusion, and career advancement. Several participants reported inadequate support networks and feelings of work and family overload. The respondents emphasized the need for organizational interventions such as childcare facilities, supportive workplace cultures, empathy from managers, and specific career-support programmes for women.

Trinkenreich et al. (2022) examined the challenges experienced by women working in the software industry through an exploratory case study involving 94 women professionals. The study identified work–life balance difficulties along with gender bias, limited recognition, career barriers, parenthood-related challenges, and workplace inequality. Participants proposed several organizational solutions, including flexible work timing and location, parenthood support, mentoring, inclusive workplace practices, management development, and greater recognition of women’s professional contributions. The findings demonstrate that work life balance is strongly interconnected with organizational culture, gender inclusiveness, career support, and managerial practices, making these factors significant for retaining women professionals in the IT and software sectors.

Smite et al. (2022) examined post-pandemic work-from-home policies across 17 technology companies operating in 12 countries. The study found that organizations increasingly provided

employees with flexibility regarding work location and working time, although the degree of flexibility differed substantially according to company size, industry characteristics, and organizational culture. Employees increasingly perceived remote and flexible working not simply as an additional benefit but as an important component of contemporary employment.

6. Discussion and Analysis

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The analysis indicates that the work life balance of women professionals in the IT sector is determined by a combination of organizational support, workload, flexible work arrangements, supervisor support, job autonomy, and the home-working environment. Women working in IT frequently operate within demanding project schedules and digitally intensive work settings, making organizational support particularly important. Sharma and Mehta (2024) examined work from-home arrangements among IT professionals and highlighted the relationship between perceived organizational support, individual resilience, and work life balance. This suggests that organizations should not treat work–life balance exclusively as an individual responsibility; rather, supportive leadership, realistic workloads, effective communication, and appropriate flexibility should form part of institutional HR practices. Flexible working arrangements emerge as another critical success factor, particularly for women who simultaneously manage professional and family responsibilities. Flexible working hours, remote-working opportunities, hybrid arrangements, and greater control over work schedules can reduce commuting pressures and enable employees to coordinate work and family demands more effectively. However, flexibility must be accompanied by genuine managerial support and access to work–life balance initiatives. Ghosh and Mishra (2024), in their study of women working in Indian IT companies, found positive associations between work–life balance initiatives and job satisfaction, while long working hours and commuting demands adversely affected perceived balance. Antunes et al. (2024) emphasize the importance of the “right to disconnect” in telework as a mechanism for achieving better work–life balance. From this perspective, sustainable work–life balance requires not merely flexible working opportunities but also clear boundaries concerning after-hours communication and employees’ personal time.

7. Finding of Study

- The study reveals that flexible work arrangements constitute one of the most important success factors influencing the work–life balance of women in the IT sector. Flexible working hours, hybrid working, and work-from-home opportunities provide greater autonomy in managing professional and personal responsibilities.
- Organizational and supervisor support play a significant role in facilitating work–life balance. Supportive managers, realistic expectations, effective communication, employee friendly HR policies, and sensitivity toward family responsibilities contribute to a more positive working environment for women employees.
- The study finds that workload and working hours strongly influence women’s ability to

balance different life roles. Excessive workloads, tight project deadlines, extended working hours, and frequent after-hours work can increase work–family conflict, stress, and difficulties in maintaining personal well-being.

- Family support and the distribution of household responsibilities emerge as important personal and social factors. Women receiving adequate support in childcare, household activities, and other family responsibilities are better positioned to manage professional demands and pursue long-term career development.

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- The study also identifies continuous technological connectivity as both an opportunity and a challenge. Digital technologies enable remote and flexible working, but constant accessibility through emails, virtual meetings, and workplace communication platforms can blur the boundaries between professional and personal life.
- Employee autonomy, time management, and personal coping capabilities further contribute to effective work–life balance. Greater control over work schedules and priorities enables women professionals to organize responsibilities more efficiently and reduces potential conflict between work and family roles.

8. Conclusion

The study concludes that work–life balance among women in the IT sector is a multidimensional phenomenon influenced by organizational, professional, personal, and family-related factors. Flexible work arrangements, organizational and supervisor support, manageable workloads, employee autonomy, supportive workplace culture, family support, effective time management, and appropriate digital boundaries emerge as major critical success factors. Although technological advancement and hybrid working provide greater flexibility, continuous connectivity and extended working hours may also intensify work–family conflict. Therefore, IT organizations need to move beyond isolated work–life initiatives and adopt integrated, gender responsive HR practices that recognize the diverse responsibilities of women professionals. Supportive leadership, realistic performance expectations, flexible yet clearly defined working arrangements, employee wellness initiatives, and family-friendly policies can create a more inclusive and sustainable work environment. Strengthening these factors can enhance women’s well-being, job satisfaction, career continuity, commitment, and retention while simultaneously contributing to improved organizational productivity and long-term workforce sustainability.

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