

# İŞLETME BİLİMİ

# DERGİSİ

THE JOURNAL OF  
BUSINESS SCIENCE



**JOBS**

*İşletme Bilimi Dergisi*  
2022  
Cilt:10 Sayı:3



**JOBS**

İşletme Bilimi Dergisi  
The Journal of Business Science

Sakarya Üniversitesi / Sakarya University  
İşletme Fakültesi / Sakarya Business School

**i**

Cilt/Volume : 10  
Sayı/Issue : 3  
Yıl/Year : 2022

ISSN: 2148-0737  
DOI: 10.22139/jobs

## İNDEKS BİLGİLERİ/ INDEXING INFORMATION



Akademik Araştırmalar İndeksi

Acarindex.com



INDEX  
COPERNICUS



RI



*Kurucu Sahip/Founder*

Prof. Dr. Gültekin YILDIZ

*İmtiyaz Sahibi / Owner*

Prof. Dr. Kadir ARDIÇ

*Baş Editör / Editor in Chief*

Prof. Dr. Mahmut AKBOLAT

*Editör Yardımcıları / Assoc. Editors*

Doç. Dr. Özgün ÜNAL

Dr. Öğr. Üyesi Mustafa AMARAT

Dr. Öğr. Üyesi Ayhan DURMUŞ

*Dil ve Yazım Editörü / Spelling and Language Editor*

Dr. Öğr. Üyesi Mustafa Kenan ERKAN

Dr. Öğr. Üyesi Semih OKUTAN

*Mizanpaj Editörü / Layout Editor*

Arş. Gör. Mehmet Oğuzhan KALEM

*Editör Kurulu/Editorial Board*

Prof. Dr. Bülent SEZEN	Gebze Yüksek Teknoloji Enstitüsü
Prof. Dr. Dilaver TENGİLİMOĞLU	Atılım Üniversitesi
Prof. Dr. Erman COŞKUN	İzmir Bakırçay Üniversitesi
Prof. Dr. Mehmet BARCA	Ankara Sosyal Bilimler Üniversitesi
Prof. Dr. Mehveş TARIM	Marmara Üniversitesi
Prof. Dr. Neşet HİKMET	South Carolina Üniversitesi
Prof. Dr. Nihat ERDOĞMUŞ	Yıldız Teknik Üniversitesi
Prof. Dr. Orhan BATMAN	Sakarya Uygulamalı Bilimler Üniversitesi
Prof. Dr. Recai COŞKUN	İzmir Bakırçay Üniversitesi
Prof. Dr. Selahattin KARABINAR	İstanbul Üniversitesi
Prof. Dr. Sıdıka KAYA	Hacettepe Üniversitesi
Prof. Dr. Şevki ÖZGENER	Nevşehir Hacı Bektaş Veli Üniversitesi
Prof. Dr. Türker BAŞ	Galatasaray Üniversitesi
Doç. Dr. Surendranath Rakesh JORY	Southampton Üniversitesi
Doç. Dr. Sa'ad ALI	Derby Üniversitesi
Öğr. Gör. Dr. Denis DIFFO	Coventry Üniversitesi
Öğr. Gör. Dr. Liridon KRYEZIU	Rinvest Enstitüsü

**Bu Sayıda Katkıda Bulunan Hakemler**  
*Reviewers List of This Issue*

Prof.Dr. Selma Arıkan	İstanbul Medeniyet Üniversitesi
Doç. Dr. Ali Cüneyt ÇETİN	Mehmet Akif Ersoy Üniversitesi
Doç. Dr. Feride Hayırsever Baştürk	Bilecik Şeyh Edebali Üniversitesi
Doç. Dr. Gülcan Şantaş	Bozok Üniversitesi
Doç. Dr. Haydar Hoşgör	Uşak Üniversitesi
Doç. Dr. Nesrin Akca	Kırıkkale Üniversitesi
Doç. Dr. Nevran Karaca	Sakarya Üniversitesi
Doç. Dr. Sinan Esen	Sakarya Uygulamalı Bilimler Üniversitesi
Doç. Dr. Ümit Çıraklı	İzmir Bakırçay Üniversitesi
Dr. Öğr. Üyesi Mustafa Kenan Erkan	Sakarya Üniversitesi

**İÇİNDEKİLER/CONTENTS**

*Yıl (Year) 2022 Cilt (Vol.) 10 Sayı (No) 3*

**Araştırma Makaleleri/Research Articles**

iv

<b>Determinants Of Bank Lending And Credit Accessibility Of Micro, Small And Medium Enterprises</b>	299-313
<i>Mikro, Küçük Ve Orta İşletmelerde Banka Kredisinin Ve Kredi Erişilebilirliğinin Belirleyicileri</i>	
<i>Adeshola Olugbenga OLUNUGA</i>	
<b>Remote Working And Work-Family Conflict During The Covid-19 Outbreak</b>	315-336
<i>Covid-19 Salgınında Uzaktan Çalışma Ve İş-Aile Çatışması</i>	
<i>Asiye Yüksel AĞARGÜN ve Tülay TURGUT</i>	
<b>Sağlık Hizmeti Sunan Özel İşletmelerin Finansal Analizi: Merkez Bankası Verileri Üzerine Bir Çalışma</b>	337-361
<i>Financial Analysis Of Private Enterprises Providing Health Care: A Study On Central Bank Data</i>	
<i>Enver BOZDEMİR ve Ali Özgür GÜLEY</i>	
<b>Muhasebe Tahmin Değişikliklerinin Finansal Tablolardaki Yansımaları: BİST Şirketlerinin Analizi (2013-2021)</b>	363-385
<i>Reflections of Changes in Accounting Estimates on Financial Statements: Analysis of BIST Companies (2013-2021)</i>	
<i>Zeynep ÖZENİR HAYDAROĞLU ve Alpaslan YAŞAR</i>	
<b>The Effect Of Personality Characteristics Of Healthcare Workers On Their Perceptions Of Organizational Support And Organizational Trust</b>	387-406
<i>Sağlık Çalışanlarının Kişilik Özelliklerinin Onların Örgütsel Destek Ve Örgütsel Güven Algıları Üzerindeki Etkisi</i>	
<i>Tekin SANCAR ve Fuat YALMAN</i>	

## REMOTE WORKING AND WORK-FAMILY CONFLICT DURING THE COVID-19 OUTBREAK

Remote Working  
and Work-Family  
Conflict During  
the Covid-19  
Outbreak  

---

315

**Öğr. Gör. Asiye Yüksel AĞARGÜN**

*Boğaziçi Üniversitesi*  
*asiye.agargun@boun.edu.tr*  
ORCID: 0000-0002-4284-9198

**Prof. Dr. Tülay TURGUT**

*Marmara Üniversitesi*  
*tturgut@marmara.edu.tr*  
ORCID: 0000-0002-6022-1652

### ABSTRACT

**Aim:** The COVID-19 outbreak started a new era as it changed the balance between work and family by necessitating remote working. However, only a few studies have investigated work-family conflict during the pandemic. Hence, the primary aim of this study is to examine work arrangement and work-family conflict relationship. It is also expected that gender will have a moderating role that affects work-family conflict in different ways depending on work arrangements. The second purpose of the study is to explore the aspects that facilitate working from home.

**Method:** The sample consisted of 245 employees working in finance and information sectors in Turkey. Data was collected by using questionnaires.

**Findings:** Results indicated that office workers had higher work-to-family conflict than remote workers and hybrid workers. No significant difference was found on family-to-work conflict regarding the work arrangement, and gender did not act as a moderator. Regarding the second purpose of the study, the aspects that facilitate working from home were classified into three categories. In the content analysis, the most repeated codes were related to working conditions, followed by physical and psycho-social needs.

**Results:** This research is one of the first investigations in Turkey to explore the relationship between work arrangement and work-family conflict during the COVID-19 outbreak providing important results regarding the remote working arrangements adopted by many organizations worldwide.

**Keywords:** Remote working, Hybrid working, Work-family conflict, Work-life balance.

Makale Geliş Tarihi/Received for Publication : 24/05/2022  
Birinci Revizyon Tarihi/ 1th Revision Received : 12/06/2022  
Kabul Tarihi/Accepted : 09/12/2022

Atıfta Bulunmak İçin/For Citation:

Ağargün, A. Y., & Turgut, T. (2022) Remote working and work-family conflict during the Covid-19 outbreak. *Journal of Business Science*, 10(3), 315-336.

This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.



## COVID-19 SALGININDA UZAKTAN ÇALIŞMA VE İŞ- AİLE ÇATIŞMASI

### ÖZ

**Amaç:** COVID-19 salgını, uzaktan çalışmayı gerekli kılarak, iş ve aile arasındaki dengeyi değiştirdiği için yeni bir dönem başlatmıştır. Bununla birlikte, pandemi sırasında iş-aile çatışmasını araştıran oldukça az çalışma bulunmaktadır. Bu nedenle bu çalışmanın temel amacı, çalışma biçimi ve iş-aile çatışması ilişkisini incelemektir. Ayrıca, çalışma biçimine bağlı olarak cinsiyetin iş-aile çatışmasını farklı şekillerde etkileyen bir düzenleyici rolünün olacağı beklenmektedir. Çalışmanın ikinci amacı, evden çalışmayı kolaylaştıran unsurları incelemektir.

**Yöntem:** Araştırmanın örneklemi Türkiye'de finans ve bilişim sektörlerinde çalışan 245 kişiden oluşmaktadır. Veriler anket yöntemi kullanılarak toplanmıştır.

**Bulgular:** Araştırma sonuçları; ofis çalışanlarının, uzaktan çalışanlar ve hibrit çalışanlara göre daha şiddetli iş-aile çatışması yaşadığını göstermiştir. Çalışma biçimine bağlı olarak aile-iş çatışmasında anlamlı bir farklılık bulunmamıştır ve cinsiyetin düzenleyici bir rolünün olmadığı görülmüştür. Araştırmanın ikinci amacı ile ilgili olarak, evden çalışmayı kolaylaştıran unsurlar üç temel kategoride sınıflandırılmıştır. Yapılan içerik analizinde en çok tekrarlanan kodlar çalışma koşullarıyla ilgili olmuştur, çalışma koşullarını fiziksel ihtiyaçlar ve psiko-sosyal ihtiyaçlar takip etmiştir.

**Sonuç:** Bu araştırma, COVID-19 salgını sırasında çalışma biçimi ve iş-aile çatışması arasındaki ilişkiyi inceleyen Türkiye'deki ilk çalışmalardan biridir ve dünya çapında birçok kuruluş tarafından benimsenen uzaktan çalışma biçimlerine ilişkin önemli sonuçlar sunmaktadır.

**Anahtar Kelimeler:** Uzaktan çalışma, Hibrit çalışma, İş-Aile çatışması, İş-Yaşam dengesi.

### I. INTRODUCTION

The COVID-19 outbreak has brought significant changes in almost all areas of life. A new era has begun with the “new normal”. National lockdowns caused remote working to become a popular work arrangement in many countries (Bhumika, 2020). The number of remote workers has dramatically increased during this period (Ipsen et al., 2021). Either full-time or part-time, temporary or permanent, enforced by the government or not, remote working practices have been adopted by companies in order to prevent the spread of the disease. However, the outbreak showed that many jobs could be successfully done from home. Accordingly, many major companies, such as Twitter, Microsoft, and Dropbox, announced that they would continue with remote work even after the pandemic (Hadden et al., 2020).

As a result, the radical upsurge of remote working has unearthed the work-family conflict topic since the boundaries between the work and family domains became blurred during this period (Şener & Abunasser, 2020). The employee's work and home spheres were no longer separate, distinct blocks (Khwela-Mdluli & Beharry-Ramraj, 2020). The role conflict was severe since the employee could not travel to work which provided the opportunity to "switch roles". On the other hand, while remote working before the pandemic was an active choice of employees; the COVID-19 outbreak offered no choice and forced employees to work from home, which prevented the individual from the positive feelings such as autonomy or gratitude (Anderson & Kelliher, 2020). Further, the pandemic also caused changes in the family dynamics as the other household members had to work or get an education remotely. These unprecedented situations, such as sharing the same place 24/7 with family members, changed the balance between work and family (Anderson & Kelliher, 2020). Therefore, we propose that remote working will make an increase on employees' work-family conflict.

Not surprisingly, there are few published studies about the impact of remote working during the COVID-19 outbreak. Additionally, most of the research is qualitative studies as it was a work arrangement used by a small number of employees before the COVID-19 outbreak and is a newly adopted model afterwards (Hjálmsdóttir & Bjarnadóttir, 2020; Karaca & Esen, 2019; Kıcır, 2015; Tuna & Türkmendağ, 2020). To our knowledge, this is one of the first studies in Turkey that aimed to examine the remote working and work-family conflict relationship during the COVID-19 outbreak.

On the other hand, gender is identified as a significant factor that would moderate the relationship between remote-office working and work-family interference (Delina & Raya, 2016). The COVID-19 outbreak blurred the boundaries and this permeability made it harder for women to juggle with their work life and family life when they work remotely (Khwela-Mdluli & Beharry-Ramraj, 2020). Consequently, in a country with a large gender gap like Turkey, we expect that gender will act as a moderator, and work-family conflict differences between remote workers and office workers will be higher for women.

In addition, companies adopting different work arrangements should pay attention to their employees' perceptions of remote working. Organizations have responsibilities to consider employee needs and expectations since employee motivation, well-being, and the quality of work life are significant factors for organizational effectiveness and productivity.



Thus, this study aims to identify the employee expectations about remote working.

## II. THEORETICAL BACKGROUND

### 2.1. Remote Working

With the development of information and communication technologies, the obligation to physically work in the workplace has diminished, and remote working has gained importance (Sullivan, 2003). Remote working (RW) refers to a work arrangement in which either part or all of the work is carried out outside of the workplace, usually at home. Other terms include teleworking, telecommuting, working from home, mobile work, home office, and home working (Bellmann & Hübler, 2020). Felstead and Henseke (2017) states that public opinion about remote working is a “win-win situation” wherein both the employee and the employer benefits. Accordingly, companies have been encouraging remote working because of its advantages such as reducing labor costs, saving time and resources, and thus increasing profitability and productivity (Bellman & Hübler, 2020; Molino et al., 2020). Remote workers, who work outside of the office, perceive this work arrangement as a means of spending more time with the family and getting away from the stress that emerges on the way to work, and thus; remote working is considered as a flexibility for the employee (Johnson et al., 2001). Besides, as Demirbilek (2007) clarifies, working from home creates employment opportunities for disabled employees. Additionally, although the percentage of people working from home has gradually increased over the years, it did not rapidly spread until the COVID-19 outbreak (Serinikli, 2021). After the Coronavirus disease started to spread all over the world, many organizations had to switch to remote working and adopt this new working model (International Labour Organization, 2020).

Recent research investigated the outcomes of remote working for both employees and organizations. It was reported that remote working was linked to job related well-being, productivity, efficiency, and work-life balance (Allen et al., 2015; Karaca & Esen, 2019; Palumbo, 2020). However, several studies identified that remote working has negative outcomes for performance such as reducing team collaboration, creativity, employee interactions, and knowledge sharing, and increasing isolation, stress, role ambiguity, and work overload (Allen et al., 2015; Stich, 2020; Tuna & Türkmenadağ, 2020). In a comprehensive analysis of market data, it is indicated that working from home is positively related with job satisfaction, well-being, and organizational commitment but it is also related with higher

work intensification and higher inability to switch off (Felstead & Henseke, 2017).

Studies also examined how employee well-being is influenced by remote working. While some research suggests that it leads to stress and role conflict since the boundaries become blurred when working from home; other studies indicate that it decreases role stress, work exhaustion, and improves work-life balance (Moore, 2006; Allen et al., 2015).

## 2.2. Work-Family Conflict

The drastic upsurge in the percentage of employees who worked remotely during the outbreak brought the work-family conflict topic to light again (Şener & Abunasser, 2020). Work-family conflict is defined by Greenhaus and Beutell (1985) as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible” (p. 77).

The theoretical background of the work-family conflict is based on several theories. Role theory refers to acting out socially defined roles (e.g., employee, husband, father, son) which includes the duties, expectations, responsibilities, norms, and behaviors that an individual has to fulfill (Barnett, 2014; Marks, 1977). On the other hand, the scarcity perspective argues that individuals have a limited number of psychological and physiological resources. Hobfoll’s (1989) theory of conservation of resources (COR) proposes that “individuals strive to obtain, retain, protect and foster those things that they value” (p. 341). Drawing upon these theories, it can be said that the individual’s resources such as time or energy may be depleted by the requirements, duties, and demands of one role which would necessitate his or her other roles to be fulfilled by insufficient resources which would lead to inter-role conflict (i.e. work-family conflict) (Grant-Vallone & Donaldson, 2001; Marks, 1977).

In accordance with the definition, Greenhaus and Beutell (1985) have identified three forms of work-family conflict: time-based, strain-based, and behavior-based. Time-based conflict happens when the time spent in one domain makes it difficult to devote time in the other domain. Strain-based conflict occurs when the strain experienced in one role affects the performance of the individual in the other role. Lastly, behavior-based conflict appears when the certain behaviors of one role make it difficult to meet the behavioral expectations of the other role (Greenhaus & Beutell, 1985; Michel et al., 2011). Besides these three forms, it is identified as bidirectional: “work-to-family conflict (WFC)” and “family-to-work conflict (FWC)” (Gutek et al., 1991). The three forms and two directions of work-

family conflict constitute the six dimensions of the concept (Carlson et al., 2000).

The predictors of work-family conflict can be sorted into three categories: family-related variables, work-related variables, and individual or demographic variables (Michel et al., 2011). Work-related variables include job involvement, flexibility, supervisor support, job demands, job authority and pressure, coworker support, and so on. Family-related variables include family support, marital status and satisfaction, number of children, household income, and spouse work status. Occupation, gender, age, personality characteristics, and coping styles are among the individual or demographic variables (Allen et al., 2012; Nohe et al., 2015; Schieman & Young, 2011).

### **2.3. The Relationship Between Remote Working and Work-Family Conflict**

It has been suggested that remote working can have both positive and negative outcomes (Sullivan & Lewis, 2006). It increases work hours, role ambiguity, and work stress; and employees may feel detached and isolated because of insufficient support, social interaction, and leadership (Mitchell, 2017; Sullivan & Lewis, 2001). Besides, it leads to role conflict since the person uses the physical place of home for work, shares it with his/her family, and no longer has commuting time to “switch roles” while traveling to work (Felstead & Henseke, 2017). The high permeability of work and home domains leads to changes in all these dynamics (Van der Lippe & Lippényi, 2020). In short, it makes the boundaries blurry which in turn exacerbates the conflict between work and family domains. However, it has been noted that it may increase the employee’s control of time, control over the scheduling of their days, autonomy, efficiency, and productivity and may facilitate the management of family and work demands; hence, it may improve work-life balance (Anderson et al., 2015; Bailey & Kurland, 2002; Sullivan & Lewis, 2001).

Previous research that examined the relationship between remote working and work-family conflict has shown mixed results. A large number of studies suggested that remote work lowered work-family conflict and facilitated work-life balance (Ammons & Markham, 2004; Golden, 2006; Perrons, 2003). Gajendran and Harrison (2007), in their meta-analysis of 46 studies, reported that remote working increases autonomy and lowers the work-family conflict among employees. Furthermore, the researchers indicated that remote working did not harm co-worker relationships, but also it was positively related with employee-supervisor relationship quality

(Gajendran & Harrison, 2007). Conversely, a few researchers argued that working from home may increase work-family conflict (Lapierre & Allen, 2006; Palumbo, 2020). Altogether, these contradictory findings may be due to other potential factors that can explain these relationships.

On the other hand, the coronavirus pandemic forced companies to adopt remote working. In addition to this “enforced remote working” situation, the other household members, such as spouses or children, had to work or get an education remotely as well. However, there is very little research in the literature about the remote working and work-life conflict relationship during the COVID-19 outbreak. Tuna and Türkmendağ (2020), in their qualitative study, investigated the factors that negatively affected employees such as increased workload, increased housework, work ambiguity, problems with childcare, problems with communication, and so on.

In summary, the pandemic did not only change the working model of employees, but it also changed the balance regarding work and family. Thus, we propose that remote working may increase employees’ work-family conflict. Moreover, previous studies have demonstrated that work-related factors explain work-to-family conflict and family-related factors explain family-to-work conflict more strongly (Allen et al., 2012; Carlson et al., 2000). As remote working brings work and family responsibilities to the same place, it may affect both work and family domains. Therefore, we expect that the work arrangement will make a difference for both the work-to-family conflict and the family-to-work conflict scores of workers.

*H1: There is a difference in work-to-family conflict scores of employees depending on their work arrangement in which remote workers experience higher work-to-family conflict than hybrid workers and office workers.*

*H2: There is a difference in family-to-work conflict scores of employees depending on their work arrangement in which remote workers experience higher family-to-work conflict than hybrid workers and office workers.*

#### **2.4. Gender as a Moderator**

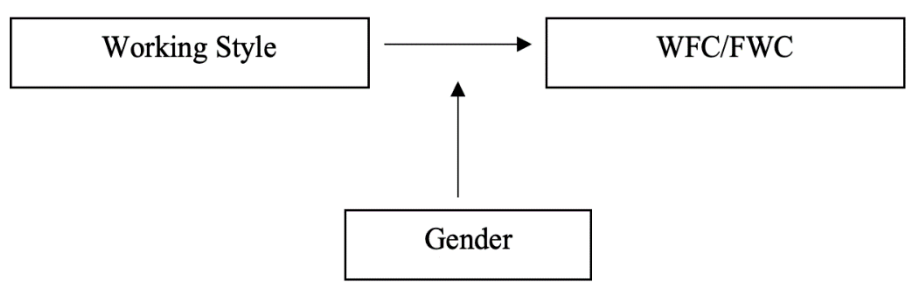
Gender differences have been an important variable in work-family interface literature (Eby et al., 2005; Delina & Raya, 2016). Women were shown to have more conflict than men in terms of the three forms (time, behavior, strain) of family-to-work conflict and strain-based work-to-family conflict (Carlson et al., 2000). This finding is expected since both genders may prioritize work and family domains differently. Consistent with the gender role theory, previous research has shown that social expectations are

different for men and women and each gender prioritizes work and family domains differently which may vary with education, socio-economic status, culture, and other factors (Blanch & Aluja, 2012; Pleck, 1977). In patriarchal societies, men are expected to work and focus on their careers and women are expected to primarily focus on domestic duties such as childcare and housework (Duncan, 1994).

The boundaries between the work and family domains became blurred during the COVID-19 outbreak which made it harder for women to juggle with their work life and family life when they work from home (Khwela-Mdluli & Beharry-Ramraj, 2020). Bhumika (2020) reported that gender moderated "personal life interference in work and emotional exhaustion relationship" in which women experienced more emotional exhaustion during the working from home period (p.712). Hjálmsdóttir and Bjarnadóttir (2020) investigated the gender differences in work-life balance during the pandemic in Iceland. The findings suggested that an extraordinary situation, like the COVID-19 pandemic, reveals and strengthens the gender norms and expectations for mothers, even in a country like Iceland which has been ranked the topmost of the Gender Gap Index.

Turkey is one of the countries that have a large gender gap and ranked 133rd among 156 countries according to the Gender Gap Index (The World Economic Forum, 2021). Correspondingly, Ararat and her colleagues (2021) published a report about working life and domestic violence during the pandemic period in Turkey. They reported that the percentage of time devoted to housework is higher for women. Moreover, while the majority of men (65%) stated that the time they devoted to housework increased slightly, half of the women indicated that they did much more housework compared to the pre-pandemic period (Ararat et al., 2021). Thus, we expect that gender will act as a moderator and the difference between remote workers and office workers will be higher for women in terms of work-to-family conflict and family-to-work conflict.

*H3: The difference between the remote workers', hybrid workers', and office workers' work-to-family conflict and family-to-work conflict scores is higher for women.*



**Figure 1:** Research Model

The second purpose of the study is to investigate the aspects that would facilitate remote working from the perspective of employees. It can be argued that the COVID-19 outbreak did not only force employees to remote work but also laid a burden on the companies. Companies that have been encouraging working from home should take cognizance of their employees’ perceptions and needs. Accordingly, this study aims to unearth the employee expectations from organizations about remote working.

### III. METHOD

#### 3.1. Participants

The sample consisted of 245 participants (105 female, 140 male) who are currently working in finance and IT industries in Turkey. These sectors were chosen because they were appropriate for comparison of the work arrangement since there were employees working from home, working from the office, or working partly from home and partly from the office. The mean age was 34.33 years ( $SD = 7.5$ ). In addition, 16% of the participants were office workers, 43% of the participants were remote workers, and 41% of the participants were hybrid workers during the COVID-19 period. Participants, because of the research subject, were required to live with at least one of their family members in order to participate in the study. Accordingly, 69% of the participants were married and living with their spouses and/or children and 31% of the participants were single and living with their families and/or siblings. Participants’ demographic information is shown in Table I.

**Table 1. Participants’ Demographic Information**

Variable	Category	Frequency (N)	Percentage (%)
Gender	Female	105	43
	Male	140	57
Education	Secondary Education	2	1
	Bachelor’s Degree	160	65
	Master’s Degree	78	32
	Doctoral Degree	5	2

**Table 1. Continued**

Variable	Category	Frequency (N)	Percentage (%)
Income	2.825 - 5.000 TL	16	7
	5.001-10.000 TL	89	36
	10.001- 15.000 TL	81	33
	15.000 TL +	59	24
Industry	Finance	155	63
	Information	90	37
Marital Status	Married	168	69
	Single	77	31
Parenthood	Yes	129	53
	No	116	47
Work Arrangement During Pandemic	Office workers	40	16
	Remote workers	105	43
	Hybrid workers	100	41

### 3.2. Measures

The survey consisted of three parts: demographic information, work-family conflict scale, and open-ended question. Demographic Information: Demographic questions involved the participants' gender, age, education, marital status, parenthood, family income, occupation, and sector. Besides these questions, the work arrangement of the participants was measured categorically. Participants marked their work arrangement during the COVID-19 period, from three choices: working from the office (office workers), working from home (remote workers), and working partly from the office and partly from home (hybrid workers).

Work-family Conflict Scale: Work-to-family conflict and family-to-work conflict were measured by using Carlson and his colleagues' (2000) work-family conflict scale (WFCS). The scale was adapted to Turkish society by Erdoğan (2009).

The 18-item scale measures three dimensions (time-based, strain-based, and behavior-based) of both the work-to-family conflict and family-to-work conflict. A sample item for work-to-family conflict was "My work keeps me from my family activities more than I would like" and a sample item for family-to-work conflict was "Due to stress at home, I am often preoccupied with family matters at work". Several items in the scale have been revised for this study in a way that can be answered by both remote workers and office workers. The revised phrases were as follows: "when I get home from work" was replaced by "when I finish my work" and "at work" was replaced by "while I work". Participants responded using a scale ranging from 1 (strongly disagree) to 6 (strongly agree). In the present study, the Cronbach's alpha values for both scales were found to be above .70

(work-to-family conflict: .92, family-to-work conflict: .90). The open-ended question was “What suggestions would you make for your organization to facilitate working from home?”

### 3.3. Procedure

The study was approved by the Social Sciences Ethical Committee of Marmara University (Date: 05/16/2021, Approval Decision Number: 55). Convenience sampling was used in the study. Data was collected by using online surveys between May and July 2021. Informed consent forms described the purpose of the study and the anonymity, at the beginning of the surveys. Participation was voluntarily and emphasized in the informed consent forms. Statistical analyses were conducted by using SPSS 17.

## IV. FINDINGS

### 4.1. Hypothesis Testing

A one-way ANOVA was carried out to explore the differences in participants’ work-to-family conflict and family-to-work conflict scores depending on their work arrangement (Table II). There was a statistically significant difference in participants’ work-to-family conflict scores for the work arrangement:  $F(2, 242) = 6.788, p < .001$ . The highest work-to-family conflict score was found among office workers. Post hoc comparisons of work arrangement using the Tukey HSD test showed that office workers had higher work-to-family conflict than remote workers ( $M_{dif} = .81, p < .001$ ) and also than hybrid workers ( $M_{dif} = .65, p < .01$ ). According to these findings, H1 was rejected as it stated that “remote workers will experience more work-family conflict than hybrid workers and office workers”.

On the other hand, no significant difference was found on family-to-work conflict depending on the work arrangements of the participants  $F(2, 242) = .805, p > .05$ . Therefore, H2 was not supported.

**Table 2. ANOVA Results for Work Arrangement**

	Groups	N	M	SD	F	p
Work-to-Family Conflict	Office workers	40	4.06	1.30	6.788	.00
	Remote workers	105	3.25	1.19		
	Hybrid workers	100	3.41	1.13		
Family-to-Work Conflict	Office workers	40	2.85	.93	.805	.45
	Remote workers	105	2.65	1.01		
	Hybrid workers	100	2.79	1.04		



In addition, a two-way ANOVA was conducted to examine the moderating role of gender on work arrangement and work-family conflict relationship (Table III). A moderator refers to an interaction effect where the relationship between an independent variable and a dependent variable differs in the existence of that moderating variable (Cohen & Cohen, 1983). Also, it has been clarified that moderation, which can be shown by interaction effects, can be examined by using factorial Analysis of Variance (Baron & Kenny, 1986). Since work arrangement significantly differed in participants' work-to-family conflict scores, this direction was tested only.

According to the findings, the interaction effect between work arrangement and gender was not statistically significant  $F(2, 239) = .99, p > .05$ . Although the impact of gender and work arrangement reached statistical significance separately, no significant interaction effect was found. Hence, H3 was not supported.

**Table 3. ANOVA Results for Work Arrangement and Gender on Work-to-Family Conflict**

Source	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	Effect Size
Intercept	1	2449.72	1886.53	.00	.89
Work Arrangement	2	10.52	8.10	.00	.06
Gender	1	23.87	18.38	.00	.07
Work Arrangement x Gender	2	1.28	.99	.37	.01
Total	245				

**Note.** MS = Mean squares, effect size = partial  $\eta^2$ .

**4.2. Additional Analyses**

A number of statistical analyses are carried out with demographic variables. Independent-samples t-tests were performed to compare the scores for males and females in terms of work-to-family conflict and family-to-work conflict (Table IV). There was a significant difference in females and males work-to-family conflict scores; females had a higher work-to-family conflict ( $M_{dif} = .65, p < .001$ ). However, there was no significant difference of family-to-work conflict scores between the two genders ( $M_{dif} = .19, p > .05$ ).

Furthermore, there was no difference in terms of marital status, education, income, and parenthood in the work-to-family conflict and family-to-work conflict scores of the participants.

**Table 4. T-test for Gender**

	Gender	N	M	SD	t	df	p
Work-to-Family Conflict	Male	140	3.17	1.20	4.27	243	.00
	Female	105	3.82	1.14			
Family-to-Work Conflict	Male	140	2.66	0.99	1.50	243	.14
	Female	105	2.85	1.03			

### 4.3. Open-ended Question

Among 245 participants, 151 participants answered the open-ended question (What suggestions would you make for your organization to facilitate working from home?). The responses were analyzed by using content analysis. In the content analysis, the content of the participants' responses is systematically analyzed (Crabtree & Miller, 1999). Initially, the codes are determined according to the frequently emphasized and repeated phrases in the responses. Then, the codes that are related to each other are classified into categories. Three main categories of the analysis were: work conditions, physical needs, and psycho-social needs. The list of the codes and categories can be seen in Table V.

**Table 5. Codes and Categories of the Open-ended Question**

Code	Category
1 Compliance with the working time	Work conditions
2 Removal of the restrictions about the place of residence	Work conditions
3 No-meeting day, off-day	Work conditions
4 Revision of task sharing, new performance measurements	Work conditions
5 Hybrid working, flexible working models	Work conditions
6 Internet and technological support	Physical needs
7 Equipment support	Physical needs
8 Financial support for expenses	Physical needs
9 Social events	Psycho-social needs
10 Improving motivation	Psycho-social needs
11 Employee recognition	Psycho-social needs

The work conditions category included the most repeated suggestions such as to comply with the working time, to remove the restrictions about the place of residence of the employee, to schedule a no-meeting day, to revise work related practices such as task sharing, and performance measurements, and lastly to adapt flexible working models. One of the participants emphasized the importance of new performance appraisal methods when working from home:

“If we want remote working to be effective, work overload should be balanced and companies should pay attention to performance

measurements when working online. New performance appraisal methods should be developed.”

Another participant explained why it is not convenient to restrict the residence of the employee while remote working:

“Organizations usually set unpractical rules for their employees when it comes to remote working, such as the obligation to work from the city where the organization is located. In my opinion, as long as the employee completes his/her job effectively, the residence requirement should be ignored and the employees should be able to work from wherever they want.”

Physical needs category is composed of Internet and technological infrastructure, equipment such as desks, chairs, computers, and financial support for expenses. One of the participants stated the necessity of the physical needs in the following way:

“An employee support package should be provided for each employee for the convenience of remote working and to create a positive working environment. Employees should not have problems with internet or phone utilities which are essential for working from home.”

Additionally, many employees expressed their expectations about psycho-social needs such as to socialize, to increase motivation, and to improve employee recognition. As one participant clarified, all of these factors are very essential for employee well-being:

“People feel lonely when working from home. Online events can be organized to motivate employees. Even if you are working from home, the synergy of the team should be maintained by social events and motivation-enhancing activities.”

Moreover, one participant highlighted the need to be supported about work-life balance:

“We need guidance in separating our work-home lives and assistance in maintaining work-life balance. Similarly, we need stress-reducing or motivation-enhancing activities organized for remote workers.”

## **V. CONCLUSION**

In many countries, remote working has become a popular work arrangement during the COVID-19 outbreak (Bhumika, 2020). Furthermore, a lot of companies have stated that they will embrace working from home from now on including Microsoft, Dropbox, and Twitter (Hadden et al., 2020). Moreover, the “new normal” brought significant changes regarding

family dynamics such as that other family members had to work or get an education from home as well. Accordingly, it can be said that the pandemic and the permeability of the boundaries changed the balance between work and family (Anderson & Kelliher, 2020). Hence, the primary aim of this study was to identify the relationship between work arrangement and work-family conflict and the moderating role of gender in a country with a large gender gap - Turkey.

Firstly, a statistically significant difference was found in participants' work-to-family conflict scores for the work arrangements. But it was surprising that employees working from the office had higher work-to-family conflict than remote working employees and hybrid working employees. This was contrary to our expectations since we expected that the remote working group to have higher work-to-family conflict. However, these results are in line with earlier studies in the literature indicating that online working increases autonomy, control of time, control over the day scheduling, efficiency, and productivity and hence, may facilitate the management of family and work demands (Anderson et al., 2015; Bailey & Kurland, 2002; Sullivan & Lewis, 2001). Accordingly, "enforced remote working situation" did not make the boundaries blurry as we expected. In fact, the remote work arrangement did not exacerbate the conflict between work and family domains but caused remote workers to have lower work-to-family conflict than hybrid and office workers.

Secondly, no significant difference was found in family-to-work conflict scores of employees depending on their work arrangements. Although previous research has shown mixed results about work-life conflict we proposed that remote workers would experience higher family-to-work conflict than hybrid workers and office workers. The unanticipated results might be related to the study sample that remote working facilitated the work-life balance of the employees in finance and information sectors. These industries are known to have high work-related stress. Therefore, it is possible that employees took advantage of remote working such as increased autonomy and flexibility, and thus; they tolerated the negative effects such as work overload, work ambiguity, and so on.

Thirdly, we expected that the work-family conflict difference between remote workers and office workers would be higher for women in a country in which women are expected to primarily focus on domestic duties (Ararat et al., 2021). But the findings showed that the gender did not act as a moderator as we predicted. Although, there was a significant difference in females' and males' work-to-family conflict scores; no significant difference was found in the effect of work arrangement on work-

to-family conflict scores for males and females. In other words, female workers' work-to-family conflict scores were not significantly different from their male colleagues depending on work arrangement. This finding could be attributed to the study sample as well since the study only included employees from finance and IT sectors. It could be argued that female employees, in these sectors, may carry out the responsibilities required by their work and family roles like their male co-workers that the difference between the remote workers', hybrid workers', and office workers' work-to-family conflict scores were not higher for women. On the other hand, to develop a full picture, we need to understand other dynamics and buffering factors that caused no difference between the two genders, and further investigations are needed since women and men may prioritize work and family domains differently in other sectors.

Furthermore, it was found that the mean score of work-to-family conflict was higher than that of family-to-work conflict. This can be a remarkable finding for organizations to consider the costs of remote working for the employee. Taken together, remote working is a newly adopted model and its consequences are largely unknown. As seen in the literature, there are conflicting findings regarding the relationship between remote working and work-family conflict. The results of the present study are consistent with previous studies that reported that remote working would lower work-family conflict (Ammons & Markham, 2004; Gajendran & Harrison, 2007).

On the other hand, the findings of the open-ended question made original and useful contributions by allowing participants to express their opinions. The responses were classified into three categories: work conditions, physical needs, and psycho-social needs. The most repeated suggestions were from the category of work conditions. Participants expected their organization to comply with the working time, remove the restrictions about the place of residence of the employee, to make a no-meeting day, to revise work related practices such as task sharing and performance measurements, and lastly to adopt flexible working models. These findings show that remote working has brought significant changes to employees' work-life balance. This is why the most mentioned suggestions are about work conditions. As cited in the introduction part, the boundaries became blurred when working from home (Şener & Abunasser, 2020). Thus, employees may want their organization to respect their boundaries such as complying with working hours. In addition, it is clear that pre-existing practices no longer measure up with remote working. Accordingly, there is a need to adapt new practices such as new performance measurements and flexible working models. Also, employees' request for a no-meeting day and

right to work from a place other than their residence is understandable considering that the new working model restricts the employees in many ways.

Concerning physical needs, employees need Internet and technological infrastructure support, equipment support, and financial support for their expenses. It is known that working from home has several advantages for organizations such as reducing labor costs, saving time and resources (Bellman & Hübler, 2020). But these advantages may turn into disadvantages for the employee. As seen from the suggestions, employees have a perception that remote working has increased employees' expenses. Consequently, regardless of whether it decreases expenses and saves resources for the organizations, organizations should compensate employees' expenses which arise as a result of remote working.

Lastly, employees emphasized their expectations of psycho-social needs such as social events, improving motivation, and employee recognition. All of these expectations are plausible since it is reported in previous studies that remote working has negative outcomes such as reducing employee interactions, increasing isolation, stress, and diminishing team collaboration (Allen et al., 2015; Tuna & Türkmendağ, 2020). In brief, when we examine these suggestions, we see that the COVID-19 outbreak not only forced employees to remote work but also laid a burden on organizations. Companies that have been encouraging remote working should pay attention to all these expectations and take necessary steps to provide a convenient work environment since employee motivation is what leads to productivity. Otherwise, it will not be a surprise that changing work arrangements can bring many problems.

In summary, this study provides encouraging results in terms of remote working, as adopted by many organizations worldwide. These findings might draw the attention of employers to implement remote working or hybrid work arrangements in a post-pandemic world. It is likely that remote working will remain as an important issue for a long time and further studies are needed to explore the implications of remote working in the future.

### **5.1. Limitations**

One of the limitations of the study was the convenience sampling method. Although it is a timesaving method; randomized samples would produce more generalizable results (Schutt, 2018). Furthermore, the sample consisted of remote workers, office workers, and hybrid workers; but the office workers composed only 16% of the sample. This was another

limitation of the study. Moreover, our study was limited since it examined only two sectors: finance and information. Future researchers should replicate the study with employees from different sectors and industries. Remote working might not be suitable for every sector, but flexible working models are adopted by many organizations. Therefore, flexible working models should be studied in future investigations. Although this study makes important contributions; there are still unanswered questions about the consequences of remote working. Additionally, there are very few studies about the relationship between remote working and work-life conflict in the literature. Hence, more research is needed to explore the contextual variables of remote working as well.

#### ARTICLE INFORMATION FORM

##### *Author Contributions:*

**Idea / Concept:** Asiye Yüksel AĞARGÜN and Tülay TURGUT

**Research Design:** Asiye Yüksel AĞARGÜN and Tülay TURGUT

**Article Writing:** Asiye Yüksel AĞARGÜN and Tülay TURGUT

**Data Collection:** Asiye Yüksel AĞARGÜN

**Analysis:** Asiye Yüksel AĞARGÜN and Tülay TURGUT

**Critical Reading:** Asiye Yüksel AĞARGÜN and Tülay TURGUT

##### *Conflict of Interest Statement*

No grants were received from any public, private or non-profit sectors for this research.

#### REFERENCES

- Allen, T. D., Johnson, R. C., Saboe, K. N., Cho, E., Dumani, S., & Evans, S. (2012). Dispositional variables and work-family conflict: a meta-analysis. *Journal of Vocational Behavior, 80*(1), 17-26.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest, 16*(2), 40-68.
- Ammons, S. K., & Markham, W. T. (2004). Working at home: experiences of skilled white collar workers. *Sociological Spectrum, 24*, 191-238.
- Anderson A. J., Kaplan S. A., & Vega R. P. (2015). The impact of telework on emotional experience: when, and for whom, does telework improve daily

- affective well-being?. *European Journal of Work and Organizational Psychology*, 24(6), 882-897.
- Anderson, D., & Kelliher, C. (2020). Enforced remote working and the work-life interface during lockdown. *Gender in Management*, 35(7/8), 677-683.
- Ararat, M., Bayazıt, M., Başbay, P., & Alkan, S. (2021). *Salgın sürecinde çalışma hayatı ve ev içi şiddet*. Sabancı Üniversitesi.
- Bailey D. E., & Kurland N. B. (2002). A review of telework research: findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23(4), 383-400.
- Barnett, R. C. (2014). Role Theory. In: Michalos A.C. (eds) *Encyclopedia of Quality of Life and Well-Being Research*. Springer: Dordrecht.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bellmann, L., & Hübler, O. (2020). Working from home, job satisfaction and work–life balance – robust or heterogeneous links?. *International Journal of Manpower*, 42(3), 424-441.
- Bhumika. (2020). Challenges for work-life balance during COVID-19 induced nationwide lockdown: exploring gender difference in emotional exhaustion in the Indian setting. *Gender in Management*, 35(7-8), 705-718.
- Blanch, A., & Aluja, A. (2012). “Social support (family and supervisor), work–family conflict, and burnout: sex differences. *Human Relations*, 65(7), 811-833.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work–family conflict. *Journal of Vocational Behavior*, 56(2), 249-276.
- Cohen, J., & Cohen, P. (1983). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. Hillsdale, NJ: Erlbaum.
- Crabtree, B. F., & Miller, W. L. (1999). *Doing Qualitative Research*. Sage publications.
- Delina, G., & Raya, R. P. (2016). Dilemma of work-life balance in dual-career couples– a study from the Indian perspective. *International Journal of Indian Culture and Business Management*, 12(1), 1-27.
- Demirbilek, S. (2007). Sanal çalışma ekseninde sanal işgören. *Sosyal Ekonomik Araştırmalar Dergisi*, 7(13), 69-90.
- Duncan, S. (1994). Theorising differences in patriarchy. *Environment and Planning A: Economy and Space*, 26(8), 1177-1194.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: content analysis and review of the literature (1980–2002). *Journal of Vocational Behavior*, 66(1), 124-197.



- Felstead, A., & Henseke, G. (2017). Assessing the growth of remote working and its consequences for effort, well-being and work-life balance. *New Technology, Work and Employment*, 32(3), 195-212.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524-1541.
- Golden, L. (2006). The role of relationships in understanding telecommuter satisfaction. *Journal of Organizational Behavior*, 27(3), 319-340. <https://doi.org/10.1080/02678370110066544>.
- Grant-Vallone, E. J., & Donaldson, S. I. (2001). Consequences of work-family conflict on employee well-being over time. *Work and Stress*, 15(3), 214-226. <https://doi.org/10.1080/02678370110066544>.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88.
- Guttek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 560-568.
- Hadden, J., Casado, L., Sonnemaker, T., & Borden, T. (2020). *17 Major companies that have announced employees can work remotely long term*. Retrieved from: <https://www.entrepreneur.com/article/354872> (April 15, 2021).
- Hjálmsdóttir, A., & Bjarnadóttir, V. S. (2020). I have turned into a foreman here at home: families and work-life balance in times of COVID-19 in a gender equality paradise. *Gender, Work and Organization*, 28(1), 268-283.
- Hobfoll, S. E. (1989). Conservation of Resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524.
- International Labour Organization, (2020). *Teleworking During The COVID-19 Pandemic and Beyond: A Practical Guide*. *Geneva*, 1-47.
- Ipsen, C., van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe during COVID-19. *International Journal of Environmental Research and Public Health*, 18(4), 1826. <https://doi.org/10.3390/ijerph18041826>.
- Johnson, P., Heimann, V., & O'Neill, K. (2001). The "Wonderland" of virtual teams. *Journal of Workplace Learning*, 13(1), 24-29.
- Karaca, S., & Esen, E. (2019). İş Yeri İnovasyonunun Bir Örneği Olarak Uzaktan Çalışmanın İş-Yaşam Dengesine Etkisi Çalışan Anneler Üzerine Bir Araştırma, International Social Innovation Congress, 16-17 October 2019, 11-22.
- Khwela-Mdluli, N., & Beharry-Ramraj, A. (2020). The effect of COVID-19 on working women in South Africa. *Gender and Behaviour*, 18(4), 16501-16512.
- Kıcı, B. (2015). *Eviden çalışmanın iş-yaşam dengesine etkisi: çevirmenler üzerinde bir araştırma*. Doktora Tezi, Kocaeli Üniversitesi Sosyal Bilimler Enstitüsü, Kocaeli.

- Lapierre, L. M., & Allen, T. D. (2006). Work-supportive family, family-supportive supervision, use of organizational benefits, and problem-focused coping: implications for work-family conflict and employee well-being. *Journal of Occupational Health Psychology, 11*(2), 169-181.
- Marks, S. R. (1977). Multiple roles and role strain: some notes on human energy, time and commitment. *American Sociological Review, 42*(6), 921-936.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A. & Baltes, B. B. (2011). Antecedents of work- family conflict: a meta-analytic review. *Journal of Organizational Behavior, 32*(5), 689-725.
- Mitchell, D. (2017). *50 Top Tools for Employee Engagement: A Complete Toolkit for Improving Motivation and Productivity*; Kogan Page: London, UK, 1-256.
- Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., ... & Cortese, C. G. (2020). Wellbeing costs of technology use during Covid-19 remote working: an investigation using the Italian translation of the technostress creators scale. *Sustainability, 12*(15), 5911.
- Moore, J. (2006). Homeworking and work-life balance: does it add to quality of life? *Revue Europeene de. European Review of Applied Psychology, 56*(1), 5-13.
- Nohe, C., Meier, L. L., Sonntag, K., & Michel, A. (2015). The chicken or the egg? a meta-analysis of panel studies of the relationship between work-family conflict and strain. *Journal of Applied Psychology, 100*(2), 522-536.
- Palumbo, R. (2020). Let me go to the office! an investigation into the side effects of working from home on work-life balance. *International Journal of Public Sector Management, 33*, 771-790.
- Perrons, D. (2003). The new economy and the work-life balance: conceptual explorations and a case study of new media. *Gender, Work and Organization, 10*(1), 65-93.
- Pleck, J. H. (1977). The work-family role system. *Social Problems, 24*(4), 417-427.
- Schieman, S., & Young, M. (2011). Economic hardship and family-to-work conflict: the importance of gender and work conditions. *Journal of Family and Economic Issues, 32*(1), 46-61.
- Schutt, R. K. (2018), *Investigating the social world: the process and practice of research*. Sage Publications.
- Serinikli, N. (2021). Covid 19 salgın sürecinde örgütsel değişim: uzaktan/evden çalışma modeli. *Fırat Üniversitesi Sosyal Bilimler Dergisi, 31*(1), 277-288.
- Stich, J. F. (2020). A review of workplace stress in the virtual office. *Intell. Build. Int., 12*, 208-220.
- Sullivan, C. (2003). What's in a name? Definitions and conceptualisations of teleworking and homeworking. *New Technology. Work and Employment, 18*(3), 158-165.

**Remote Working  
and Work-Family  
Conflict During  
the Covid-19  
Outbreak**  
**336**

---

- Sullivan, C., & Lewis, S. (2001). Home-based telework, gender, and the synchronization of work and family: perspectives of teleworkers and their co-residents. *Gender, Work and Organization*, 8(2), 123-145.
- Sullivan, C., & Lewis, S. (2006). Work at home and the work-family interface. In F. Jones, R.J. Burke and M. Westman (Eds.) *Managing the work-home interface: a psychological perspective* (pp. 143-162). London: Psychology Press.
- Şener, İ., & Abunasser, N. (2020). Bireysel öncüllerinin iş-aile çatışmasına etkisi: Covid-19 pandemisi nedeniyle evden çalışanlar üzerine bir araştırma. *İş ve İnsan Dergisi*, 7(2), 189-201.
- The World Economic Forum. (2021). *The Global Gender Gap Report*. Retrieved from <https://www.weforum.org/reports/global-gender-gap-report-2021/in-full>. (Accessed Date: 20 April 2022).
- Tuna, A. & Türkmenbaş, Z. (2020). Covid-19 pandemi döneminde uzaktan çalışma uygulamaları ve çalışma motivasyonunu etkileyen faktörler. *İşletme Araştırmaları Dergisi*, 12(3), 3246-3260.
- Van der Lippe, T., & Lippényi, Z. (2020). Beyond formal access: organizational context, working from home, and work-family conflict of men and women in European workplaces. *Social Indicators Research*, 151(2), 383-402.