

# International Journal of Research in Human Resource Management

E-ISSN: 2663-3361  
P-ISSN: 2663-3213  
IJRHRM 2022; 4(1): 39-46  
Received: 14-11-2021  
Accepted: 18-12-2021

**Dr. Asma Ayari**  
Assistant Professor,  
Department of Management  
and Marketing, University of  
Bahrain- P.O. Box 32038  
Sakhir University of Bahrain,  
Bahrain

**Noor AlSaffar**  
Department of Management  
and Marketing, University of  
Bahrain, P.O. Box 32038,  
Sakhir University of Bahrain,  
Bahrain

**Marwa Malik**  
Department of Management  
and Marketing, University of  
Bahrain, P.O. Box 32038,  
Sakhir University of Bahrain,  
Bahrain

**Hababa Khalil**  
Department of Management  
and Marketing, University of  
Bahrain, P.O. Box 32038,  
Sakhir University of Bahrain,  
Bahrain

**Corresponding Author:**  
**Dr. Asma Ayari**  
Assistant Professor,  
Department of Management  
and Marketing, University of  
Bahrain- P.O. Box 32038  
Sakhir University of Bahrain,  
Bahrain

## Work-life balance during the COVID-19 pandemic: Case of working Mothers

**Asma Ayari, Noor AlSaffar, Marwa Malik and Hababa Khalil**

### Abstract

**Purpose:** Given the reality that working mothers are finding it challenging to balance their work and life because of some challenges like ICT issues, role conflict, childcare responsibility and feeling isolated socially and professionally. The paper aims to explore the impact of remote working on working mothers and work-life balance in the Kingdom of Bahrain. This paper may help high executives and managers to implement strategies that supports new work arrangements.

**Question:** What is the impact of the remote working on working mothers and work life balance in the Bahraini public organization during the pandemic?

**Design\methodology:** A combination of quantitative and qualitative methodology used through an online questionnaire distributed to 30 working mothers in the Kingdom of Bahrain.

**Population:** Working mothers in the public sector.

**Findings:** Remote working during the Covid-19 has resulted in developing job performance and resulted in employee satisfaction when the right tools are available (e.g., computer), besides having more quality time with family members. At the same time working mothers shared that the ICT infrastructure was a challenge for them which impacted their remote working experience. The findings showed that working mothers felt socially and professionally isolated. The main problem that was created as a result of remote working was role conflict and childcare responsibility.

**Value:** The research paper aims to explore in depth the impact of remote working (working from home) on working mothers and work-life balance in the Kingdom of Bahrain.

**Keywords:** Work-life balance, remote working, work from home, working mothers

### 1. Introduction

In 2019 the world was swepted by a serious pandemic known as the Covid-19 pandemic, many people were affected and infected which caused many countries including the Kingdom of Bahrain, Civil service Bureau (CSB) delivered instructions on May 2020 to start working remotely to mitigate the fast spread of this virus. By end of May 2021, the total corona virus infected people were 28,758 based on world meters update (Bahrain COVID: 276,635 Cases and 1,393 Deaths - Worldometer, 2021) <sup>[35]</sup>. Most if not all employees experienced the new working conditions, and in some cases, it resulted in better job performance (Matli, 2020), employee satisfaction (Diab-Bahman and Al-Enzi, 2020) <sup>[10]</sup> and work-life balance (Matli, 2020). For instance, working mothers had the chance to stay more with their children, and they were able to do their work while attending to their kids, in addition to more quality time with kids which resulted in more productivity (Beno, 2021) <sup>[5]</sup>, and better time management (Nakrošienė, Bučiūnienė and Goštautaitė, 2019) <sup>[27]</sup>.

On the other hand, there were several challenges related to working mothers that they faced during the remote working in the pandemic. For example, increase of role conflict and domestic workload by doing her household and professional tasks at the same time (Ajibade *et al.* 2021) <sup>[1]</sup>, Pressure to perform timelessly and meet all the deadlines while doing other personal tasks (Matli, 2020) <sup>[24]</sup>, Poor ICT infrastructure especially if the working mother faces internet challenges, communication gap with her own colleagues and managers which might harden task completion (Matli, 2020) <sup>[24]</sup>, professional isolation as they would feel far away from their company (Diab-Bahman & Al-Enzi, 2020) <sup>[10]</sup>, social isolation where working mothers feel disconnected from other people (Hadjicharalambous *et al.* 2020) <sup>[9]</sup> and lastly home office constraints where her home is her office, nursery and living room (Ipsen, Veldhoven and Kirchner, 2021) <sup>[16]</sup>.

The aim of this research paper is to explore in depth the impact of remote working on the work-life balance, in the case of working mothers in the Kingdom of Bahrain.

The research will follow quantitative method by focusing on an online questionnaire on remotely working mothers in the public sector. 30 respondents answered the questionnaire. The results may encourage the public organizations to consider the remote work (WFH) as a policy for working mothers to result in better balance between the professional and personal life.

## 2. Literature Review

### 2.1 Remote working

The first references to the phenomenon of remote work in the source literature can be found already in 1983. The definition of remote work, as quoted by M.H. Olson, is as follows (Olson, 1983, p. 182) <sup>[28]</sup>: "remote work refers to organizational work that is performed outside the normal organizational confines of space and time".

Remote jobs allow the employee to work on their own time instead of having set office hours. There are many synonyms related to remote work. These are, among others: telework, telecommuting, work at home, home-work. These words are often used interchangeably, but it is important to know the possible differences between definitions (Kłopotek, M., 2017) <sup>[20]</sup>.

According to the European Commission report, telework is a work done for the employer or client using telecommunications and information technology, mainly in a place other than the traditional place of work (company seat; Kurkus-Rozowska, and Konarska, 30 2002).

Theoretically, telecommuting is also a kind of remote work. It is characterized by being made from home (Staples, 2001) <sup>[31]</sup>. Often interchanged with the term 'work at home' or 'home work (Hill *et al.*, 1996) <sup>[14]</sup>. In reference to the definition of 1999 (according to N.B. Fairweather) explained that telecommuting uses information and communication technologies to bring work to the worker (Madsen, 2011) <sup>[23]</sup>. A key issue in telecommuting is the management of employees who are located remotely from their manager (Staples, 2001) <sup>[31]</sup>.

On the other hand, the phrase "work from home" generally refers to a different kind of job. (Kłopotek, M., 2017) <sup>[20]</sup>. Working from home is beneficial for maintaining work-life balance and at the same time benefiting the organization in completing work. At the present time most organizations offer them a work from home option (De Tiroina, S. and Mahdani, S., 2021) <sup>[8]</sup>. By working from home employees can gain freedom of access to certain jobs, through less distraction from the office and have more communication time (Baruch, 2003) <sup>[4]</sup>.

Remote working is performing and practicing your job duties from a location other than the office. Unlike the traditional working locations, these locations may include employee's house, coffee shops, park, or any other place as long as the job is performed (Nilles, 1975). The concept of remote working was implemented many years ago however the term changed over the time where it started with telecommuting and now its virtual working, remote working and working from home (Gartner, 2021).

Adisa, Aiyenitaju and Adekoya (Adisa *et al.*, 2020) <sup>[32]</sup> defined remote working and remote employees based on the definition of Kirk and Belovics (2006). Indeed, they consider e-workers as a remote worker performing their jobs away from the actual office and workplace. They add that electronic media with little face-to-face contact with other employees in the same company facilitate the remote working (Adisa *et al.*, 2020) <sup>[32]</sup>.

The literature supports that there are advantages of remote working, but also highlights the disadvantages of

implementing remote working especially for working mothers (Nakrošienė *et al.*, 2019; Araujo *et al.*, 2015) <sup>[27]</sup>. Remote working is considered as an advantage for working mothers (Araujo *et al.*, 2015). Indeed, it helps to create more quality time between the mother and her family (Diab-Bahman *et al.*, 2020) <sup>[10]</sup>. However, working from home can cause role conflict where the working mother will have to perform her job duties while staying with her kids and doing other household tasks like cleaning the house, washing clothes, and doing the dishes (Adisa *et al.*, 2020) <sup>[32]</sup>.

Besides that, even though studies conducted by different research (Diab-Bahman *et al.*, 2020; Beño, 2021; Alaamer, 2021) <sup>[10]</sup> showed that remote working employee may have better time management because of working remotely. Employees working remotely may feel the pressure to overwork which can cause stress and depression (Malti, 2020; Diab-Bahman *et al.*, 2020) <sup>[10]</sup>. In fact, remote workers have the needs to prove themselves at the same time as adjusting to Covid-19 requirements and pressure (Malti, 2020).

According to Tagliaro and Migliore (2021), their study suggested a new name for remote working: Covid-working. They also discussed different aspect of how employees experienced Covid-working and in some cases resisted the change. The employees faced problems in adopting the new setting especially with the work stress (Beno, 2021) <sup>[5]</sup>. In addition, the Covid working in their study had advantages like higher productivity (Alaamer, 2021) and the worker flexibility related to self-determine his or her workplace and time (Diab-Bahman *et al.*, 2020) <sup>[10]</sup>.

However, with the lack of resources during the pandemic like technological infrastructure it was hard to perform work remotely besides work-family conflict (Beno, 2021) <sup>[5]</sup>. Thus, it was recommended to implement a multi-location work strategy which is a combination of physical work at the office and working from home (Tagliaro & Migliore, 2021).

### 2.2 Work- life balance (professional and personal life balance)

WLB is healthy balance that's meeting your deadlines at work while still having time for friends and interests and having enough time to sleep and eat properly with no worrying about work when you're at home (Andrea Gragnano *et al.* 2020) <sup>[3]</sup>. WLB is the state of balance where a person equally arranges the demands of one's job and the demands of one's own life (Peeters, *et al.* (2005) <sup>[29]</sup>. It's described as achieving a balance between employees' family or personal life and work lives (Jyothi and Jyothi 2012) <sup>[18]</sup>.

Also, the ability of every individual, regardless of gender, to coordinate work and family obligations successfully (Milkie, M., & Peltola, P. 1999) <sup>[26]</sup>. Studies (Greenhaus & Allen, 2011.; Kossek *et al.*, 2014) <sup>[12, 21]</sup> have found that, when parents manage to balance family and working life, they are more satisfied with their life, which positively impacts their mental and physical health (Haar *et al.*, 2014) <sup>[13]</sup>. The concept of work-life balance is built on the idea that work life and personal life complement each other in presenting perfection in one's life (Irawanto DW, Novianti KR, Roz K, 2021) <sup>[17]</sup>.

Work-life balance is a form of balance that occurs in a person's life where they do not forget their duties and obligations at work without having to neglect all aspects of their personal life. (McDonald & Bradley, 2005) stated that work-life balance is the level of satisfaction associated with multiple roles in a person's life. Meanwhile (Fisher, Bulger,

& Smith, 2009) <sup>[11]</sup> disclosed work life balance as an effort made by individuals to balance two or more roles that are undertaken.

When a person experiences a work-life balance in his life, it can be determined that the individual is very satisfied with the situation he is living in. (De Tiroina, S. and Mahdani, S., (2021)) <sup>[8]</sup>.

Therefor the main concern that work-family imbalance can lead to poor health and performance for individuals, families, and organizations (Kalliath, T., et.al, (2008). For most individuals, the most dominant areas of life are work and family. WLB is an individual's perception that work and non-work activities are compatible and can promote growth in accordance with the individual's current life priorities (Hosokawa *et al.*, 2021) <sup>[15]</sup>.

### 2.3 The technology and remote working

The efficiency of remote working is determined by the availability of the appropriate technical tools, such as a device on which you can carry out your responsibilities, such as a laptop, computer, tablet, or phone, as well as sufficient cabling. (Ipsen, C., *et al.*, 2021) <sup>[16]</sup>.

The most important tool of remote working is the technology, such as internet connection and devices (Beno, M., 2021) <sup>[5]</sup>. First the quality of the internet connection facilitates the communication and the interaction of the employee with the rest of the world and particularly with the company which can help him/her to achieve the tasks and the responsibilities (Malti, 2020). Well-equipped employees have the facilities to perform their job remotely (Beno, M., 2021) <sup>[5]</sup>.

Certainly, the primary facilitator for Remote working initiatives is technology. Technologies enable the essential aspects of Remote working: communication, collaboration, and organization (Allen *et al.*, 2015; Lopez-Leon, Forero, & Ruiz-Díaz, 2020) <sup>[2, 22]</sup>. Thus, Remote working technologies can be defined as technologies that facilitate the process of working from home, and particularly, in this case, technologies that are commonly used in the Covid-19 stimulated WFHs (Razif, Mohammad & *et al.* (2020) <sup>[30]</sup>. The advancement of Remote working technologies further pushes forward the opportunity for working from home, and the never-ending growth of these technologies would mean that in the future, working from home will be easier, more accessible, and more effective (Allen *et al.*, 2015) <sup>[2]</sup>.

Remote working is linked to the proliferation and advance of telecommunications technology. In the past, most office arrangements required employees to be physically present to perform their jobs. Today's permanently connected, instant-access environment has blurred the lines between the

physical office and the place where work is actually done. The workplace has become a digital environment, and employees are communicating and collaborating in different ways. (Beno, Michal 2018) <sup>[6]</sup>.

However, poor ICT infrastructure can cause the employees to stress out as their job is not being done due to external factors, they cannot control such as the government infrastructure, documents cannot be accessed outside the organization (Nakrošienė, *et al.*, 2019) <sup>[27]</sup>.

### 3. Methodology

The research method used to collect information from participants was a mixed methodology between a qualitative and quantitate method and specifically an online questionnaire. Data were collected from 30 working mothers in the Kingdom of Bahrain from different sectors like Education and financial sectors. The majority were 18-30 years old (40%) with 1 child (43.3%).

Each questionnaire took around 3-5 minutes to complete. All respondents were required to be working mothers who have children in care while working remotely during the Covid-19 pandemic.

The respondents were asked questions about their work-life coping arrangements that were available to them besides the areas of development and stressors they encountered when they worked remotely during the Covid-19 Pandemic. Besides that, personal and organizational details were asked which included their age, number of children, position, and place of work.

All the questions were written in English and Arabic to support full understanding of each question. Respondents had the chance to write on their preferred language. Answers that didn't comply with the respondent's conditions were deleted (e.g., if the respondent didn't work remotely).

A combination of multiple choice, yes/no questions, interval questions and open questions were included in the online questionnaire to measure some aspects relegated to work-life balance during the Covid-19 pandemic.

### 4. Findings

#### 4.1 Personal and organizational details

In order to measure the personal and organizational details, questions about age, number of children, position, workplace and if they were a first timer to work remotely.

The majority of respondents' age was 31- 40 years only which was 46.7% and 40% of them were 18-30 years old. The lowest age percentage was 3.3% for ages of 51 and more.

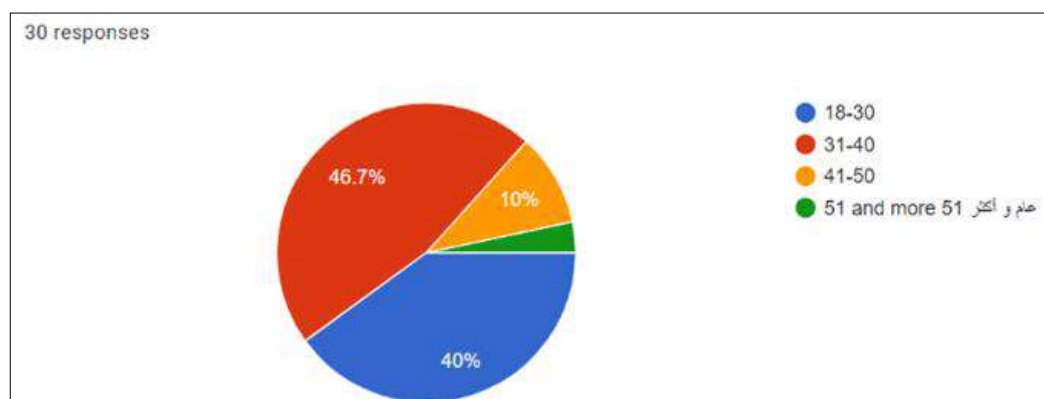


Fig 1: Age

90% of respondents were married with children. 43.3% had one child while 36.7% had 2 children and 20% had 3

children. No data were collected for working mothers with 4 and more children.

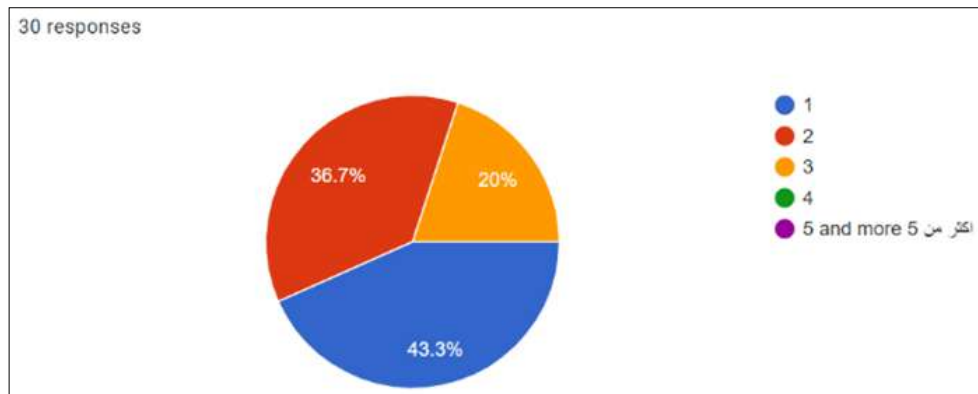


Fig 2: Number of Kids

Data were collected from working mothers working in different sectors that included education, financial, banking and marketing sectors. Some of them were in managerial level with titles like: Acting manager at an insurance company, Director at a financial institute and manager in an educational institute. Others were teachers, admin employees, customer service employees and secretaries. 96.7% of respondents answered that remote working during the Covid-19 pandemic was their first experience while only 3.3% of respondents admitted that it was not their first experience to work remotely.

#### 4.2 Work-life coping arrangements in the Kingdom of Bahrain

Multiple choices questions and Yes/No questions were asked to participants to measure the working hours, challenges during the remote working and availability of suitable workplace.

The majority of respondents (46.7%) worked 0-6 hours a day when working remotely during the Covid-19 pandemic. And only 6.7% worked more than 15 hours a day.

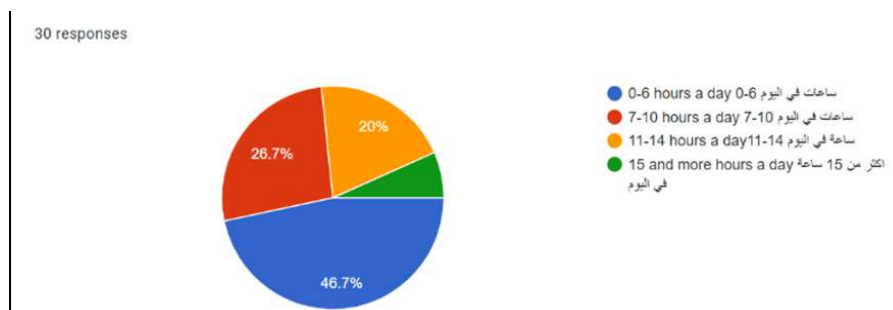


Fig 3: How many hours do you work from home during the COVID-19 pandemic?

76.6% of respondents admitted that their company have provided them with the necessary equipment to perform their remote working which included computers and the required files. However, the issue may raise with some

challenges. As 43.3% of respondents had internet connections issues and problems in getting the information needed. While the main problem was getting the childcare for their kids in house which scored 76.6%.

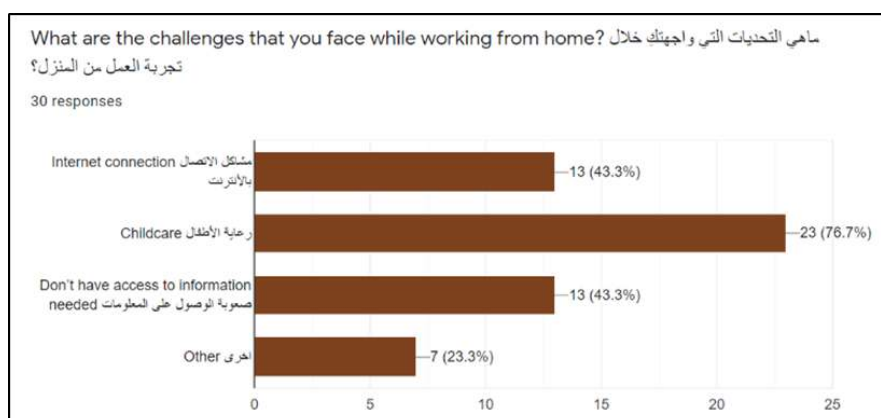


Fig 4: What are the challenge that you face while working from home?

Still, 76% of participants confirmed that they have a suitable place to perform their work from home.





Fig 5: Do you have a suitable workspace?

#### 4.3 Areas of development and stressors

An interval question was part of the questionnaire, where participants had to rate a set of statements by choosing to agree, disagree and not applicable.

Out of 30 respondents, 20 working mothers confirmed that they have developed their performance during the remote working and Covid-19 pandemic while 5 agreed that their performance dropped due to the new work settings. 14 respondents felt isolated from their work colleagues but still others agreed that they didn't feel isolated due to the regular virtual meetings.

Majority of respondents agreed that they spent quality time with their family however it was still hard for them to perform with work duties when their children are there.

Due to the new work from home settings, 19 participants took the time and developed their time management skills. On the other hands, they encountered (Role conflict) as they had to do many jobs at the same time some of them were their work duties and other were house chores.

The majority thought of the remote working as a nice new experience but still they prefer to work at the office.

Lack of Technological knowledge was not an issue for participants as the majority disagreed with the following statement "I couldn't perform well because of my limited knowledge about technology".

Participants added and said:

"With help and childcare support, work from home could be easy and fun"

"It was a different experience and I have gained a lot of knowledge in technology"

"Working from office is more efficient. I like the flexibility in working from home"

"Work from home has balanced our personal and professional life, and contributed to more flexibility to manage the house and children which therefore helped to lessen the pressure"

Which supports the idea of work from home and emphasize on the work-life balance.

On the other hands, other respondents shared the below:

"it would be a good experience if it was limited with specific working hours"

"it was a good experience, but I don't rather do it again"

"Working from the office is better to me because I can put my 100% focus on my work, while at home I multitask with my son which is challenging"

These statements represent the views and experience of respondents. This shows that long working hours and role

conflict plays an important role in impacting the work-life balance when working remotely.

## 5. Discussion

### 5.1 Develop work performance

According to an empirical study in South Africa, employees during the remote working setting spend long hours working to maintain good commitment to work and show good productivity (Matli, 2020) [24] this resulted in employees developing their performance which came in line with our findings where participants felt that they have developed their performance. However, the results didn't show that many respondents were working for long hours.

### 5.2 Employee satisfaction and quality time

According to an empirical study in Britain (Adisa *et al.*, 2014), when a working mother is close to her family it creates a sense of satisfaction as she develops quality time when spending time with her family, regardless of the nature/conditions of work. This supports our findings as 25 out of 30 respondents agreed on the following statement "I had quality time with my family during the Covid-19 pandemic". Besides that, the participants confirmed and agreed on "it was a nice experience" which reflects on their satisfaction.

### 5.3 ICT infrastructure

As previous researchers (Adisa *et al.*, 2014) (Perry *et al.* 2018) confirm that ICT infrastructure that include internet connection plays a vital role in the effectiveness of remote working during the Covid-19 pandemic. The results of the effect of internet connection in our research paper were confirmed and supported by another research paper that discussed the impact of work-life balance and remote working during the pandemic in South Africa (Matli, 2020) [24]. Both results confirmed that internet connection is important to perform an effective remote work experience as most duties and tasks are done online. Participants in our current study faced some challenges in the internet connection while working which hindered their remote work experience, and another research study in Italy confirmed the same (Tagliaro *et al.* 2020) where they expressed the need to improve the Wi-Fi connection at home to perform better and reduce stress.

### 5.4 Professional and social isolation

An empirical study in Kuwait (Diab Bahman & AlEnzi,

2020)<sup>[10]</sup> showed that employees felt that they don't know what is happening in the organization and thus felt left out. Supportably, our findings resulted those participants felt socially and professionally isolated from their colleagues and managers as a result of quarantine and new work from home settings.

### 5.5 Suitability of workplace

Research paper that focused on the same topic gathered information that concludes that many employees find it challenging to work at home (Tagliaro & Migliore, 2020). And others commented that they have the need to create an isolated workspace from their house to perform their work duties (Tagliaro & Migliore, 2020). However, our findings showed that 76.6% respondents confirmed that they have a suitable workplace at home which showed the opposite of what other authors have concluded.

### 5.6 Role conflict and childcare

Results from a study in the UK, showed that participants described their experience as a rollercoaster as a result of their role conflict and taking care of their younger kids (Adisa *et al.* 2020)<sup>[32]</sup>. Where the more kids there are, the more it creates stress to the working mother. Supportably, in our findings participants encountered role conflict as they had to do many household tasks in addition to their professional tasks. Some of the household tasks was taking care of her children while working.

## 6. Theoretical Implications

This research helps to improve the literature review related to the work-life balance of working mother particularly during crisis. It also gives insights about the different coping strategies related to the crisis management.

The research study confirmed the literature in most parts which showed that work life balance resulted in better productivity and job satisfaction with the availability of ICT tools. It also confirmed that it caused role conflict and professional/ social isolation.

On the other hand, the research in the Bahraini context showed opposite of what was found in the literature review part in relation to the availability of suitable workplace inside the houses. Where our findings showed that the majority found a suitable workplace area (e.g., office) inside their houses.

## 7. Practical Implications

The research indicated that the quality of the work delivered can be affected directly by Remote working and the factors that along with it such as (ICT infrastructure, work atmosphere, number of kids, relationship with colleagues) that are clarified in the *Findings*, and it had a positive impact on the majority of the respondents.

**Implication 1:** *Effective Remote working can enhance the employees job performance.* With the right tools (to be provided by the company) and a healthy environment where the employee will not feel left out of the team if they worked remotely, the overall performance can be developed as they are not stressed about having to perform the job from a specific place.

**Implication 2:** *Public and Private companies need to have a policy to support remote working for mothers.* Companies

should have a policy where working mothers have the option to choose whether to perform the tasks from the office or home if the tasks can be delivered remotely as the more stable and happier, they are in their personal life, they will achieve more in the work field.

**Implication 3:** *Employee satisfaction can result in achieving the company goals.* Evidence suggests the better the employee feels about their job, the better they perform in achieving the company goals and will work harder to accomplish the required tasks. The satisfaction can happen if the company is being flexible which will result in delivering the work from office or elsewhere, this will help the employee to spend more time with family, friends and to have time for personal errands. All the mentioned points will show the employee that the company do appreciate them and can be understanding with situations that require the employee to work remotely.

Overall, the results of study will contribute to help the human resource management departments of Bahrain Public and Private sector through setting up policies and systems for working from home as applicable to their organizations and employees that can help them to motivate employee to perform effectually to meet the organizational objectives.

Bahrain Public and Private sector should consider developing strategies and practices to manage the remote working to be able to embrace changes in all cases, especially during crises and pandemics to tackle the current and future needs of organization that will reflected on their job performance and satisfaction of employees.

## 8. Limitations

In the midst of the Covid-19 Pandemic, this study presents empirical evidence of employee perceptions about working from home. Despite the negative feelings connected with seeing a pandemic, employees reported an increase in productivity and hinted that they had reached a state of work-life integration. As with most research undertaken, it had few limitations to be considered in future studies.

Because the representative sample is so limited. However, considering the pace with which the survey was created and distributed, it may potentially be replicated and expanded to assure sample diversity and gender balance. Due to the limited sample group, it is recommended that longitudinal research will be beneficial in tracking how remote working experiences evolve as the Covid-19 pandemic continues so the future studies can benefit from a larger sample size in order to provide a more accurate image.

## 9. Conclusions

To conclude, our findings showed that remote working has impacted working mothers positively in some ways like their job performance, job satisfaction and spending quality time with family members. However, there are some elements that needs to be taken into consideration when implementing the remote working for working mothers. These include the ICT infrastructure as internet is vital to accomplish a successful work from home experience. The second challenge is feeling left out and isolated. Lastly is the role conflict and childcare responsibility.

As remote work demands increased, Public and Private sectors need to develop flexible strategies to support remote working for mothers which could lead to employee satisfaction and result in achieving the company goals by balancing professionally and personally.

## 10. References

1. Ajibade Adisa T, Aiyenitaju O, David Adekoya O. The work–family balance of British working women during the COVID-19 pandemic, 2021. [online] Available at: <<https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/JWAM-07-2020-0036/full/pdf?title=the-workfamily-balance-of-british-working-women-during-the-covid-19-pandemic>> [Accessed 27 December 2021].
2. Allen TD, Golden TD, Shockley KM. How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*. 2015;16(2):40-68. <https://doi.org/10.1177/1529100615593273>
3. Andrea Gragnano, Silvia Simbula, Massimo Miglioretti. *Int J Environ Res Public Health*. 2020 Feb;17(3):907. Published online 2020 Feb 1. doi: 10.3390/ijerph17030907
4. Baruch Y. The status of research on teleworking and an agenda for future research. *International Journal of Management Reviews*. 2003;3(2):113-129.
5. Beno M. The Advantages and Disadvantages of E-working: An Examination using an ALDINE Analysis, 2021. [online] Available at: <[https://www.researchgate.net/publication/350976772\\_The\\_Advantages\\_and\\_Disadvantages\\_of\\_E-working\\_An\\_Examination\\_using\\_an\\_ALDINE\\_Analysis](https://www.researchgate.net/publication/350976772_The_Advantages_and_Disadvantages_of_E-working_An_Examination_using_an_ALDINE_Analysis)> [Accessed 1 April 2021].
6. Beno Michal. “Transformation of Human Labour from Stone Age to Information Age.” *Lecture Notes in Computer Science*, 2018, 205-216. doi:10.1007/978-3-319-97163-6\_17.
7. Chiara Tagliaro, Alessandra Migliore. “Covid-working”: what to keep and what to leave? Evidence from an Italian company, 2021. Available at: <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/JCRE-10-2020-0053/full/pdf?title=covid-working-what-to-keep-and-what-to-leave-evidence-from-an-italian-company>
8. De Tiroina S, Mahdani S. The Effect Of Work From Home During The Covid-19 Pandemic On Work-Life Balance And Its Impact On Employee Performance Ofaceh Communication, Informatics And Encoding Office, 2021.
9. Demetris Hadjicharalambous, Despoina Athanasiadi-Charchanti, Loucia Demetriou. The Impact of the Covid-19 Social Isolation Measures on the Resilience and Quality of Life of Working Mothers. *Social Education Research*, 2020, pp.41-51.
10. Diab-Bahman R, Al-Enzi A. The impact of COVID-19 pandemic on conventional work settings, 2020. [online] Available at: <<https://www.emerald.com/insight/content/doi/10.1108/IJSSP-07-2020-0262/full/html>> [Accessed 30 September 2020].
11. Fisher GG, Bulger CA, Smith CS. Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*. 2009;14(4):441-456. <https://doi.org/10.1037/a0016737>
12. Greenhaus J, Allen T. Work-family balance: A review and extension of the literature. In J. C. Quick and L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd edition). Washington, DC: American Psychological Association, 2011.
13. Haar JM, Russo M, Suñe A, Ollier-Malaterre A. Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 2014;85(3):361-373. <https://doi.org/10.1016/j.jvb.2014.08.010>
14. Hill EJ, Hawkins AJ, Miller BC. Work and family in the virtual office: Perceived influences of mobile telework. *Family relations*, 1996.
15. Hosokawa R, Katsura T. Maternal Work–Life Balance and Children’s Social Adjustment: The Mediating Role of Perceived Stress and Parenting Practices. *Int. J. Environ. Res. Public Health*. 2021;18:6924. <https://doi.org/10.3390/ijerph18136924>
16. Ipsen C, Veldhoven M, Kirchner K. Six Key Advantages and Disadvantages of Working from Home in Europe during COVID-19, 2021. [online] Available at: <<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7917590/>> [Accessed 1 February 2021].
17. Irawanto DW, Novianti KR, Roz K. Work from Home: Measuring Satisfaction between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia. *Economies*. 2021;9(3):96. <https://doi.org/10.3390/economies9030096>
18. Jyothi Sree V, Jyothi P. Assessing Work-Life Balance: From Emotional Intelligence and Role Efficacy of Career Women. *Advances in Management*. 2012;5:332.
19. Kalliath T, Brough P. (). Work–life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*. 2008;14(3):323-327. doi:10.5172/jmo.837.14.3.323
20. Kłopotek M. The advantages and disadvantages of remote working from the perspective of young employees. *Organizacja i Zarządzanie: kwartalnik naukowy*, 2017.
21. Kossek EE, Baltes BB, Matthews RA. How work-family research can finally have an impact in the workplace. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 2011;4:352-369.
22. Lopez-Leon S, Forero D, Ruiz-Díaz P. Twelve Tips for Working from Home, 2020. <https://doi.org/10.35542/osf.io/yndeg>.
23. Madsen SR. The Benefits, Challenges, and Implication of Teleworking: A Literature Review. *Journal of Culture and Religion*, 2011, 1.
24. Matli W. The changing work landscape as a result of the Covid-19 pandemic: insights from remote workers life situations in South Africa, 2020. [online] Available at: <<https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/IJSP-08-2020-0386/full/html>> [Accessed 20 November 2020].
25. McDonald P, Bradley LM. The Case for Work-Life Balance: Closing the Gap between Policy and Practice. Australia: Hudson Global Resources (Aust.) Pty Limited, 2005.
26. Milkie M, Peltola P. Playing the roles: Gender and the work family balancing act. *Journal of Marriage and the Family*. 1999;61:476-490.
27. Nakrošienė A, Bučiūnienė I, Goštautaitė B. Working from home: characteristics and outcomes of telework,

2019. [online] Available at: <<https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/IJ-M-07-2017-0172/full/html>> [Accessed 11 January 2019].
28. Olson MH. Remote office work: changing work patterns in space and time. *Communications of the ACM*. 1983;26:3.
  29. Peeters MCW, Montgomery Anthony, Schaufeli Wilmar. Balancing Work and Home: How Job and Home Demands Are Related to Burnout. *International Journal of Stress Management*. 2005;12:43. 10.1037/1072-5245.12.1.43. PMCID: PMC7037206
  30. Razif Mohammad, Miraja Bobby, Persada Satria, Nadlifatin Reny, Belgiawan Prawira, Redi, *et al*. Entrepreneurship and Sustainability Issues. 2020;8:795-808. 10.9770/jesi.2020.8.1(53).
  31. Staples DS. A study of remote workers and their differences from non-remote 19 workers. *Journal of Organizational and End User Computing*. 2001;13:2.
  32. Toyin Ajibade Adisa, Opeoluwa Aiyenitaju, Olatunji David Adekoya. The work–family balance of British working women during the COVID-19 pandemic, 2020. Available at: <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/JW-AM-07-2020-0036/full/pdf?title=the-workfamily-balance-of-british-working-women-during-the-covid-19-pandemic>
  33. Veinott ES, Olson J, Olson GM, Fu X. Video helps remote work: Speakers who need to negotiate common ground benefit from seeing each other. In *Proceedings of the SIGCHI conference on Human Factors in Computing Systems*, ACM, 1999.
  34. Work–Life Balance: Weighing the Importance of Work–Family and Work–Health Balance.
  35. Worldometers.info. *Bahrain COVID: 276,635 Cases and 1,393 Deaths – World meter*, 2021. [online] Available at: <<https://www.worldometers.info/coronavirus/country/bahrain/>> [Accessed 27 October 2021].