
Technology Assisted Supplemental Work, Work Life Enrichment and Work-Family Conflict: The Moderating Role of Time Management

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ABSTRACT

Keywords:

Technological Assisted Supplemental
Work
Work Life Enrichment
Family Conflict

This study investigated the Technological Assisted Supplemental Work (TASW) on the Work Family Conflict (WFC) and the Work Life Enrichment (WLE) with the moderating role of Time Management Skills (TMS). It reflects on how an individual is using the technological devices to communicate in their daily work routine to manage the workload, and how it is affecting an individual's life positively or negatively at work and at home. This study was conducted on 300 employees of software houses. Convenience based sampling technique had been used because employees in the software house who use technology-assisted work and work from home. There is a direct positive relationship between Technology Assisted Supplemental Work and Work Life Enrichment. Also, there is a direct positive relationship between Technology Assisted Supplemental Work and Work Family Conflict. It was also found that Time Management Skills moderate the relationship between Technology Assisted Supplemental Work and Work Life Enrichment but it does not moderate the relationship between Technology Assisted Supplemental Work and Work Family Conflict. Managers need to understand the importance of the balance between work and family and recognize that technology can deteriorate personal relationships instead of harmonizing them. Thus, there needs to be a balance of HR policies for this mandate where people have to work from home additionally. This study has contributed in the literature of Technology Assisted Supplemental Work and Work Family Conflict and Work Life Enrichment as there has been no study conducted on software house employees along with the moderating role of Time Management Skills.

INTRODUCTION

Technology has become unescapable, especially in the times of pandemic. Work and life are intertwined through technology in contemporary world (Diaz et al., 2011). Organizations intensify workload of current employees during recession (Giunchi et al., 2016). In such circumstances, People who have a job, work more as they are scared of job loss. Therefore, people work off working hours through

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technology to suffice. The compulsive behavior of messaging and checking emails have become widespread since the advent of digital devices (smartphones, tablets, and laptops). Recently, research introduced the concept of technology-assisted supplemental work (TASW), performed during non-work time through technologies like mobile, internet, tablets and computers (Nixon & Spector, 2014).

There are two types of people, first who does not want to mix their professional and personal life together and second one those who can easily manage their office work from home (Townsend & Batchelor, 2005). According to Wong and Ko (2009), the attention is increasing day by day with the issues of work-life balance and also the awareness is gradually enhancing in different industries through technological influences for the betterment of balancing work and life. The demands of the family create stress and changes in role behaviours. Research identified that whenever the in-role behaviours are changing and working hours are extensive, it creates mood swings, stress and fatigue, which ultimately gives a negative impact on family members and destroys relationships (Dierdorff & Ellington, 2008).

Greenhaus et al. (2006) studied that technology effects work family conflict. They described as a role to which it improves the life of an individual and opposes work life conflict. The use of technology by working additional hours from home can do much better in an employee's job by giving an indication of readiness to move little more forward in their organization. Golden and Geisler, (2007) studied the usage of communication technologies for work after some average working hours are linked to work-family conflict.

Technology has the capability to influence that how people carry out their everyday lives and how it decreases their workload. This consists of how they accomplish their duty from home and at work. By availing the modern up-to-date technology, it can assist them smoothly and expand worker's efficiency if organize appropriately. Technology that supports self-operating activities will assist in minimizing the workload for workers, discharging them to work on their other tasks and goals. Modern computer software packages and programs may help to assemble and examine the information that would usually leave unutilized and would take much time to decide and conclude. Modern technology may also help to enhance work operations and raise productivity for both the workforce and business (Fenner & Renn, 2010).

According to Marsick et al. (2002), technology has affected career development in different ways. As Tippins (2002), discussed the use of technology, that it has enhanced individual development through

different approaches such as (a) online tools (b) posting of jobs worldwide (for a particular job different competency models and self-assessments are required) (c) individual characteristics that are based on interactive training and online work stimulation (d) design learning objectives created by software programs. Again, the benefits of technology in organizational development are based upon speed, flexibility, and sophistication and well-programmed website which are operated by thousands of employees. Software combined with user friendliness, and training can bring tremendous results.

According to Poole and Denny (2001), vast innovation and changes in the technology has changed the dynamics of working in an organization to compete with competitors. This change affected every individual working in an organization to work efficiently and effectively. Especially those who are associated with high technology, their employees have to be smart and efficient to handle those technological devices. According to Brillhart (2004), this change in an organization is due to the innovation in the production technology. According to Kupersmith (2006), it is not easy to adjust themselves with the change in the technology, some people are able to adjust themselves rapidly where some people have trouble to accept the change. According to Ennis (2005), in situations where employee is not able to accept the change, it becomes stressful for him/her that is known as Techno stress.

Diaz et al. (2012) highlighted the advantages of technology; interaction, collaboration, work simplification, social connection, flexibility, jobs satisfaction and productivity. While Derks et al. (2014) debated having techno stress and dissatisfaction as a negative consequence of smartphones and digital devices. TASW is also associated with information overload and loss of control over information.

Researchers of TASW, found that technology users struggle to maintain balance between work and personal life. Recently, a lot of literature has focused on TASW and the wellbeing of individuals. Few studies showed that the spillover of work in personal life may increase stress, hamper recovery, and lead to work-family conflict (Derks & Bakker, 2014; Derks et al., 2015). While other studies showed positive impact of mobile phones on work-family balance in terms of flexi time. More than half of the respondents believed that the mobile helps them to work life balance (Wajcman et al., 2008). Therefore, the issue is still open if the impact of TASW on work-family balance is positive or negative (Fenner and Renn, 2004; Derks et al., 2015).

As technology crossed personal and work domains, it has increased the need to examine how technology impacts work and personal outcomes. It is evident that smart phones and tablets have equipped

individuals to balance tasks in working as well as non-working hours, which go beyond the traditional organizational boundaries. The blurring of boundaries between work and personal life has created the need to research the effects of technology on work life enrichment and work life conflict.

Supportive supervisors with work and family responsibilities encourage workers to attain proper work/life balance and create psychologically healthy work environments where employees prosper and perform better (Russo et al., 2018). This study has built upon prior research on work life enrichment and conflict by Haeger and Lingham, (2014), and Technologically Assisted Supplemental Work (TASW) by Ragsdale and Hoover (2016) and combined works of Stokes (2019).

Fujimoto et al. (2016) studied the implications of work engagement and emotional exhaustion experienced due to the use of mobile phones. Kotecha et al. (2014) focused on technology-assisted supplemental work (TASW) and researched whether technology help or hinder work-life balance. They researched the repercussions of work and family spillover and indicated that negative spillover causes health-related issues. They highlighted that organizations observe the off-working hour activities of their employees to protect them from burnout. Employees anticipate assistance from their employers for balancing work and life activities (Christiana & Rajan, 2014). Knowledge of work and life preferences of employees can guide employers to concentrate on strategies to improve productivity and balance healthy work/life environments (Polkowska, 2016).

The purpose of the study is to identify that why it is important for an employee to understand the usage of technology with their work life and to see the impact of technology on an employee's professional and personal life. This study aims to investigate how Technological Assisted Supplemental Work (TASW) affect the Work Family Conflicts (WFC), and Work Enrichment (WE) and how employee change their strategies to cope up with the change in the technology in an organization. This study will help employees to have a balance in personal and professional life that change due to innovation of technology at their workplace to avoid work family conflict. It gives an impact on time management of an employee that how an employee effectively manages their time with the use of technology, more over how technology is going to be useful with work and personal life. This study will help an employee to understand the technological change in organization and effectively deal with it and change their strategies for reducing their workload.

LITERATURE REVIEW

The process of pressure and demands between work and family domain is known as the work-family interface. Work-Family Conflict (WFC) and Work Life-Enrichment (WLE) are two facets used to describe this process (Bakker et al., 2011; Ghislieri et al., 2011; Russo & Buonocore, 2012). The relationship between TASW, Work-Family Conflict (WFC) and Work Life-Enrichment (WLE) is based on the role theory (Merton, 1957). This research has used the role conflict theory between TASW, WFC and WLE (Derks & Bakker, 2014).

Work Family Conflicts (WFC)

Work-Family conflict (WFC) is defined as a form of inter-role conflict in which there is incompatibility between the roles from the work and family domains. Participation in the work and family roles becomes difficult especially if the incompatibility of role demands come from time pressure, work pressure or behavioral demands. According to Diaz et al. (2012); Karr-Wisniewski et al. (2010); Mano and Mesch (2010), Reinke et al. (2014), Tarafdar et al. (2010), work family conflict occurs when there is no balance and it forces a person to place work demand over family demands or vice versa. Another reason for work family conflict can be bringing of work situation into family life that affects work performance. Moreover, technology load has brought numerous undesirable outcomes, such as increasing of stress level, and lower productivity. Work-family conflict has become a challenge for the modern society, as it interferes with family responsibilities (Glavin & Schieman, 2012). Work-family conflict is growing because of the spread of technology which has blurred the boundaries of work and the pace of our daily life. This is so because the mobile phones and laptops keep individuals constantly connected to work and family (Kossek, 2016).

As Boswell and Olson-Buchanan, (2007); D'Arcy et al. (2014); Derks and Bakker (2014), Fenner and Renn, (2010) studied that work family conflict is a form conflict in which the pressure of work and family domain are not compatible with each other. Even the availability of the technology like checking of email while vacationing can also be a reason of work family conflict. Tarafdar et al. (2008) identified that work family conflict like overload of technology, which may decrease many social interactions between families. These decreased interactions tend to have higher level of work family conflict because employees may come home stressed with fewer interpersonal experiences.

Work Life Enrichment (WLE)

Work-life enrichment is defined as the experiences in family and work roles, which improve the quality of life (Greenhaus & Powell, 2006). Enrichment between work and family include five categories, 1. Skills and perspectives; 2. Psychological and physical resources; 3. Flexibility; 4. Social capital; 5. Material resources. Many antecedents have been researched with respect to work life enrichment; social support, job characteristics, flexibility (Hill et al. 2007), personality factors.

The benefit that come from different roles is known as work life enrichment. A study conducted by McNall et al. (2009) and McNall et al. (2010) reported that if one has positive gains in family role as well as in work role, then it means that person has work-life enrichment and this leads to job and family satisfaction and better physical and mental health.

Striking a balance between work and personal life is not about restricting the roles an individual can play. Researchers suggest examining situations in which work and personal life roles can be constructive rather than destructive (Greenhaus & Powell, 2006). Applying the conceptual framework on work-life enrichment of Carlson et al. (2006), work-life development can be understood as an instrumental resource (knowledge, skills, abilities achieved on the job) that can benefit the personal life also. Work-life affect occurs when job roles help an individual's positive emotional state in personal life. The psychosocial resources achieved on the job role (such as accomplishment self-fulfillment and self-esteem) can enhance an individual's performance in personal life also.

According to Eby et al., (2005), work life enrichment has an impact on employee's attitude, their behavior and on organizations effectiveness. This has helped organizations to introduce manage their competing demands of family and work life along with being productive at work place. Focusing more on Work Life Enrichment (WLE) will help the employees to redesign their jobs that will provide more characteristics about their jobs, providing flexible timings, providing social support that will bring friendly organizational culture. According to Kopelman et al. (2006); technology has shown positive impact on office job which results that job satisfaction, commitment and involvement in organization. Developing time management skills at work will help the employee attain work enrichment. Research has also investigated relationships between work-life enrichment and work and non-work outcomes. McNall et al. (2010) conducted the Meta-analysis on Work Life Enrichment and noted significant relationships between work-life enrichment, job satisfaction and affective commitment. Also, significant

results were found in the study conducted by Carlson et al. (2011) with respect to work-life enrichment and supervisor ratings of job performance.

Time Management Skills (TMS)

Time Management needs the investment of time to arrange and organize oneself. However once done, an individual will notice that with minor changes, the day, the week and the month will fall in an orderly style with time for everything one wishes to try to do (Claessens et al., 2009). According to Peter, (2002) time management skills are not regarding more matters completed within a day. Time Management is the ability to determine what is necessary in one's life each at work, at home and even in a personal life. Time is that quality of nature that keeps all activities from doing quickly. To manage some time, one need to go through time overview and estimate the way the time is being spent. Effective time management is the key to excessive performance levels. Effective time management that solely affects the productivity of the workers, however additionally helps to elevate depression, pressure and tension with efficiency that keeps a fit and healthy setup of work-life balance.

Training in time management is one of the foremost positive tools to boost the development of the team. According to Claessens et al. (2009) time management could be a technique to extend work performance effectiveness. Time management is perhaps not as simple as it is expected and imagined. Hence, authors differ in way in which they outline time management. As suggested by Nielson and Randall (2009) time management is a method by which an individual will be able to achieve goals that will modify himself to be effective in his job and career.

Technology Assisted Supplemental Work (TASW)

As defined by Fenner and Renn, (2004) TASW is a vast structure of division of work where complete personnel roles can be performed at home after performing full time job at office and giving extra time at home. Experts, professionals, and specialists normally carry it out who understand that work cannot be accomplished in an ordinary workplace. As studied by Staples, (2001). TASW maybe a dispersed work that is done by all the employees who are isolated from a conventional working environment and their supervisor.

TASW is carried out by skilled workers and is supplemental in nature. TASW is conducted at home using cell phones, computers and Tablets. It is a remote work arrangement for employees who are

physically dispersed from traditional workplace (Fenner and Renn, 2010). TASW is different from telecommuting in the sense that TASW is supplemental and is based on employee's discretion while telecommuting is not supplemental and is covered by a formal contract. TASW is not organizational citizenship behavior discretionary because it is in-role behavior and is not based on philanthropic motives. In short, TASW is discretionary work performed by employees at home after regular office hours. It does not have any compensation and is not part of a formal contract. Lastly, it is performed using information technology and internet (Fenner and Renn, 2010).

Technology Assisted Supplemental Work (TASW) and Work Family Conflicts (WFC)

Work family conflicts are usually an outcome of incompatible demands between family and work responsibilities stemming from time and task pressures. Working extra hours from home after regular working hours can create negative spillovers in home life. This negativity may create irritation, fatigue, due to working extra hours after office especially when it interferes with family relationships. A study was conducted by Frone et al (1992) found that workload and responsibilities affect job stress and Work Family Conflicts. Further, a study conducted by Ford et al (2007) found that working extra hours increase Work Family Conflicts. TASW increases Work Family Conflicts due to working extra hours from home. Continuous concentration on work at home means ignoring family needs and expectations. A study conducted by Boswell and Olson-Buchanan (2007) investigated the use of technology to perform job-related activities after office hours. They identified work ambition and job involvement as predictors of Work Family Conflicts due to use of Technology after work hours. Fenner and Renn, (2010) found that perceived usefulness of technology and psychological climate were positively related to TASW. They also found that TASW was positively related to Work Family Conflicts. Further time management moderated this relationship. Thus, our first hypothesis is;

H1. There is a direct association between Technological Assisted Supplemental Work (TASW) and Work Family Conflicts (WFC)

Technology Assisted Supplemental Work (TASW), Time Management Skills(TMS) and Work Family Conflicts (WFC)

Time management skills include setting goals, setting priorities, scheduling and planning activities and a preference for organizational goals. Employees who are good at time management skills tend to achieve goals within deadlines and use time efficiently. They constantly monitor time and engage in

strategies to improve time management skills. They tend to achieve many goals within the allocated time and therefore are ambitious (Golden, Veiga, & Simsek, 2006).

WFC is a result of depression with unexpected demands of work and responsibilities of family based on pressure of time and in role behaviors. When work is performed from home; this causes irritability and ultimately conflicts within the family. Often people have negative moods at home, which destroys their family life. Workplaces have their structural routine practices to manage according to time. As per Kaufman-Scarborough (2006), organizations maintain their time schedule to maintain their organizational work. According to Tietze and Musson (2002) some employees keep home and work separate but many workers are not able to separate their work and home life separately therefore technology supplements their work schedules and help them manage their time as well.

Crain et al. (2014) extended the Conservation of Resource (COR) theory to examine the implications of Work Family Conflict, supportive behaviors from families and supervisors and sleep to associated Work Family Conflict as a stressor that affects sleep quality. According to Green and Skinner's, (2005) study, workers need to cope up with their work efficiently and effectively managing their time in order to balance their personal and professional life. Their study also found that there is an important relationship between work and family and if time is not managed effectively, it will create work and family conflicts. Using time management skills effectively while working at home using technology can reduce the impact of TASW on Work Family Conflicts. An effective manager knows how to deal with tasks within and after work hours using technology that does not harm family domain. TASW can also lead to being involved in time wasting activities online instead of productively working on achieving work targets. Therefore, a skilled manager performs TASW productively and manages both extra working hours from home and family commitments effectively (Fenner and Renn, 2010). Thus, our second hypothesis is;

H2: Time Management Skills (TMS) moderates the relationship between Technological Assisted Supplemental Work (TASW) and Work Family Conflicts (WFC)

Technology Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)

The work environment has seen shifts in work and life domain due to technological advancements. Employees now need to manage their personal and professional lives better using TASW. As employees meet the constant demands of work and personal life on daily basis, boundaries of both the domains

have become blur. Due to technologies, individuals can attempt to manage both these domains. Even the structure of work and tasks have shifted drastically due to development of internet (Lewis, Gambles, & Rapoport, 2007). Work life enrichment is affected by Technology use and according to Kossek and Lambert (2008), research should be conducted on relationship between work and life to recreate boundaries between the two domains. Both these domains have become complex due to the involvement of technology and human. The quality of life is definitely affected due to the changing technology. It has become difficult to integrate or balance both work and personal life paradigms. Few researches have focused on TASW and its impact on work and life (Dorrestijn & Verbeek 2013; Haeger & Lingham, 2014).

Currie and Eveline (2011) found that as technology has shifted these two domains, commitments increased inducing employees to work after office hours. Thus, instead of recreating boundaries, employees must be able to manage their personal life as well as work life after office hours. This is to say; how can they enhance the quality of life by managing these two domains using technology. Work and life demands have become fused through technology and equilibrium is required to bring enrichment in life. Little research has been conducted on how technology impacts work and personal life therefore this research has tried to identify the link between TASW and Work life Enrichment. Thus, our third hypothesis is;

H3. There is a direct association between Technological Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)

Technology Assisted Supplemental Work (TASW), Time Management Skills (TMS) and Work Life Enrichment (WLE)

Derks and Bakker (2014) identified that new technology has resulted in non-schedule work. According to Fenner and Renn, (2004) today as the work is progressing into personal life facilitated by technology; it creates work life enrichment especially for employees who can work from home. According to Fenner and Renn, (2004) traditional workers are paid for working hours but not for their achievements while employees who work from home as well as office get more enrichment and opportunities. Stokes (2019) studied the technology-assisted supplemental work (TASW). and its effect on work life balance among the millennial's but found no relationship between them.

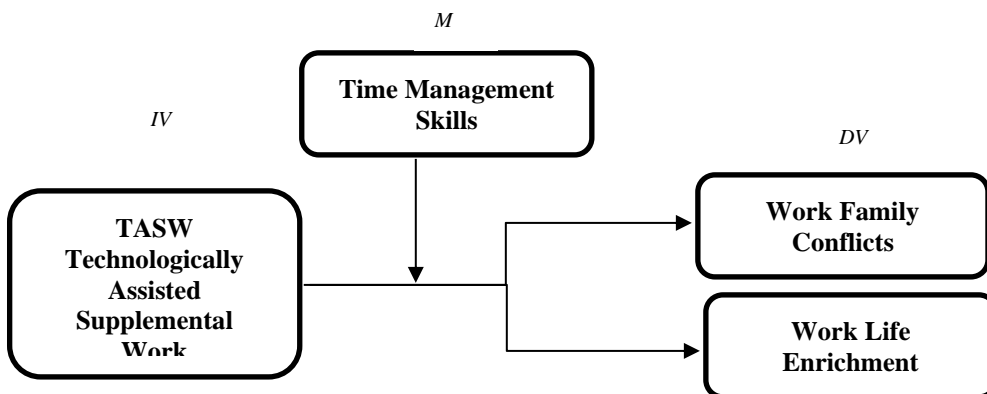
McNall et al. (2015) examined Work Life Enrichment as the resource and the implications of the

resource, emotional exhaustion, as a stressor to individuals striving to adapt to the role demands. Chan et al., 2016 examined relationships between the implications of enrichment and satisfaction with Work Life Balance. Also, Haeger (2017) demonstrated the significance of technologies in the workplace, life and family domains.

Few organizations offer job enrichment so that employees get motivation to do more work. According to Eby et al, (2009), a manager with good time management skills has a lot of work to do in a limited time. They are self-motivated to manage their time effectively on the defined tasks. They do not allow others to manage their time, which creates enrichment. They sense time from both manager and employee’s point of view. Thus, our fourth hypothesis is as follows;

H4: Time Management Skills (TMS) moderates the relationship between Technological Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)

Figure 1: Research Model



RESEARCH METHODS

Research Design

In this study, explanatory designed has been used. This is a causal research, where Technological Assisted Supplemental Work (TASW) is the independent variable, Time Management Skills is the moderator, while Work Life Enrichment (WLE) and Work Family Conflicts (WFC) are dependent variables. Using the research onion model, six layers can be applied in this research study. First, the research philosophy applied in this research is ontology which describes reality and its impact on society. It clears the difference between reality and perceived reality. Also, positivism is used where hypotheses

are developed and evaluated. Second, the research approach used in this study is deductive approach, where hypothesis have been developed using a theory which already exists, then testing them using statistical methodology and accepting or not accepting the hypothesis (Silverman, 2013). Third, Quantitative research and mono method has been used in this study. Fourth, survey strategy of research onion is used to collect and analyze the data. This study involves sampling a representative of the population. Fifth, in terms of time horizon, cross sectional data has been gathered i.e. at one specific point. Last, Primary data has been collected using a structured questionnaire (Saunders, 2016).

Sampling

The Target Population in our research are employees of IT Companies in Karachi, Pakistan. There are approximately 229 IT Companies (Glassdoor, 2021). As each company has various number of employees, ranging from 50 to 100,000 it was difficult to calculate the total population, thus population is unidentified. We used the Gpower 3.1.9.4 to test the sample size which came out to be 92 for 5 predictors. GPower is a free software used to calculate statistical power or effect size for t-tests, F-tests, chi-square-tests, one-way ANOVA and multi-way ANOVA. For its calculation, it requires; number of groups, number of observations, effect size, significance level (α), and power ($1-\beta$) (Faul, 2009). Non-probability Convenience based sampling technique has been used because employees in the software house usually use Technology-Assisted work and work from home. This was due to easy access and geographical proximity of respondents (Etikan et al., 2016). Sample of 300 employees was taken from; NDS Technologies, FWC Technologies and Softech. Data was collected through hard copy and soft copy questionnaires in order to test the model. Hard copy was used when collecting data face to face while soft copy was used when they were unavailable and could not give time. The confidentiality of information was kept and their identity were not disclosed (Khuwaja et al., 2020).

Measures

Time Management Skills (TMS)

Time management Skills measures how effectively employees manage their time in work place. To measure time management skills, we used a 25 items scale that was developed by Claessens et al. (2009). The respondents determined their values using the scale from Never=1, Rarely=2, Sometimes=3, Often=4, and Always=5.

Technology Assisted Supplemented work (TASW)

Technology Assisted Supplemented work measures that how employees prolong their work in the

organization and then assigned their work from home. To measure Technology Assisted Supplemented work, we used a 6 items scale that was developed by Fenner and Renn, (2004). The respondents determined their values using the scale Never=1, Rarely=2, Sometimes=3, Often=4, and Always=5.

Work Life Enrichment (WLE)

Work Life Enrichment measures that how employee can get positive experience in organization while working and usage of technologies. To measure Work Life Enrichment, we used a 9 items scale that was developed by Kacmar et. al, (2014). The respondents determined their values using the scale Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, and Strongly Agree=5.

Work Family Conflict (WFC)

Work family conflict measures that how employee face negative impact and negative behavior of family member when they are aligned with their work at home which bring distance with their family and responsibilities. For this research we distributed questionnaires that contained 14 items scale that were developed by Boswell and Olson-Buchanam, (2007) The Respondents determined their values using the scale Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, and Strongly Agree=5.

RESULTS

The descriptive statistics, comprised of mean, standard deviation, reliabilities and the correlations are given below in Table 1. The total four variables were broken down in the following manner; Technology Assisted Supplemented work (TASW) is the independent variable, Time Management Skills (TMS) is the moderator while Work Life Enrichment (WLE), and Work Family Conflict (WFC) are the dependent variables. The Mean value for TASW is 3.3980 (SD= 0.57162; CR=0.694); the mean value for TMS is 3.5955 (SD=0.38266; Alpha= 0.796); the mean value for WLE is 3.6086 (SD=0.57731; Alpha=0.807) and the mean value for WFC is 3.5129 (SD=0.53893; Alpha=0.824). All the correlations between variables are significant at 0.01. Only correlation between WLE and WFC is significant at 0.05 while correlation between TASW and WLE is insignificant.

Table 1 Descriptive Statistics

Variables	Mean	SD	Cronbach Alpha	1	2	3	4	5
TASW	3.3980	.57162	.694	-	-	-	-	-
TMS	3.5955	.38266	.796	.169**	-	-	-	-
WLE	3.6086	.57731	.807	.036	.240**	-	-	-
WFC	3.5129	.53893	.824	.428**	.248**	.138*	-	-

N=300; p<0.05*; p<0.01**

The data from 300 respondents was collected, there were 170 males and 130 females, out of which 20 were aged less than 21, 153 were between 21 to 30, 79 were between 31 to 40, 37 were between 41

to 50 and remaining respondents age were above 50. In the education, two respondents were from Matriculation/O level, 29 from Intermediate background, 62 were Undergraduate respondents and 207 respondents were graduated.

Table 2 Demographics

Variables		Frequency
Gender	Male	170
	Female	130
Age	less than 21	20
	21 to 30	153
	31 to 40	79
	41 to 50	37
	Above 50	11
Education	Matriculation/O level	2
	Intermediate/A level	29
	Undergraduate	62
	Graduate	207

N=300

We used Partial Least Squares (PLS) using the Smart PLS 3.2.9 (Ringle et al., 2005) in order to test the measurement and structural model as it does not require normality of the data (Chin et al., 2003). As the data was collected using a single source, the issue of Common Method Bias was addressed Kock (2015) by conducting full collinearity diagnostics. All the variables were regressed against a common variable and the Variance Inflation Factor (VIF) was checked, if the $VIF \leq 3.3$ then there is no bias from the single source data. The analysis yielded that all variables VIF was less than 3.3 (Table 3) thus single source bias was not a serious issue.

Table 3 Full Collinearity Test

TASW	TMS	WFC	WLE
1.217	1.364	1.331	1.134

Note. TASW = Technologically Assisted Supplemented Work, TMS = Time Management Skills, WFC= Work Family Conflict, WLE= Work Life Enrichment

Measurement Model

We followed the suggestions of Anderson and Gerbing (1988) to test the model using a 2-step approach. First, the measurement model was tested to assess the validity and reliability of the instruments (Hair et al., 2019; Ramayah et al., 2018). Second, structural model was tested for the hypothesis developed. To assess the Convergent Validity and Reliability, Item Loadings, Average Variance Extracted (AVE) and the Composite Reliability (CR) were extracted. The threshold of loadings is ≥ 0.5 , AVE is ≥ 0.5 and the CR is ≥ 0.7 . According to Table 4, AVE > 0.5, CR is > 0.7 and the loadings are acceptable >0.6 (Hair et al., 2019).

Table 4 Measurement Model for the First Order Constructs

Constructs	Items	Loadings	CR	AVE
TASW	TASW1	0.698	0.8	0.573
	TASW5	0.699		
	TASW6	0.863		
TMS	TMS18	0.722	0.781	0.544
	TMS19	0.799		
	TMS9	0.688		
WFC	WFC10	0.706	0.839	0.512
	WFC11	0.718		
	WFC12	0.789		
	WFC13	0.744		
	WFC14	0.608		
WLE	WLE1	0.666	0.804	0.507
	WLE4	0.693		
	WLE5	0.761		
	WLE6	0.724		

Note. TASW = Technologically Assisted Supplemented Work, TMS = Time Management Skills, WFC= Work Family Conflict, WLE= Work Life Enrichment

Then we assessed the Discriminant Validity using the Fornell and Larcker (1981) and Heterotrait Monotrait Ratio (HTMT). In Fornell and Larcker, all diagonal values must be greater than non-diagonal values. Table 5 shows that all diagonal values are greater than non-diagonal values. HTMT criterion suggested by Henseler et al. (2015) and updated by Franke and Sarstedt (2019). The HTMT values should be ≤ 0.85 and the values of HTMT are ≤ 0.85 (Table 6) so we conclude that respondents understood that 4 constructs were different from each other. It can be summed up that the measurement items were both valid and reliable.

Table 5 Fornell-Larcker Criterion

		1	2	3	4
1	TASW	0.757			
2	TMS	0.335	0.738		
3	WFC	0.361	0.44	0.715	
4	WLE	0.22	0.315	0.224	0.712

Note. TASW = Technologically Assisted Supplemented Work, TMS = Time Management Skills, WFC= Work Family Conflict, WLE= Work Life Enrichment

Table 6 Heterotrait-Monotrait Ratio (HTMT)

		1	2	3	4
1	TASW	-	-	-	-
2	TMS	0.531	-	-	-
3	WFC	0.477	0.655	-	-
4	WLE	0.335	0.479	0.313	-

Note. TASW = Technologically Assisted Supplemented Work, TMS = Time Management Skills, WFC= Work Family Conflict, WLE= Work Life Enrichment

Structural Model

As suggested by Hair et al. (2016) we assessed the multivariate skewness and kurtosis. The results showed that the data was not multivariate normal, because Mardia's multivariate skewness ($\beta = 4.6977$, $p < 0.01$) and kurtosis ($\beta = 35.7837$, $p < 0.01$), thus we used 1000 sample bootstrapping procedure to report path coefficients, standard errors, t-values and p-values for the structural model (Ramayah et al. 2018). Also, according to the criticism of Hahn and Ang (2017) that p-values are not good criterion for testing the significance of hypothesis we have used a combination of p-values, confidence intervals, t values and effect sizes. Table 7 shows the summary of the moderated hypotheses tested.

First, we tested the effect of Technologically Assisted Supplemented Work (TASW) on Work Family Conflict (WFC) and Work Life Enrichment (WLE) and then we checked the moderating effect of Time Management Skills between these independent and dependent relationship, the R^2 between TASW and WFC was 0.265 ($\beta = 0.241$, $p < 0.01$), and the R^2 between TASW and WLE was 0.182 ($\beta = 0.129$, $p < 0.01$). The direct Hypothesis 1 and 3 were accepted. To test the moderation hypotheses, we used the orthogonalization test. The Moderating effect MOD 1 (TMS>WLE) was $\beta = 0.239$, $p < 0.01$, thus hypothesis 4 was accepted and significant while the Moderating effect MOD 2 (TMS>WFC) was $\beta = 0.133$, $p > 0.01$, thus the moderating effect was insignificant and hypothesis 2 was rejected. The confidence intervals bias corrected 5% BCIL LL and 95% BCI UL are also presented in Table 7 along with t values and VIF of the same. T value and p value shows the significance while STD BETA shows the direction of the relationship therefore it can be positive or negative but t value and p value cannot be negative. Also, the impact of TASW on WLE is significantly positive at $p < 0.1$ which means at 10% Confidence Interval the relationship can be accepted.

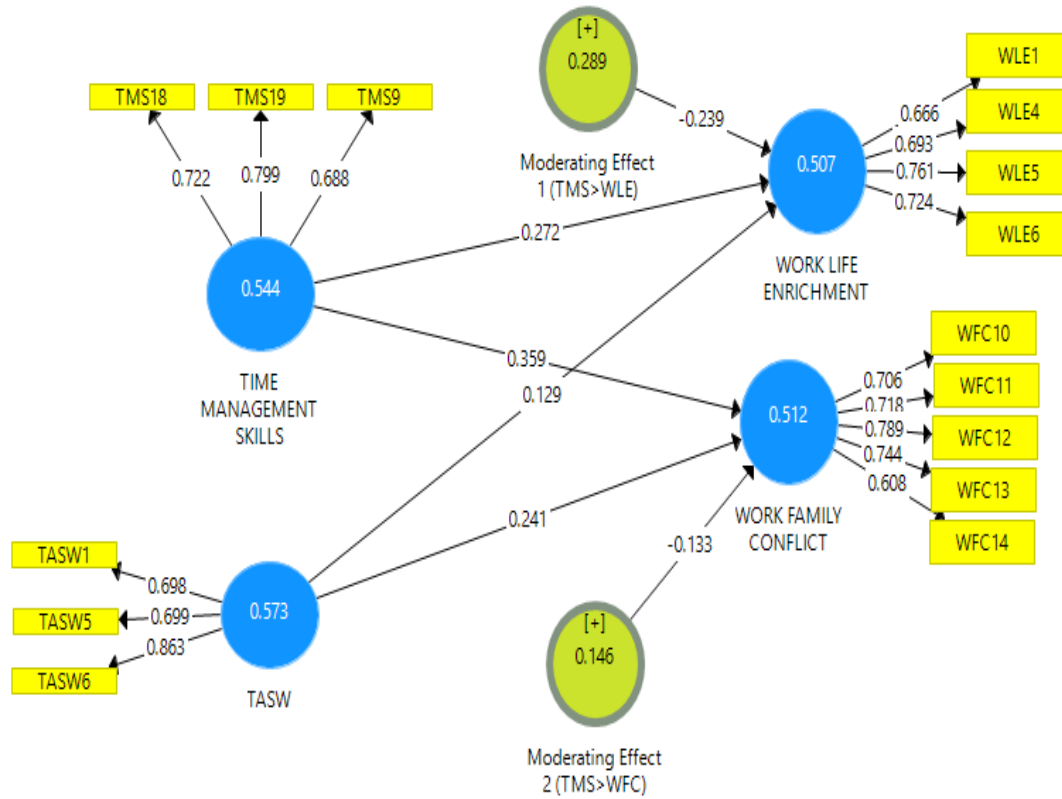
Table 7 Moderating Effects of Time Management Skills

	STD BETA	STD ERROR	T VALUE	P VALUE	BCIL LL	BCI UL	F2	VIF
MOD 1 (TMS>WLE) -> WLE	0.239	0.087	2.76	0.006	0.314	0.323	0.083	1
MOD 2 (TMS>WFC) -> WFC	0.133	0.182	0.73	0.466	-0.241	0.267	0.028	1
TASW -> WFC	0.241	0.064	3.743	0.000	0.11	0.358	0.07	1.126
TASW -> WLE	0.129	0.075	1.722	0.085	-0.021	0.278	0.018	1.126
TMS -> WFC	0.359	0.065	5.538	0.000	0.22	0.481	0.156	1.126
TMS -> WLE	0.272	0.068	3.988	0.000	0.129	0.392	0.08	1.126

Note. TASW = Technologically Assisted Supplemented Work, TMS = Time Management Skills, WFC= Work Family Conflict, WLE= Work Life Enrichment

Figure 2: *Structural Model of Moderation*

Table



8

Hypotheses Assessment Summary

Hypotheses	Status	Remarks
H1 There is a direct association between Technological Assisted Supplemental Work (TASW) and Work Family Conflicts (WFC)	Significant	Accepted
H2 Time Management Skills moderates the association between Technological Assisted Supplemental Work (TASW) and Work Family Conflicts (WFC)	Insignificant	Rejected
H3 There is a direct association between Technological Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)	Significant	Accepted
H4 Time Management Skills moderates the association between Technological Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)	Significant	Accepted

Figure 3: Interaction Effect of Time Management Skills (TMS) between Technology Assisted Supplemental Work (TASW) and Work Life Enrichment (WLE)

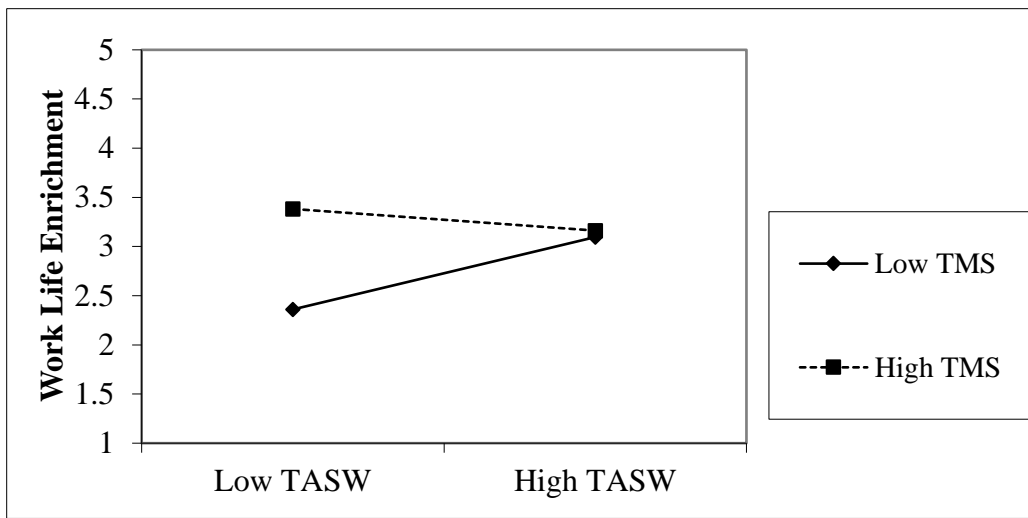


Figure 3 shows a two-way interaction effects of Time Management Skills between Technology Assisted Supplemental Work and Work Life Enrichment. It shows that when an individual has lower Time Management Skills, higher Technology Assisted Supplemental Work, then it can lead to higher Work Life Enrichment. Also, Technology Assisted Supplemental Work directly lead to higher Work Life Enrichment but it can compensate for an individual’s lower Time Management Skills i.e. when he/she is unable to manage work on time, technology actually helps and gives Work Life Enrichment.

DISCUSSION AND CONCLUSION

This study aimed to understand the link between technology assisted supplemental work (TASW) and work family conflict and work enrichment. Moreover, this study also investigated the moderated role of time management skills. In our research, we concluded that there is a direct relationship between Technology Assisted Supplement Work and Work Family Conflict. Also, there is a direct relationship between Technology Assisted Supplement Work and Work Life Enrichment. Previously Boswell and Olson-Buchanan, (2007); researched the use of technology’s communication after time and tested the association of employees and their advancements. We analyzed the impact of Time Management skills as a moderator between TASW and Work Life Enrichment and Work Family Conflict. We found that TASW relates to Work Life Enrichment, with respect to effective Time Management Skills but it becomes difficult as the beta is negative therefore there is an indirect relationship. Orlikowski and Scott, (2008) have highlighted TASW that there is a significant and negative relationship of technological assisted work on family members while TASW has a significant and direct relationship with employee’s performances.

Practical Implications

This study suggests that TASW is very important now a day’s and employees must accept and adapt to the changing technological work practices. As the world is changing, therefore, the dynamics of

businesses are also changing, and with rapid competition, organizations will prefer to hire employees who are most adjusting to work from home practices. Employees will also be expected to manage their time to adjust exceptional work requirements and technology will help them gear up. Organizations on the other hand also need to create policies for balancing work life, and family life for employee's wellbeing and sanctity. With the help of our study, organization's HR can get an idea to make policies of using technology at work or at home to reduce work-family conflict, improve work life enrichment and extend in employee's efficiency of work.

Limitations and Future Research

Further studies, could use longitudinal design, and can also examine workload, emotional dissonance and supervisory coaching as moderators, and work-family conflict and work-enrichment as consequences. Convenience sampling was used which poses generalization constraints. Moreover, self-reported questionnaires create method biasness and overestimate results because of the natural tendency to respond in a coherent way. Nonetheless, self-reported measure was useful to get the subjective perceptions of employees. A major limitation of this study is that it is carried out only on software and technology sector, very specifically three firms. Along with that, 300 sample size is insignificant in times where technology has gained more presence everywhere in the world. Sample size was small, therefore the larger the sample, the better representation it has with respect to the population.

Future researchers might use the same model and test it in different sectors, different cities and different cultures particularly a comparison of individualistic and collectivistic cultures can be done to identify the consequences of TASW. In addition, other variables such as employee's productivity and firm's performance can be checked in this model. Also, the moderating role of job autonomy and transformational leadership could be used in this model. Finally, future studies could integrate the quantitative and qualitative research methods to understand the mechanisms which amplify the work-family conflict and work enrichment, and its processes.

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