

Supporting Factors the Achievement of Work-Life Balance in Employees: a Systematic Review

Alfina Diana Irfani¹, Anisah Triyuliasari²

Universitas Muhammadiyah Malang, Indonesia

*Email: alfinadianairfani@gmail.com¹, anisahtriyuliasari@gmail.com²

ARTICLE INFO	ABSTRACT
<p>Keywords: Work Life Balance; Supporting Factors; Employee</p>	<p><i>Work-life balance is an individual's ability to manage work and non-work life. This research aims to analyze 17 national and international journals on factors that support the achievement of work-life balance. The study employs a systematic review method, which involves identifying, selecting, and critically analyzing relevant academic literature to extract key insights. Journals were selected based on their relevance to work-life balance themes and their publication within the last decade. The results of the systematic review indicate that factors that support the achievement of work-life balance for employees are divided into four major factors. (1) Individual factors such as time and stress management skills, employee resilience. (2) Organizational factors include the provision of childcare center facilities, the implementation of flexible work hours and places policies, the provision of work method policies, the provision of facilities that support performance, the provision of social support in the organization, and the implementation of organizational culture. (3) Environmental factors that include family such as family support and division of household chores. (4) Other factors that can be in the form of government policies and laws to protect employees. The results of this study can be a guideline for organizations and employees to improve work-life balance.</i></p>

INTRODUCTION

Work-life balance is a critical concern that impacts the performance and well-being of employees in a variety of industries. Work-life balance is the capacity of an individual to reconcile the demands of their professional life with the requirements of their personal life and family. An individual can achieve a satisfactory equilibrium by fulfilling all of their obligations at home and at work without jeopardising their physical or mental well-being (Anugrah & Priyambodo, 2021). This equilibrium is becoming increasingly significant in the current era of globalization. The world of work has been significantly transformed by information and communication technology employment. As the essence of work and work patterns evolve, jobs are becoming increasingly demanding (Thilagavathy & Geetha, 2021). It is now anticipated that employees will be more productive and adaptable, which may necessitate working overtime or remotely. This can result in conflicts between work and personal life obligations, disrupting their work-life balance (Hafid & Prasetio, 2017)

Work-life balance is the capacity of an individual to allocate time and energy between their personal and professional lives in a manner that is equitable. In order to ensure that neither aspect is compromised. Work-life balance is defined by certain authorities in a variety of ways. This balance is defined as the capacity to effectively integrate work, family, and personal responsibilities, as per Greenhaus and Beutell (Minarika et al., 2020). In Stefanie et al (2020) Frone, Russel, and Cooper define work-life balance as the capacity of an individual to fulfil all of their responsibilities at home and at work without compromising their physical and mental health. Jackson and Fransman (2018) argue that successful work-life balance is associated with increased well-being, reduced fatigue, and increased job satisfaction.

Work-life balance can be either advantageous or detrimental. A positive balance suggests that relevance, time, and importance are all equally important. Negative balance suggests that relevance, importance, and time are all equally important (Köse et al., 2021). The level of balance between work and leisure is subject to significant variation, as each individual has a distinctive perspective on the subject. Consequently, the equilibrium that each

employee possesses is unique and may be perceived as an imbalance by their colleagues. Heavy work demands can disrupt the perception of work-life balance and create role strain for employees who prioritise family life. Meanwhile, employees who prioritise their professional lives over their familial obligations do not inherently experience an imbalance. Consequently, it can be inferred that they can establish equilibrium by concentrating on their professional responsibilities and refraining from viewing the situation as an imbalance (Köse et al., 2021).

Employers, employees, and society all benefit from work-life balance. It has the potential to enhance the physical and mental health, productivity, and employment satisfaction of employees. Employees typically experience improved well-being and reduced tension levels when they are capable of effectively managing their work and personal life responsibilities. It has the potential to enhance organisational performance, increase employee productivity, and enhance the company's appeal as a desirable workplace for employers. When employees experience a sense of equilibrium in their responsibilities, they are more inclined to experience satisfaction in both their professional and personal lives. This, in turn, can enhance their level of engagement and loyalty to the organisation. Society can benefit from it by enhancing the well-being of families and communities as a whole (Indra & Rialmi, 2022).

(Sirgy & Lee, 2018) define work-life balance as the interaction that takes place not only at the level of personal freedom in the professional and non-professional domains, but also at the level of minimal conflict between personal freedom and other social, non-professional life freedoms. Work-life equilibrium encompasses two components (Sirgy & Lee, 2018). Initially, the elevated level of stress associated with work is a result of role planning in the work-non-work life. (Sirgy & Lee, 2018) have consistently observed a positive correlation between the assumption that an individual desires work-related objectives and is successful in achieving them and the increasing levels of work-related stress in the workplace. Not only can work-life balance be improved by obtaining the desired level of balance, but it can also be improved by achieving positive effects on other notable aspects of life. a) Positive influences from one life domain are transferred to other life domains; b) role performance in other life domains can be enhanced by individual skills and experiences in one life domain; c) to facilitate the transfer of positive experiences and influences, two or more life domains are integrated; and d) employees who are highly engaged in both their work and non-work life can achieve work-life balance (Sirgy & Lee, 2018). That is, a high level of work-life balance and a high level of non-work-life balance are mutually exclusive. There are numerous advantages to the transmission of knowledge, skills, values, status, and benefits from the professional world to the non-professional world (Sirgy & Lee, 2018). It is possible to contend that mindfulness in the workplace can lead to positive personal outcomes, as evidenced by the fact that participation in one area of life can enhance productivity and quality of life in other areas, such as life satisfaction (Sirgy & Lee, 2018).

The second capacity is the ability to engage in social role conflict in both work and non-work environments. The negligible conflict between social roles in the workplace and outside of the workplace is the subject of this aspect. In the absence of conflict of interest, Greenhaus and Beutell (1985) conducted research that suggested that work-life balance can be achieved. An individual's interests in one domain of life and another domain of life are not in alignment, which is a phenomenon known as conflict of interest (Greenhaus & Beutell, 1985) Subsequently, the performance of other domains will be more adversely affected when the conflict between the work and family domains decreases as a result of inconsistencies between life expectations in the workforce and those in the real world (Sirgy & Lee, 2018). Conflict in the workplace has led to a decline in the quality of employees' work lives as a result of their motivation to pursue resources from a variety of sources to satisfy their needs. Power struggles will arise when the quantity of power in question surpasses the capacity of a single power, necessitating the control of other powers. Nevertheless, there is a potential to enhance work-life balance by utilising data from one domain to enhance performance in another (Sirgy & Lee, 2018).

Pratiwi and Silvianita (2020) conducted a study on employees of PT. Industri Telekomunikasi Indonesia (PERSERO) Bandung on factors that influence work-life balance. In addition, Yunita (2018) conducted a study on work-life balance. However, the study focused more on work conditions. However, Aprilinda et al., (2020) conducted a study on work-life balance by conducting a literature review, but it was conducted in a university. Previous studies in Indonesia did not find any studies that used the literature review method to study the factors that influence work-life balance. Therefore, researchers are interested in using the literature review method to study the factors that support the achievement of work-life balance. This literature review was created with the aim of examining the latest research on factors that influence work-life balance. Thus, it is expected to provide deeper insights and practical recommendations for organizations in creating a more balanced and inclusive work environment.

Although many studies have been conducted on work-life balance, there is still a lack of comprehensive analysis regarding the factors that support its achievement, especially through systematic review methods. Previous research has often been limited to specific industries, contexts, or demographics, such as higher education or workplace conditions, without providing a broader perspective. Furthermore, in the Indonesian context, studies rarely adopt a systematic review approach to holistically explore the factors influencing work-life balance. This gap necessitates further research to provide a deeper and more comprehensive understanding of these factors across various domains.

This study offers a new perspective by applying a systematic review approach to analyze factors influencing work-life balance. Unlike prior studies that focus on limited contexts or specific industries, this research provides a holistic framework that integrates findings from multiple sources and disciplines. By categorizing the supporting factors into individual, organizational, environmental, and policy-related aspects, this study introduces a structured and inclusive understanding of work-life balance, which has not been extensively explored before.

The objective of this research is to analyze and categorize the factors that support work-life balance into clear categories, including individual, organizational, environmental, and policy-related factors. The study aims to provide a deeper understanding of these determinants and their impact on achieving work-life balance. The benefits include theoretical contributions to the body of knowledge on work-life balance and practical recommendations for organizations and policymakers. These insights can be used to design strategies that foster a more balanced and inclusive work environment, ultimately improving employee well-being and organizational performance.

Study by Pratiwi and Silvianita This study analyzed factors influencing work-life balance among employees at PT. Industri Telekomunikasi Indonesia (PERSERO) Bandung. The research identified critical individual and organizational factors affecting employees' ability to balance work and personal life, such as time management skills and the implementation of supportive workplace policies. However, the focus was limited to a specific company and lacked a broader perspective on factors influencing work-life balance across various sectors.

Study by Yunita Yunita's research emphasized the impact of situational job factors on work-life balance. The study explored how workplace conditions, including workload and flexibility, directly influence employees' abilities to manage their professional and personal lives. While insightful, this study primarily addressed workplace factors without exploring environmental and policy-related influences comprehensively.

Study by Aprilinda This study conducted a literature review on work-life balance, focusing on employees in higher education. It highlighted the challenges academic staff face in achieving work-life balance due to demanding schedules and lack of institutional support. While valuable, the study was restricted to the education sector and did not examine a diverse range of industries or factors.

Although previous studies have explored work-life balance from various angles, significant gaps remain. Most studies have been limited to specific sectors or organizations and often focus on individual or organizational factors without integrating broader influences such as environmental and policy-related aspects. Additionally, few studies employ a systematic review approach to comprehensively analyze factors influencing work-life balance across different contexts. This gap underscores the need for research that adopts a holistic perspective to identify and categorize these factors systematically.

This study offers a unique contribution by employing a systematic review approach to analyze factors supporting work-life balance. Unlike prior research, which is often restricted to specific industries or limited contexts, this study provides a comprehensive framework by integrating individual, organizational, environmental, and policy-related factors. By synthesizing insights from various disciplines and contexts, this research introduces a broader and more inclusive understanding of work-life balance.

The primary objective of this study is to identify and categorize factors that support work-life balance into four key areas: individual, organizational, environmental, and policy-related factors. The study aims to provide a deeper understanding of these determinants and their interplay in achieving work-life balance. The benefits include enriching the theoretical framework on work-life balance and offering practical recommendations for organizations and policymakers. These insights can help design more effective strategies to foster balanced, productive, and supportive work environments, ultimately benefiting both employees and organizations.

METHOD

The process of conducting systematic reviews involves multiple phases. Kitchenham (2004) outlines the following steps: planning the review (identifying benefits and development), conducting the review (searching for journals, having, assessing quality, extracting, and synthesising data), and reporting. The first step in the review planning process is the development of a research question using the systematic review question formulation known as SPIDER (Sample, Phenomenon of Interest, Design, Evaluation, Research Type). What are the factors that assist employees in attaining work-life balance? This is the research question behind this systematic review. The author then decides on the search keywords and develops the appropriate search protocol.

The process is then continued by compiling a comprehensive search list based on the keywords that were specified. The terms employed in the search are work-life harmony, work-life balance, work-family balance, and work-life equilibrium. These words are used as keywords in databases such as Scopus, Google Scholar, and Researchgate. Then, manual duplication checking is carried out using Mendeley and filtering based on title and abstract. Journals that are declared to have passed will be re-checked as a whole. After selecting from 140 journals found, there were only 17 journals that discussed work-life balance. The journal selection flow chart can be seen in Figure 1. The author determines the limitations in this review, including: (1) The journal discusses work-life balance and its supporting factors, (2) The subjects are employees, (3) The types of research are quantitative and qualitative, (4) The journal is in English and Indonesian, and (5) The research was conducted from 2020 to 2024. In addition to these five criteria, articles with review types, reports, books, literature reviews, and research methods that are not clearly described are not included in writing this review.

RESULTS AND DISCUSSION

The literature review conducted by the author has led to the conclusion that work-life balance is a balance between personal activities conducted outside of work and labour. The definition of work-life balance is a harmonious equilibrium between the time spent working and the time spent engaging in personal activities, such as those with family or for oneself. They will experience gratification from their personal and professional activities, in addition to a sense of equilibrium in their work-life balance. Employees who achieve work-life balance are those who are capable of investing the same amount of time and commitment into both their professional and personal lives. Researchers do not concentrate on the definition of work-life balance; the concept of personal life is not limited to a single aspect, such as activities with family, but encompasses a wide range of activities that occur outside of work. Activities related to relationships, spiritual activities, friendships, or personal interests, such as pastimes or activities that you enjoy. The definition of work-life balance reveals that the equilibrium between work and personal life can vary and be in various aspects for each employee. The details of personal life are also revealed. This is due to the fact that employees have varying priorities for their personal affairs during their time off from work. The ideal work-life balance of an individual can fluctuate over time and frequently alters on a daily basis. The balance you possess today may differ from the balance you possess tomorrow. This is contingent upon your marital status, whether you are single or married, whether you have children, whether you are beginning a new vocation, or if you are approaching retirement.

To attain work-life balance, three factors are essential: (1) The concept of time equilibrium refers to the time allotted for personal and professional obligations. (2) The level of psychological engagement or employee commitment to both work and personal life, which is referred to as involvement balance. (3) Satisfaction equilibrium, which encompasses both work and non-work-related satisfaction levels. Pace & Sciotto (Pace & Sciotto, 2021) conducted a study that identified five factors that can enhance work-life balance. Three of these factors are associated with work, while the remaining two are related to family. The third factor can be work-based factors, such as the ability to work part-time, work from home, or work flexible hours. Facilities for childcare and emergency management at home are personal life factors that are somewhat associated with family.

If we look at several existing factors, it is proven that it is not only a feeling of satisfaction that creates a work-life balance. on someone. How someone can commit is also a factor in someone getting work balance. Commitment made by someone by being able to represent several jobs that are side jobs or become a second priority but do not forget to hold their mandatory job is one of the factors. In several studies it was found that commitment as the main factor employees find it easy to divide their time between work and personal life. Not only that, commitment also makes employees stay on their jobs. One of them in the study V et al. (Aprilinda et al., 2020)(2022) showed the results that the intention or commitment to work has an influence on work-life balance.

Conducting research work-life balance has a considerable and positive impact on job performance (Johari et al., 2018)A diminished quality of life, poor performance, and fatigue may ensue when there is an imbalance between effort and reward (Johari et al., 2018)In Jordan, Bataineh (Adnan Bataineh, 2019)has conducted research on the pharmaceutical industry, which suggests that employee work performance is significantly and positively influenced by work-life balance and contentment. As evidenced by the results of Wolor et al. (Wiradendi Wolor, 2020) the performance of personnel from the millennial generation is influenced by work-life balance. Research has demonstrated that work-life balance has a substantial influence. The investigation Shouman et al. (Shouman et al., 2022) demonstrated that employees who possess a positive attitude and a well-defined strategy for dividing their time between work and personal matters are more likely to attain overall well-being. The research conducted by Wahyuni and Rahmasari (Wahyuni & Rahmasari, 2022)indicates that work-life balance has a

beneficial effect. The T value of the study is 8.71, which is greater than 1.98 and indicates a positive trajectory. This suggests that work-life balance has the potential to enhance the satisfaction of both employees and their jobs. The influence of work-life balance is substantial. In addition to their relationships with family and colleagues, employees experience greater satisfaction and prosperity when they have positive interactions at work (Pace & Sciotto, 2021) Consequently, the attainment of work-life balance is facilitated by a variety of factors. Table 1 below shows the factors that support the achievement of work-life balance.

Table 1 presents the various sectors of companies where employees work that are studied in this literature review, including the private sector such as startups and multinational companies, government, education, banking, public services, food industry, and others. Each of these sectors has different characteristics and company conditions. The private sector tends to have demands for working in irregular working hours, global pressures and demands, such as collaboration across time zones (Lekchiri & Eversole, 2021; Nehemia & Lenkoe, 2023; I. W. Pratiwi, 2021; Widyanti & Dewi, 2023). In the public service and service sectors, although they tend to have a more stable and regular work structure, pressure can come from bureaucratic burdens or public expectations that can contribute to work stress and limit time for activities outside of work (Baum & Rau, 2024); (Köse et al., 2021) In the manufacturing and service sectors, workloads are often high, with tight schedules and pressure to meet production targets, and tend to work in long shifts, and sometimes have to face the risk of work accidents ((Mühl & Korunka, 2024; Nurhabiba, 2020; Pan & Sun, 2022) In the financial sector, including banking, the intensity and long working hours, high target demands, and emotional burdens due to interaction with customers (Baum & Rau, 2024; Pan & Sun, 2022; Sriram et al., 2022; Suhartini & Nurnadjamuddin, 2023) While in the food sector, both production and services, often require work with irregular working hours and sometimes have to open outside of general working hours (Kasmawati et al., 2024) This shows that the company's condition plays an important role in influencing how employees manage their work-life balance, as well as influencing various factors that support work-life balance. This is because each sector has unique characteristics, demands, and challenges.

According to Poulouse and Sudarsan (Poulouse & Sudarsan, 2014) work-life balance can be supported by four major factors, namely individual, organizational, environmental, and other factors. First, individual factors, namely factors originating from the individual themselves, including individual personality, well-being, and emotional intelligence. Based on the table above, individual factors that support the achievement of work-life balance are employee skills in managing time and stress effectively ((Choi et al., 2021); (Pace & Sciotto, 2021); (Pan & Sun, 2022); (I. W. Pratiwi, 2021) One common way is to create a work list based on priorities. This step allows employees to be more structured and focused on tasks that have higher urgency, thereby reducing stress and potential delays. Effective time management also helps employees to limit themselves between work and personal life. Clear boundaries between the two aspects reduce the risk of fatigue and provide space for employees to rest and engage in non-work activities, which ultimately support mental and physical health ((Devkota et al., 2022); (Kasmawati et al., 2024); (I. W. Pratiwi, 2021)). For example, employees who have a realistic priority list and deadlines are better able to maintain energy and manage dual roles, both professionally and as family members. In addition, employee resilience also supports the achievement of work-life balance ((Köse et al., 2021); (Pan & Sun, 2022) Employees who have high levels of resilience are better able to cope with the pressures of various life demands, so they are not easily affected by stress or fatigue. They recover more quickly from failure or difficult situations, and are able to maintain optimism and positive energy in the work environment and in their personal lives.

Second, organizational factors also play a crucial role in supporting employees in achieving work-life balance. Based on the table above, there are several policies implemented by the company as supporting factors, namely, (1) provision of childcare center facilities, where these facilities help employees, especially parents, they will feel calm because their children are well cared for while they work ((Lekchiri & Eversole, 2021; Suhartini & Nurnadjamuddin, 2023; Tabasum & Hugar, 2020) This can reduce mental burden and allow them to focus on work. (2) Implementation of flexible work hours and places policies (Baum & Rau, 2024; Kasmawati et al., 2024; Lekchiri & Eversole, 2021; Pace & Sciotto, 2021; Pan & Sun, 2022; Sriram et al., 2022; Suhartini & Nurnadjamuddin, 2023; Tabasum & Hugar, 2020; Widyanti & Dewi, 2023)). Flexibility in work hours and places allows employees to adjust their work to their personal and family needs. This also increases productivity because employees work at the most optimal time for them.

(3) Provision of work method policies. This policy covers several aspects, such as condensing work schedules, where employees only work a maximum of five days a week (Mühl & Korunka, 2024)). Providing leave, both annual leave and special leave such as maternity leave, also plays an important role in supporting employees

in achieving a balance between work and personal life. ((Baum & Rau, 2024); (Kasmawati et al., 2024); (Mühl & Korunka, 2024); (Sriram et al., 2022)). (4) Provision of facilities that support performance. One form of facility is providing employees with the opportunity to participate in activities outside the work environment, which can help employees broaden their horizons, build social networks, and gain new, relevant experiences ((Widyanti & Dewi, 2023). In addition, the provision of counseling services, which are provided with the aim of providing space for employees to overcome emotional and psychological problems that may arise due to work pressure ((Al Dilby & Farmanesh, 2023). Employee training and development, which also includes efforts to improve gender equality, allows employees to develop new skills and improve their careers without having to sacrifice personal balance ((Choi et al., 2021; Nehemia & Lenkoe, 2023) (5) Providing social support within the organization, including coworkers, management, and superiors. This support is important for creating a positive and collaborative work environment, which can lighten the workload and increase motivation. (Köse et al., 2021; Pan & Sun, 2022; Supriyanto & Suhartini, 2023)) Supportive coworkers enable employees to share responsibilities, find common solutions to challenges, and feel valued in their roles. Support from superiors, such as providing constructive feedback, recognition of achievements, and guidance in career development, also plays a role in increasing a sense of belonging and commitment to the company. This social support not only functions as an intrinsic motivator, but also as a factor preventing work stress, which ultimately improves work-life balance. (6) Work culture also plays an important role in achieving work-life balance, as seen in research by Pace & Sciotto ((Pace & Sciotto, 2021) and Naong & Naong ((Nehemia & Lenkoe, 2023). An organizational culture that supports balance can encourage employees to maintain boundaries between work and personal life. Conversely, a culture that demands excessive work or does not pay attention to employee well-being can lead to high burnout and turnover. This dynamic reflects the importance of companies not only implementing policies, but also creating a work environment that supports balance in a real way, such as rewarding employees who maintain balance and not normalizing excessive overtime.

The third major factor in achieving work-life balance, namely environmental factors, plays an important role in supporting employees to live a balanced and productive work life. These environmental factors include various external aspects that are closely related to employees' personal and family lives, such as family support and division of household tasks ((Köse et al., 2021); (Pace & Sciotto, 2021); (Pan & Sun, 2022); (I. W. Pratiwi, 2021); (Suhartini & Nurnadjamuddin, 2023)). Family support refers to the help and understanding of family members towards the needs and demands of work. When the family understands the importance of work and provides emotional support, employees tend to feel more appreciated and better able to handle stress arising from work. In addition to emotional support, practical support from family, such as help with childcare or household needs, can also reduce the burden on employees, so that they can focus more on work without feeling pressured by responsibilities at home. In addition, a fair division of household work can reduce the imbalance between professional work and responsibilities at home for families where both partners work. If the division of tasks goes well, employees have more time and energy to do their office tasks without feeling overwhelmed or exhausted.

The fourth factor, other factors include rules and policies implemented by the government that function as employee protection (Pan & Sun, 2022). Examples of these policies include regulations regarding maximum working hours, minimum wages, social security, and others. Such policies ensure that employees have the right to adequate rest, the right to work in a safe environment, and the right to receive wages that are in accordance with their work. With adequate legal protection, employees will feel safer and more protected in their work, which can increase job satisfaction and reduce stress levels.

Employees' efforts to achieve work-life balance can be more effective if supported by organizational and government policies that are responsive to their needs. When employees feel attention and support from the organization, employee commitment and loyalty levels tend to increase. Conversely, minimal support from the organization can worsen role conflict, increase the risk of burnout, and even encourage them to seek other opportunities, thus increasing turnover. Support from the government will provide a sense of security in carrying out their professional roles. Thus, collaboration between employees, organizations, the environment, and the government is very important in creating a healthy and productive work environment.

CONCLUSION

Work-life balance is a balance of work and non-work. Work-life balance can be broadly interpreted not only about personal problems such as family problems but there are many things such as psychological and spiritual aspects. In addition, the balance between time, involvement, and satisfaction in work roles and personal life is

very important for individual well-being. From the findings of this study, the factors that support achieving work-life balance and personal life for employees are divided into four major factors. (1) Individual factors include employee skills in managing time and stress effectively, employee resilience. (2) Organizational factors include the provision of childcare center facilities, the implementation of flexible work hours and places policies, the provision of work method policies, the provision of facilities that support performance, the provision of social support in the organization, and the implementation of organizational culture. (3) Environmental factors that include family such as family support and division of household chores. (4) Other factors that can be in the form of government policies and laws to protect employees. The results of this study can be a guideline for organizations and employees to improve work-life balance. Recommendations for future research are to explore demographic components and study gender differences related to factors that support achieving work-life balance. Researchers assume that there are major differences between these components, especially in Indonesia which is influenced by patriarchal culture.

REFERENCES

- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99–112.
- Al Dilby, H. K., & Farmanesh, P. (2023). Exploring the impact of virtual leadership on job satisfaction in the post-COVID-19 era: The mediating role of work-life balance and trust in leaders. *Frontiers in Psychology*, 14, 994539.
- Anugrah, P. G., & Priyambodo, A. B. (2021). Peran work-life balance terhadap kinerja karyawan yang menerapkan work from home (WFH) di masa pandemi COVID-19: studi literatur. *Seminar Nasional Psikologi Dan Ilmu Humaniora (SENAPIH)*, 1(1), 340–349.
- Aprilinda, J., Susyana, F. I., Fauziah, A. N., Anisa, N. S., & Buana, D. M. A. (2020). *Work-life balance in higher education: literature review and future agenda*.
- Baum, L., & Rau, R. (2024). Balancing work and private life: when does workplace flexibility really help? New insights into the interaction effect of working from home and job autonomy. *Frontiers in Organizational Psychology*, 2, 1271726.
- Choi, E. Y., Choi, S.-H., & Lee, H. (2021). The association between job quality profiles and work-life balance among female employees in Korea: A latent profile analysis. *International Journal of Environmental Research and Public Health*, 18(4), 1672.
- Devkota, N., Shakya, R. M., Parajuli, S., & Paudel, U. R. (2022). Challenges of work-life balance faced by working fathers in Kathmandu valley: Evidence from Cross-sectional Data. *International Journal of Marketing & Human Resource Research*, 3(1), 27–37.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
- Hafid, M., & Prasetyo, A. P. (2017). Pengaruh work-life balance terhadap turnover intention (Studi pada karyawan divisi food & beverage Hotel Indonesia Kempinski Jakarta). *Jurnal Study and Management Research*, 14(3), 48–56.
- Indra, F. J., & Rialmi, Z. (2022). Pengaruh Work-Life Balance, Burnout, dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada Karyawan PT Meka Eduversity Komunikasi). *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 5(2), 90–99.
- Jackson, L. T. B., & Fransman, E. I. (2018). Flexi work, financial well-being, work-life balance and their effects on subjective experiences of productivity and job satisfaction of females in an institution of higher learning. *South African Journal of Economic and Management Sciences*, 21(1), 1–13.
- Johari, J., Yean Tan, F., & Tjik Zulkarnain, Z. I. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*, 32(1), 107–120.
- Kasmawati, K., Kornelius, Y., & Samudra, S. (2024). Analisis Work Life Balance Karyawan di Wirman Sambal. *Jurnal Publikasi Sistem Informasi Dan Manajemen Bisnis*, 3(2), 139–147.
- Kitchenham, B. (2004). Procedures for performing systematic reviews. *Keele, UK, Keele University*, 33(2004), 1–26.
- Köse, S., Baykal, B., & Bayat, İ. K. (2021). Mediator role of resilience in the relationship between social support and work life balance. *Australian Journal of Psychology*, 73(3), 316–325.
- Lekchiri, S., & Eversole, B. A. W. (2021). Perceived work-life balance: Exploring the experiences of professional Moroccan women. *Human Resource Development Quarterly*, 32(1), 35–53.
- Minarika, A., Purwanti, R., & Muhidin, A. (2020). Pengaruh work family conflict dan work life balance terhadap kinerja karyawan (suatu studi pada PT. Pacific Eastern Coconut Utama Pangandaran). *Business Management and Entrepreneurship Journal*, 2(1), 1–11.
- Mühl, A., & Korunka, C. (2024). You get what you expect: assessing the effect of a compressed work schedule on time pressure, fatigue, perceived productivity, and work-life balance. *European Journal of Work and*

Organizational Psychology, 33(5), 703–711.

- Nehemia, N. M., & Lenkoe, N. M. (2023). The impact of South African culture on the work-life balance of women in leadership positions. *International Journal of Innovative Research and Scientific Studies*, 6(2), 212–226.
- Nurhabiba, M. (2020). Social support terhadap work-life balance pada karyawan. *Cognicia*, 8(2), 277–295.
- Pace, F., & Sciotto, G. (2021). Gender differences in the relationship between work-life balance, career opportunities and general health perception. *Sustainability*, 14(1), 357.
- Pan, Y., & Sun, G. (2022). Exploring work-life balance among professional women in mainland China: A qualitative study. *Frontiers in Psychology*, 13, 938664.
- Poulose, S., & Sudarsan, N. (2014). Work-Life Balance: a Literature Review. *Strategic Journal of Business & Change Management*, 7(2), 1–17.
- Pratiwi, D. P., & Silvianita, A. (2020). Analisis faktor-faktor work-life balance pada pegawai PT. Industri Telekomunikasi Indonesia (PERSERO) Bandung. *PERFORMANCE: Jurnal Bisnis & Akuntansi*, 10(2), 123–131.
- Pratiwi, I. W. (2021). Work Life Balanced pada wanita karir yang telah berkeluarga. *Jurnal Psikologi Pendidikan Dan Pengembangan Sdm*, 10(1), 72–89.
- Shouman, L., Vidal-Suñé, A., & Alarcón Alarcón, A. (2022). Impact of work-life balance on firm innovativeness: The different strategies used by male and female bosses. *Administrative Sciences*, 12(3), 115.
- Sirgy, M. J., & Lee, D.-J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13, 229–254.
- Sriram, K. V., Drisya, R., & Giridhar, K. (2022). Does Work Environment & Work-Life Balance Influence Women Employees' Intention to Stay? *Studies in Business and Economics*, 17(2), 239–251.
- Stefanie, K., Suryani, E., & Maharani, A. (2020). Flexible work arrangement, work life balance, kepuasan kerja, dan loyalitas karyawan pada situasi Covid-19. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 4(3), 1725–1750.
- Suhartini, E., & Nurnadjamuddin, M. (2023). Investigations of work-life balance and stress for working women in the Indonesian banking sector. *Global Business & Finance Review (GBFR)*, 28(6), 159–169.
- Supriyanto, A., & Suhartini, T. (2023). Hubungan Regulasi Diri Dengan Stres Kerja Perawat IGD Di RSUD Dr. R. Soedarsono Kota Pasuruan. *Jurnal Ilmu Kesehatan Mandira Cendikia*, 2(10), 572–581.
- Tabasum, N., & Hugar, B. S. (2020). Gender Differences Pertaining To Work-Life Balance. *International Research Journal on Advanced Science Hub*, 2(8), 187–192.
- Thilagavathy, S., & Geetha, S. N. (2021). Work-life balance-a systematic review. *Vilakshan-XIMB Journal of Management*, 20(2), 258–276.
- Wahyuni, S., & Rahmasari, D. (2022). Investigating the antecedents and outcomes of work-life balance: evidence from garment industries in Indonesia. *Diponegoro International Journal of Business*, 5(1), 1–11.
- Widyanti, P. R. K., & Dewi, D. N. A. R. (2023). Flexible work arrangement dan work-life balance pada generasi milenial. *Jurnal Psikologi Udayana*, 10(2), 334–342.
- Wiradendi Wolor, C. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. *Journal of Critical Reviews*.
- Yunita, P. I. (2018). Menciptakan Keseimbangan Antara Pekerjaan Dan Kehidupan (Work-Life Balance): Apakah Faktor Situasional Pekerjaan Berpengaruh? *Jurnal Ilmiah Manajemen Dan Bisnis*, 3(2), 135–144.