



# A Glimpse Sight of Balinese Millennials Worker: Work-Life Balance – Culture Perspective

Ni Putu Manik Indah Pradnyawati<sup>1</sup>, Seong Eunhye<sup>2</sup>, Ida Ayu Iswari Pidada<sup>2</sup>

<sup>1</sup>Management, Universitas Pendidikan Nasional, Denpasar, Indonesia

<sup>12</sup>Business Administration, Kumoh National Institute of Technology, Gumi, South Korea

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## ABSTRACT

The research is conducted by Qualitative method which aims to identify the importance of work-life balance to millennial moms and also investigate the impact of work from home on the work-life balance of millennial moms. Working from home has now become a habit for Indonesian people, including in Bali, carried out by various generations including millennial women in Bali. Based on the phenomenon of this research the author researches Denpasar, Bali. The object of this research is millennial moms work who experience working from home at a regionally owned enterprise. The phenomenology approach by Creswell is used. The result shows almost all of the dimensions in work from home refer to millennial moms' work-life balance, based on interview results, the dimensions of work interference with personal life, personal life interference with work are related to a flexible work environment, stress disorders, and separation of home and office work, while personal life enhancement of work is related to health and balance and work enhancement of personal life related to high creativity and productivity. The mileage does not pose a problem because the informant is located in Denpasar and is close to the office area. Local regulations that affect the millennial moms' work-life balance in the previous study were not found in the current study. Time management takes part in maintaining the work-life balance of millennial moms when work from home exists. The novelty of the current research is focuses on the millennial mom's generation.

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## 1. INTRODUCTION

The new normal era in the case of post-covid makes humans more critical and creative. The implementation of the new normal also has an impact on every existing sector such as health, banking, services, catering, and many more. However, this situation led to various innovations. The example that occurs in the community is working from home. The various advantages of working remotely also have a negative side, employees who are usually in a conventional office environment will find it difficult, working time tends to be unlimited (Mungkasa, 2020). Work From Home also know by remote work. In simple terms, working remotely can be categorized into 3 (three) types, such as (i) working from home (telecommuting); (ii) working from a branch office near the housing; (iii) working anywhere outside the office as needed (mobile work) (Mungkasa, 2020). On the other hand, it refers to a statement by Stanford University economist Nicholas Bloom that the global Work From Home movement which is intended to maintain output and efficiency during the new normal can result in a decline in productivity worldwide and threaten economic growth for years (Gorlick, 2020).

The implementation of WFH will certainly have an impact on the entire generation of millennial women, including those who are already married. Millennial women who have taken on the role of mother are referred to as Millennial Mothers. Referring to Forbes 2018, the millennial mother is a term given to millennial women who are married and have a role as a mother, agree with that 62.53% of millennial women in Bali are married, this certainly refers to the lives of millennial women in the era of the new normal in Bali. Furthermore, researchers Hochschild, 1990; Pocock, 2005, p. 36 in the journal (Toffoletti & Starr, 2016) said that the role of married and working women will be different from those who are single but working. Women who work and have children will be preoccupied with multiple roles, the combination of unpaid household responsibilities and life as a career woman becomes a strong grip.

Millennial moms who work from home can be found at one of the regional owned enterprises in Denpasar. The company carried out remote working that is Work From Home. The tendency of adaptation carried out by the community in this new normal era forms a new work pattern, which was originally used in the office.

In the current era of digitalization, the worker can work wherever as long as there is an internet connection. In implementing work from home, the time window between working hours and other activities is relatively small. Usually, we will be easily distracted by other things, such as showing our favourite cartoon on television or if we already have children, distractions from children can make work tend to be a bit hampered. If it continues, it will affect human work-life balance. Based on (Ruby, 2020) several cases that occur when humans postpone work to make weekends a working day, self-awareness in rearranging healthy work patterns is needed to maintain work-life balance.

According to (Gröpel & Kuhl, 2009) women score beyond man towards WLB but scored less towards Work Family Conflict. This is also in line with the results stated (Gröpel & Kuhl, 2009) in (Reilly et al., 2012), Work Life Balance is significant towards the welfare of employees and is directly related to work pleasure, life pride, and life satisfaction. Another research by (Cooper, 2009) in (Reilly et al., 2012) also warns that in the UK long working hours can lead to work imbalances and stress-related which has an impact on financial and other aspects.

The current situation, appropriate time management will benefit millennial moms, because humans need time to recover after a day of activities. Referring to the (UNDP, 2020) on the role of women, if they work from home, they tend to bear a greater burden related to housework, in many cases, greater danger with their partners. A growing body of evidence shows domestic violence increasing around the world regarding the lockdown. Work-Life Balance is needed by humans to balancing working and daily life. During current situation, the author believe that the application of Work From Home has an impact on the Work Life Balance of millennial mothers of PT Jamkrida Bali Mandara (Regional Limited Liability Company), this is what triggers the author to identify the how important Work Life Balance to millennial moms also examining Work From Home impact on the Work Life Balance in millennial moms.

## Literature Review and Research Framework

### Work Life Balance

According to Fisher (2000) in the journal (Priyo Darmawan & Silviandari, Ika Adita Susilawati, 2015) Work Life Balance described as balancing life roles related to time, energy, goal achievement, and pressure by individuals. In addition (Williams, 2001) work-life balance is divided into 3 interrelated parts. First is personal time and space which is what we want for self-care and care for body, mind, and spirit. Second, care about the time and area that is what we need to treat others well. Third, there is the area of work and time that is what we want to enable us to obtain self-sufficient economics. In addition, (Pocock, 2005 p. 36) in the journal (Toffoletti & Starr, 2016) also says that this is also the case observed by "women's dual work", the combination of home responsibilities as unpaid work and the lives of paid career women make knowledge of work-life balance is difficult to understand. Where this means that the method of life balance is a break from work.

(Fisher et al., 2009) said four indicators establish a work-life balance, specifically:

1. WIPL (Work Interference with Personal Life). It can be interpreted how work can affect a person's personal life. Indicators that can assess this dimension are the amount of time worked, time to meet family, and personal lifetime.
2. PLIW (Personal Life Interference with Work). This means how a person's personal life affects their work. Indicators that can assess this dimension are Individual decision-making, family responsibilities, timely completion of tasks, and workload affecting individual burdens.
3. PLEW (Personal Life Enhancement of Work). Individual personal life can help improve performance at work and handling assigned tasks. Indicators that can assess this dimension are the state of the company's environment, relationships with fellow co-employees, and a social environment.
4. WEPL (Work Enhancement of Personal Life). The knowledge obtained has an impact on the work of employees. Indicators that can assess this dimension are the work given has an impact on the quality level of the individual.

Based on the explanation and description Work Life Balance, Work Life Balance is ability to balance the components of time, energy, and pressure in the domain of work environment and personal and social life which includes hobbies, studies, sports, and volunteer activities.

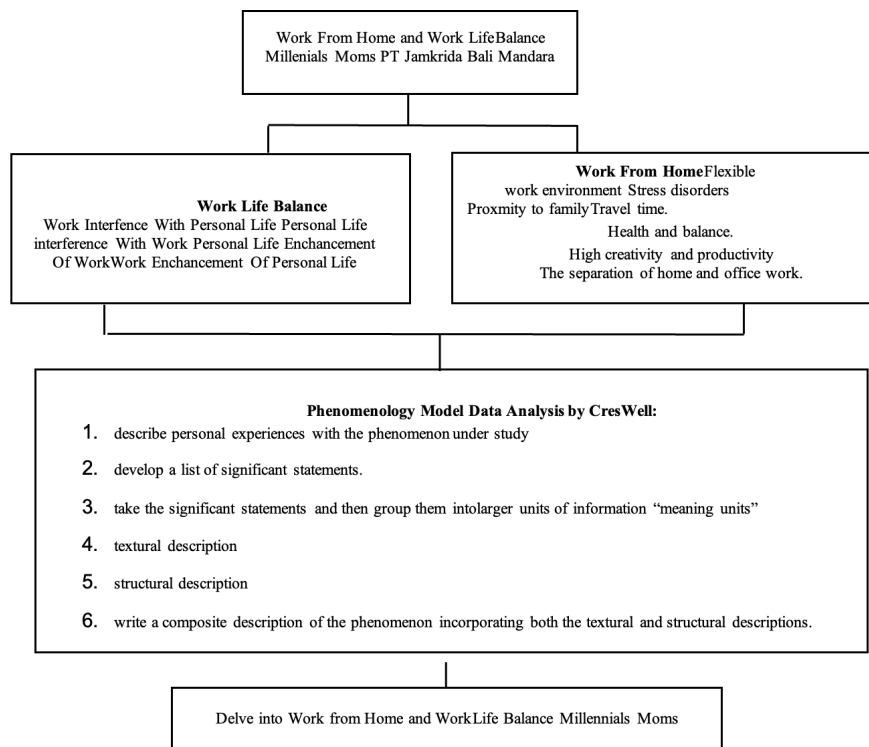
### Work From Home

According to the Head Ministry of Finance (Kementerian Keuangan (2020), Work from home and remote working makes no difference, the as it were contrast is the rules of the company they work for. A few apply ordinary working hours from 8AM to 4PM or free working hours as long as they finished the job and always good response in communicating. alKonradt, Schmook, and Malecke (2000) in (DeRossette, 2016) also state that remote work is aiming as a way of working in an organization that's carried out mostly or totally exterior the conventional office with the assistance of broadcast communications and data administrations.

In Work From Home implementation, as stated by [Timbal and Mustabat in \(Akbaruddin, 2021\)](#) there are indicators of the Work From Home implementation, specifically :

1. Flexible work environment. This means that an employee has the opportunity to have a flexible work environment that contains how, when, and where the employee is involved in completing his job.
2. Stress disorders. This means that there is a limitation in a person's ability to carry out loads, usually due to an overlap between life problems and daily disturbances.
3. Proximity to family. This means that there is an important family role for employees to support all activities at work.
4. Travel time. This means the need for time to reach a certain distance.
5. Health and balance. This means that there is a need to focus on the health that will be experienced by employees who work from home.
6. High creativity and productivity. This means that new ideas are developed to solve a problem at work.
7. The separation of home and office work. Means the ability to separate family and work things.

The novelty of the current research is the work-life of millennial mothers, especially in Bali. Bali was chosen because of a previous study conducted by [\(Bintang & Astiti, 2016\)](#) which surveyed 206 subjects, including 83 Balinese female workers belonging to the Millennial and Z generations experiencing work imbalances, some of which are caused by local tradition called awig-awig. In addition, research by [\(Bintang, 2016\)](#) also suggests measuring work-life balance with different aspects or dimensions of variables. From the overview, Work From Home titled part of remote working which means working remotely by using technology to still be able to interact and work however, still be bound by company rules.



**Figure 1. Research Framework**

## 2. METHOD

PT Jamkrida Bali Mandara (Regional Limited Liability Company) is a company engaged in financial services, that is credit guarantees that contribute to the development of MSMEs in Bali. This company was chosen because previous observations had been made. At the pre-observation stage, the researchers found that the remote working that was carried out had quite an impact on work, where some employees sometimes finished work on weekends. In addition, it was found that workers who worked for 10 years experienced a decrease in performance every year. Thus, this setting is considered appropriate for this research. Used the Qualitative method. This conduct

aims to investigate the research questions (Creswell, 2013). This research wanted to identifying the importance of Work Life Balance towards millennial moms concerning the implementation of work from home, phenomenological analysis is considered to be the most appropriate qualitative descriptive method for this research. It is because this method takes the participants' point of view as the way to understand experience which is usually done through in-depth interviews.

Data collection handle that ordinarily includes meeting individuals who have experienced the marvel. In subjective inquire about, information collection takes put in characteristic situations (characteristic conditions); essential information sources and information collection strategies are based more on participatory perception, in-depth interviews and documentation for only 10 informants (Sugiyono, 2018). The documentation for current research will get from a voice recorder, photo, and also data or documents for the HR department to support the current research.

### Data Resources

The data used in this study are collected from several sources, which can be categorized as two, which are primary data collect directly by the researcher. In this study, the primary data source is collected through an in-depth interview while the secondary data obtain from articles, journals, books, and documents from the company that will support the current research. The research subject is a source that provides information about the data or things needed by the researcher for the research that is being carried out. In qualitative research, research subjects are called informants (Sugiyono, 2018). The technique of determining informants used by researchers is using the purposive sampling technique, where the researcher has determined which informants will be interviewed in the data collection process. The informant of this study is the millennial Moms at PT Jamkrida Bali Mandara (Regional Limited Liability Company). The assessment that the informant knows is carried out subjectively based on the observations of the researcher. The millennial moms will answer regarding the research problem. It is chosen because millennial moms are those who experience how their work-life balance concerning work from home implementation. Millennial moms were born in 1980-1996, which means they are 24-41 years old. The informant qualification is:

1. The informant is a woman who is belonging to the millennial generation in Denpasar (24-41 years old)
2. The Informant is a woman belonging to the millennial generation, currently working as well as taking care of household chores around the city of Denpasar.
3. Informants are women who belong to the millennial generation who experienced the Work From Home phenomenon in Social Distancing Covid19 around the city of Denpasar.
4. The informant is a millennial woman who works and has children.
5. The informant is a career woman who has a family living in Denpasar and is willing to be interviewed.

**Table 1. Preview Informant**

Informant	Explanation
Informant 1 (M1)	Female, non-credit guaranteed department, 26 years old
Informant 2 (M2)	Female, accounting and finance department, 30 years old
Informant 3 (M3)	Female, secretarial department, 36 years old
Informant 4 (M4)	Female, non-credit guaranteed department, 36 years old
Informant 5 (M5)	Female, accounting and finance department, 30 years old
Informant 6 (M6)	Female, secretarial department, 26 years old
Informant 7 (M7)	Female, Credit guarantee department 29 Years old
Informant 8 (M8)	Female, Credit guarantee department, 31 years old
Informant 9 (M9)	Female, Credit guarantee department, 28 years old
Informant 10 (M10)	Male, Head of Human Resources Management, 33 Years old

### Research Instrument

The research instrument is the researcher itself because the researcher is someone who plans, collects the necessary data, analyses the data, then interprets the collected data, and finally becomes a reporter for the results of this research as well (Sugiyono, 2018). This researches the semi-structured interview to get an in-depth point of view from the interviewer regarding the phenomenon, where there some questions as a reference and the rest following questions to get more clarity from the subjects. To get proper data the research instrument used an interview guide, voice recorder, and documentation. In this current study, the previous observation was done by taking a voice recorder to while an interview with the HR Department PT Jamkrida Bali Mandara (Regional Limited Liability Company) and also obtain from several research journals to support both the theoretical and empirical review.

### Data Analysis

Data Analysis can too be less organized and based on creating a hypothesis by piecing together understood implications around a category. In phenomenology, there have been particular, organized strategies of investigation progressed (Creswell, 2013):

1. First, describe personal experiences with the phenomenon under study.
2. Make a list of important statements.
3. Take the meaningful statements and then group them into larger chunks of information called "chunks of meaning," or topics.
4. Describe "what" the study participants experienced with the phenomenon.
5. Next, write a description of "how" the experience happened. the researcher reflects the environment and context in which the phenomenon was experienced.
6. Finally, write a composite description of the phenomenon that includes both structural and structural descriptions contain.

### 3. RESULT AND DISCUSSION

The data of this study were collected through in-depth interviews answering two question such as (1) What are importance of Work Life Balance towards millennial moms and (2) How does Work From Home impact the Work Life Balance of millennial moms with a total of 10 interview questions include the head of HRD and nine millennial moms at PT Jamkrida Bali Mandara were interviewed. The head of HRD was interviewed to measure the answer related to the WFH while the employees were asked questions related to the first and second research questions then millennial moms will be abbreviated with the letter "M".

#### The Importance of work-life balance of millennial moms

M1, M2, M6, M7 although they felt that the existence of WFH made the time arrangements were originally arranged as of re-adapted again. This is in line with work-life balance depicted as time went through doing works of art as compared to time went through with claim circle of relatives and doing assets you cherish (Sulistiowati & Komari, 2020). The circumstances experienced by the M6 when carried out for a long period can make it difficult for her. Home can also be a hectic place with two important areas of life that are stressful and can be harmful to physical and mental health (Scanlan, Meredith, & Pulsen, 2013) (Buzza, 2017).

#### Work Interference with Personal Life

When women work as well as a mom, they feel a sense of satisfaction, coupled with the support from their families, which makes them excited when WFH this also happen to M5. Family support is important in maintaining work-life balance, agreeing with (Feeney & Stritch, 2019) emphasized that the significance of organizational culture in supporting WLB has been investigated within the open administration writing. the recognition of back from a supervisor and the organization diminishes the degree to which an representative feels that her work is influencing the family.

Work interruptions experienced by M6 when carrying out WFH were due to work outside of office hours which led to time management, which made no clear boundaries between working time at home. Home-based working from home may initiate an automatic covering of family exercises and work commitments, which can worsen the farther workers' discernment of weariness. Home-based working from home causes an heightened and extensification of work, which agree in expanding the work-related endeavours of farther specialists, in this way deciding more noteworthy weariness (Palumbo, 2020).

#### Personal Life interference by Work

M1 also added that the presence of children affects when they work at home. Completing childcare and paid work is challenging for guardians, but once more, it implies expanded adaptability for numerous workers, adaptability that's regularly examined as a solution to improved Work Life Balance (Hjálmsdóttir & Bjarnadóttir, 2021). Disturbances at work and restlessness are directly felt by M1 because of the personality that demands her to make herself like that, besides the presence of children affects him at work. Studies have shown that youthful children tend to look for offer assistance and consideration by hindering their mothers and their mothers (Hjálmsdóttir & Bjarnadóttir, 2021).

M3 and M6 sense an intrusion from privacy in their work. The division between work and domestic can ended up more obscured when the representatives bring their work domestic and lookout of family things amid working hours. Such adaptability is frequently subordinate on instructive level, as well as being related to the gendered division of the labor showcase (Hjálmsdóttir & Bjarnadóttir, 2021).



### Personal Life Enhancement of Work

Improvement in personal also Work Life is difficult for M1 due to the nature she has. Men and women handle Work Life Balance differently. Previous studies have shown that female laborers involvement more challenges in administrative positions. Notwithstanding of their work status, ladies are still mainly capable for family chores and numerous of them, as a result, proceed to confront challenges in their Work Life Balance. In any case of gender, laborers by and large need to work in organizations that supported Work Life Balance. Ladies put work and family to begin with and attempt to induce things done together (Sulistiowati & Komari, 2020).

### Work Enhancement of Personal Life

This measurement alludes to the degree to which work can move forward the person's Personal Life. For case, abilities procured by people at work permit people to utilize these aptitudes in everyday life (Mayangsari & Amalia, 2018). For the dimension of WEPL (Work Enhancement Of Personal Life) According to nine millennial moms, it was found that most of them feel that their work improves the quality of their lives, including adding skills, broad relationships, knowledge gained in the office. useful when opening a business or side job, besides that they feel that their quality has increased because there is a salary they get, as their wages and rights as employees. The importance of maintaining a work-life balance for millennial moms also makes them feel more productive in their daily lives.

### The Work from Home path to enter the Work Life Balance of Millennial Moms

The implementation of WFH has created a shock for the sustainability of millennial moms' work-life balance. M1 explain that WFH was good but the point is we are still with the children, work will difficult because we can't focus, children are fussy and it becomes messy. Other support also came from M4 who gave the opinion that from the worker's perspective, more effort was needed when WFH was conducted, on the other hand, a distraction from the child was a big deal. Agree with that, M6 and M7 along with other millennial moms feel the chaos when working WFH, added by M7 there are misconceptions with their children when they are undergoing WFH. But on the one hand, it is undeniable that not all millennial moms can undergo WFH due to jobs that require them to stay in the office as M5 explain before. In addition, M9 also agrees with M5 that she does not work optimally at home due to inadequate facilities and admits that he often asks for permission to continue working in the office during the WFH schedule. This result relates to the explanation of (Imani & Triyono, 2018) in (Putri, 2021) that mothers who have a double burden tend to have unstable emotions because they have to be responsible for providing the best performance for the company and they also have to take care of the house and educate children so that this triggers stress, anxiety, depression.

### Flexible Work Environment

Flexibility related to time, place, and how the employee completes his work the same as, while there also goals that should be achieved also can make worker fell satisfied (Wolor et al., 2020) M1 said that if there was indeed work flexibility the company gave us the authority to manage our own time, while PT Jamkrida Bali Mandara (Regional Limited Liability Company) was still bound by office rules. Some of them, such as M2, M4, M9 rarely carry out WFH due to inadequate home facilities. The application according to office hours at PT Jamkrida Bali Mandara is classified as variable working hours. That is a working system that requires personnel to be gift at positive hours withinside the workplace and personnel can decide the relaxation of the time themselves. For example, personnel are required to log in each day from 9AM to 1PM, and the relaxation can paintings remotely until they fulfil a minimum of 40 hours a week (Ayuna, 2019) (Mungkasa, 2020).

### Stress Disorders

Millennial moms feel the pressure while undergoing WFH, some of them like M1, M2, M4 complain about urgent situations that require them to come to the office, it is undeniable that when WFH most of them have long morning routines so that the time to take a shower is delayed. Extra coordination when WFH causes their work to be hampered. Another statement comes from M6. There are Gendered components of emotional labor, the girls finished that form of labour further to different duties. This is reflected withinside the phrases of a mom of 1st baby, running full-time on the whole from domestic with a husband who on the whole worked away from domestic. M7 and M8 feel stress due to the effort expended when WFH is greater than working from the office.

### Proximity to Family

In terms of proximity to family, millennial moms feel the advantages of having WFH but there are also disadvantages. They all said that their families, husbands, and their environment understood that when they were at home on weekdays, it meant they were working. Time with children when WFH is the main thing for millennial moms, when they are with their children, they feel happy. Like M3, M6, and M8 who felt that there was enough

time when WFH, M9 also stated that when WFH he was not required to participate in "ngayah or work sincerely" at family religious ceremonies or Banjar (legal community units that have boundaries area authorized to regulate and manage the interests of the local community). They feel unburdened by customary rules, which in previous research by (Stepani Kartika & Dewi Puri, 2012) mentioned that 83 Balinese women who work feel work imbalance due to *awig – awig* (provisions governing the manners of social life in society to realize a stable life order in society).

### Travel Time

Included in the variable working hours, of course, millennial moms will mention the distance to return to the office if working from home, but in the current study, the mileage does not pose a problem because the informant is located in Denpasar and is close to the office area. However, it is not the distance that causes them to experience extraordinary panic, but the urgent condition that makes them have to go to the office immediately when undergoing WFH was explained by M6.

### Health and Balance

Health and balance are related to health benefits and work balance, for example, an adequate workplace, an appropriate job desk, and mental support provided by HR to millennial moms. They revealed that HR pays attention to physical health such as giving vitamins, masks, and providing reimbursements worth two hundred thousand rupiahs in the context of covid-19. In addition, M6 also added that there is attention from HR who respect them as mothers and this is felt by M6, as well as M1 adding that regarding mental health, HR will provide solutions when employees want to talk.

The work balance of millennial moms also depends on company policies. The existence of policies that regulate work-life balance will increase their motivation. Furthermore, Matsubara and Wakisaka (2005) in (Takeuchi, 2017) show that WLB policies are often a form of a corporate welfare system that facilitates the constant career development of working women. Even Japanese companies have approached these steps as part of a substantial strategy for better human resource management amid trends such as declining birth rates and increasing rapid aging (Takeuchi, 2017). Also emphasized by Sakazume (2002) in (Takeuchi, 2017) shows that the WLB system has a positive effect in increasing employee morale and improving working conditions.

#### High creativity and productivity

it means that when doing WFH some of them have an idea to start a business as described by M1. On the other hand, M6 feels that since WFH he has become disorganized, sometimes productive, and sometimes overwhelmed, she explained that one productive day when her child is sleeping soundly, M6 can complete almost all household chores such as sweeping, mopping, reading magazines, cooking and washing. Meanwhile, M7 feels that when WFH feels a decrease in work effectiveness, other millennial moms feel ordinary.

#### The separation of home and office work.

On the division between office and homework, M1 emphasized that time division plays an important role in solving this problem. M2 added that when we were at home our focus as parents would shift to our children, this was also agreed by M3 who felt that WFH was like a holiday, and M6, who had the first child, felt very panicky and had difficulty managing the time she wanted. This refers to the dilemma of working mothers.

## 4. CONLUSSION

The Implementation of Work From Home PT Jamkrida Bali Mandara (Regional Limited Liability Company) is included in the Variable Working Hours, which means the flexibility of work determined by the company. Then almost all of the dimensions in Work From Home refer to Millennial Moms' Work Life Balance, dimension of Work Interference With Personal Life, Personal Life Interference With Work are related to the flexible work environment, stress disorders, and separation of home and office work, while Personal Life Enhancement Of Work having relation to health and balance and Work Enhancement Of Personal Life. related to high creativity and productivity. The mileage does not pose a problem because the informant is located in Denpasar and is close to the office area. Time arrangements and schemes regarding work-life balance need to be done to maintain productivity, enthusiasm and work enthusiasm for millennial mothers. Advanced attention is also advised to find out more about the health of millennial mothers such as mental health because it was found that not a few of these mothers experienced panic and burden when undergoing WFH. For this reason, regulations are needed that regulate the work-life balance of millennial mothers of PT Jamkrida Bali Mandara (Regional Limited Liability Company).

The limitation of this research is the scope of research that only focuses on the essential sector, namely Regional Owned Enterprises. In addition, current research only focuses on the millennial mom's generation. For further research, it is expected to be able to develop other subjects such as work-life balance in other generations,

as well as discuss phenomena related to Work From Home using different dimensions. Further research is needed to explore the extent to which time management is involved when WFH implements and whether this impacting work-life balance can affect the performance of millennial mothers. Also, the type or details of consulting assisted by the company are not detailed and must be explained, therefore studies are needed.

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