



The Effect of Work-Family Conflict and Workload on Work-Life Balance: The Moderating Role of Family Supportive Supervisor Behavior and Coworker Support

Dilla Suci Hayati*, Syahrizal
Universitas Negeri Padang, Indonesia
Email: dillabps@gmail.com*

Corresponding Author: Dilla Suci Hayati

Keywords

coworker support; family supportive supervisor behavior; work-family conflict; workload; work-life balance

ABSTRACT

The issue of work-life balance has garnered significant scholarly and organizational attention, particularly in the context of escalating work demands. This study investigates the impact of work-family conflict and workload on employees' work-life balance, while also examining the moderating roles of family supportive supervisor behavior and coworker support. A quantitative research design was employed, utilizing a survey distributed to 222 employees of the Central Bureau of Statistics in West Sumatra, selected through cluster random sampling. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The findings indicate that both work-family conflict and workload negatively influence work-life balance. Furthermore, coworker support was found to buffer these adverse effects, whereas family supportive supervisor behavior did not exhibit a moderating influence. This research contributes to the literature by highlighting the differential roles of workplace social support mechanisms in mitigating work-life imbalance. The practical implications underscore the need for organizations to foster peer support systems to enhance employee well-being and sustain productivity in high-demand environments.



© 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

INTRODUCTION

The concept of work-life balance has emerged as a significant concern in recent years. In the contemporary context, the conventional understanding of work-life balance, which primarily entailed the division of time between work and personal life, has evolved towards a more integrated approach that encompasses both aspects (Attar et al., 2021). An increasing number of individuals are striving to achieve a harmonious integration between their professional responsibilities and personal well-being. Maintaining a positive work-life balance is crucial for overall well-being and productivity (Borgia et al., 2022).

The Central Bureau of Statistics, as an agency directly accountable to the President, also exerts influence over the implementation of this work-life balance. The prevalence of high workloads has

been identified as a significant factor contributing to a lack of time for employees to engage in activities outside of work, including spending time with their families. In 2023, the Central Bureau of Statistics conducted three censuses in a single year, a task that is typically performed once every ten years, in addition to numerous other routine surveys. Despite the limited timeframe allocated for these tasks, the sheer volume of work can be overwhelming for employees, taxing their cognitive abilities and energy reserves. The quality of relationships between family members is negatively affected, with family members experiencing feelings of neglect. Consequently, employees experience an imbalance between their professional and personal lives, characterised by lengthy working hours and significant responsibilities.

The majority of research on the concept of work-life balance has concentrated on the following areas: flexible work, family, demographic changes, and time off istirahat (Dax & bond, 2005). Prior research has demonstrated that work-family conflict is associated with reduced work-family balance (Pattusamy & Jacob, 2016). Given that work and family conflict can impact the quality of both work and non-work life (Md-Sidin et al., 2010). The results of recent research conducted on the relationship between work-family conflict and work-life balance also confirm this assertion, indicating that work-family conflict is a significant factor in reducing work-life balance.

In addition to work-family conflict, a high workload also has an adverse effect on employees' work-life balance. In large organizations, employees are often tasked with a multitude of responsibilities that must be completed within a limited timeframe (Shah et al., 2022). This results in employees being under considerable pressure to complete all tasks in order to meet the imposed deadlines. An employee's work-life balance is one of the consequences of an excessively heavy workload. A lack of adequate rest and recuperation time can result in a deterioration of one's work-life balance. Nevertheless, work overload can be beneficial for work-life balance when individuals perceive it as a challenge and an opportunity for improvement. If the workload is perceived to increase as a result of employees being able to manage their workload and fulfil their desires, thereby achieving a healthy work-life (Syihabudhin et al., 2020). Nevertheless, Chiew et al (2018) have demonstrated a negative correlation between work intensification and work-life balance.

From these problems, it can be seen that the role of leaders and coworkers in providing support for the phenomenon of work-family conflict and the associated workload experienced by employees is of great importance. Prior research has underscored the significance of furnishing individual work resources, as certain of these resources (e.g., coworker support, supervisor support, job autonomy) have been demonstrated to exert a beneficial influence on recovery (Kinnunen et al., 2011). To address this research gap, the authors introduced the concept of family supportive supervisor behavior as a moderating variable in the construction of a theoretical model investigating the relationship between work-family conflict, workload, and work-life balance. Family supportive supervisor behavior refers to supervisor behaviors that support and facilitate the balance between work and family life of employees pegawai (Komlenac et al., 2022). Supervisors who are emotionally supportive can foster an environment in which employees feel cared for and supported in navigating the challenges associated with multiple roles. This can serve to mitigate work-family conflict and alleviate the associated workload. If supervisors provide greater support to employees, employees will be better able to maintain a healthy work-life balance (Komlenac et al., 2022).

The role of support from leaders and coworkers is of significant influence on employee work-life balance Petchsawang & Morris (2005). Support from leaders and coworkers may manifest in the

form of social support, which encompasses social interactions that offer tangible assistance within a social system predicated on the provision of love, care, or a sense of attachment to groups of individuals, encouragement, understanding, positive attention and appreciation, financial assistance, and cognitive guidance (Karatepe, 2012). The provision of social support by supervisors and colleagues enables access to valuable resources, including emotional support, assistance, guidance, and information, which are instrumental in navigating life and work challenges (Kossek et al., 2011).

This research is based on role theory and resource conservation theory (COR) (Hobfoll, 2011). This study aims to analyze how work-family conflict and workload affect work-life balance and analyze the moderating role of family supportive supervisor behavior and coworker support in employees of the central statistics agency in West Sumatra Province.

The issue of work-life balance has emerged as a global concern amidst escalating job demands and evolving workplace structures. Across various regions, organizations increasingly face challenges in supporting employees to maintain equilibrium between professional and personal roles, particularly as remote work, time scarcity, and intensified workloads strain employee well-being. Despite the growing body of literature addressing work-life balance, significant research gaps persist—especially regarding the role of workplace social support systems in public institutions within developing countries. This study addresses these gaps by examining the effects of work-family conflict and workload on work-life balance, while exploring the moderating roles of family supportive supervisor behavior and coworker support.

A quantitative survey approach was employed, targeting 222 employees at the Central Bureau of Statistics in West Sumatra, selected via cluster random sampling. Structural Equation Modeling using Partial Least Squares (SEM-PLS) was used for data analysis. The findings confirm that both work-family conflict and workload significantly diminish work-life balance, while coworker support mitigates these negative effects. However, family supportive supervisor behavior was not found to exert a moderating influence. This research is timely and novel in its contextual focus and in testing these moderating dynamics. It offers practical insights for organizations to cultivate coworker-driven support systems, particularly where managerial support may be insufficient, to promote sustainable employee well-being.

METHOD

This study adopted a quantitative research design using a survey-based approach to investigate the relationship between work-family conflict, workload, and work-life balance, along with the moderating roles of family supportive supervisor behavior and coworker support. A total of 222 employees from the Central Bureau of Statistics in West Sumatra served as the research sample. The cluster random sampling method was employed to ensure proportional representation across departments and organizational units. This technique was selected due to its efficiency in sampling a geographically and organizationally dispersed population while maintaining statistical generalizability. The sample demographics reflected a balanced representation in terms of gender, age, educational attainment, and job tenure, with a majority being female (56.30%), aged 31–39 years, holding a bachelor's degree (69.36%), and having worked for 11–20 years.

Work-family conflict was measured using scale by (Netemeyer et al., 1996) consist five items, workload was measuring using scale by (De Bruin & Taylor, 2005) consist nine items, coworker support was measured using scale by (Raineri et al., 2016) consist eight items, family supportive

supervisor behavior was measured using scale by (Komlenac et al., 2022) and consist three items, work-life balance was measured using scale by (Narayanan, 2015) consist twelve items.

RESULTS AND DISCUSSIONS

The majority of responden were female (56.30%), aged 31-39 (30.64%), holding a bachelor's degree (69.36%) and had 11-20 years of job tenure. Table 1 shows more details about the respondents.

Table 1. Respondent characteristics

Category	Characteristic	Frequency	Percentage
Gender	Woman	125	56.30
	Man	97	43.70
Age	22-30	62	27.92
	31-39	68	30.64
	40-48	56	25.23
	49-57	36	16.21
Level of education	High School	20	9.02
	Bachelor's degree	154	69.36
	Master degree	48	21.62
Job Tenure	1-10	80	36.04
	11-20	92	41.44
	21-30	39	17.57
	31-40	11	4.95

Cronbach alpha and composite reliability measure the consistency of items. Cronbach's alpha is 0.7 or above. Table 2 shows that WFC, Workload, Coworker Support, FSSB and WLB are highly related. The standard value for composite reliability is 0.6 or above, and the results show all desirable values. This means that the items of all constructs are highly related to each other. The standard value for AVE is 0.5 or above.

We tested the discriminant validity of the constructs with a HTMT test. Table 3 shows the discriminant validity between the constructs. The standard value is 0.9 or below. All the values are below 0.9, so the model's constructs are discriminant. The cross-loading test was used to measure the discriminant validity of individual items of the constructs. Table 4 shows that each item's value is less than the other items, proving the items are consistent with their respective constructs.

Table 2. Validity and Reliability Result

Construct	Cronbach Alpha	Composite Reliability	AVE
Work-Family Conflict	0.889	0.918	0.693
Workload	0.857	0.894	0.586

Family Supportive Supervisor Behavior	0.880	0.919	0.793
Coworker Support	0.909	0.926	0.610
Work-Life Balance	0.866	0.894	0.515

Table 3. HTMT

	CS	FSSB	WFC	WLB	WL	CS x WL	CS x WFC	FSSB x WL	FSSB x WFC
CS									
FSSB	0.443								
WFC	0.306	0.222							
WLB	0.338	0.164	0.776						
WL	0.299	0.247	0.789	0.703					
CS x WL	0.538	0.082	0.129	0.222	0.193				
CS x WFC	0.472	0.174	0.104	0.203	0.155	0.714			
FSSB x WL	0.106	0.237	0.150	0.095	0.232	0.424	0.475		
FSSB x WLB	0.212	0.106	0.168	0.137	0.168	0.449	0.610	0.595	

CS: Coworker Support, FSSB: Family Supportive Supervisor Behavior, WFC: Work Family Conflict, WL: Workload, WLB: Work-Life Balance.

Table 4. Cross-Loading

	CS	FSSB	WFC	WLB	WL	CS x WL	CS x WFC	FSSB x WL	FSSB x WFC
WL1	0.175	0.166	0.494	0.357	0.702	-0.130	-0.087	-0.184	-0.122
WL3	0.121	0.067	0.372	0.444	0.698	-0.152	-0.173	-0.148	-0.141
WL5	0.157	0.156	0.582	0.579	0.787	-0.076	-0.029	-0.106	-0.045
WL7	0.234	0.175	0.538	0.504	0.754	-0.051	-0.097	-0.107	-0.087
WL8	0.274	0.266	0.570	0.478	0.856	-0.210	-0.116	-0.239	-0.178
WL9	0.267	0.258	0.566	0.441	0.765	-0.197	-0.152	-0.197	-0.138
CS1	0.702	0.311	0.248	0.246	0.219	-0.357	-0.281	-0.205	-0.169
CS2	0.802	0.295	0.190	0.197	0.208	-0.448	-0.425	-0.137	-0.226
CS3	0.670	0.231	0.104	0.150	0.072	-0.350	-0.302	-0.008	-0.098
CS4	0.845	0.374	0.268	0.236	0.253	-0.378	-0.374	-0.119	-0.182
CS5	0.849	0.322	0.243	0.226	0.224	-0.480	-0.381	-0.088	-0.159
CS6	0.813	0.262	0.210	0.235	0.217	-0.399	-0.409	-0.020	-0.184
CS7	0.838	0.350	0.248	0.257	0.273	-0.439	-0.375	-0.057	-0.227
CS8	0.736	0.329	0.167	0.234	0.163	-0.365	-0.273	0.001	-0.020
FSSB1	0.350	0.797	0.097	0.052	0.170	-0.054	-0.116	-0.130	-0.028
FSSB2	0.382	0.910	0.154	0.091	0.145	-0.075	-0.164	-0.208	-0.093
FSSB3	0.370	0.968	0.267	0.206	0.266	-0.083	-0.168	-0.273	-0.153
WFC1	0.329	0.262	0.790	0.535	0.547	-0.120	-0.151	-0.118	-0.214
WFC2	0.158	0.092	0.846	0.630	0.538	-0.092	-0.056	-0.084	-0.099
WFC3	0.171	0.179	0.862	0.622	0.657	-0.088	-0.035	-0.104	-0.130
WFC4	0.245	0.212	0.795	0.543	0.569	-0.110	-0.094	-0.097	-0.119

	CS	FSSB	WFC	WLB	WL	CS x WL	CS x WFC	FSSB x WL	FSSB x WFC
WFC5	0.239	0.210	0.786	0.542	0.486	-0.082	-0.063	-0.172	-0.080
WLB1	0.250	0.133	0.309	0.696	0.339	-0.266	-0.212	-0.083	-0.125
WLB11	0.184	0.102	0.703	0.686	0.470	-0.073	-0.066	-0.070	-0.093
WLB12	0.061	0.122	0.620	0.740	0.550	0.067	0.012	-0.091	0.043
WLB3	0.195	0.014	0.455	0.729	0.438	-0.201	-0.167	-0.044	-0.030
WLB5	0.345	0.237	0.434	0.764	0.375	-0.156	-0.205	-0.021	-0.184
WLB7	0.276	0.165	0.486	0.781	0.404	-0.160	-0.130	-0.012	-0.051
WLB8	0.209	0.070	0.381	0.636	0.500	-0.110	-0.154	-0.120	-0.111
CS x WL	-	-	-	-	-	1.000	0.714	0.424	0.449
CS x WFC	-	-	-	-	-	0.714	1.000	0.475	0.610
FSSB x WL	-	-	-	-	-	0.424	0.475	1.000	0.595
FSSB x WFC	-	-	-	-	-	0.449	0.610	0.595	1.000

CS: Coworker Support, FSSB: Family Supportive Supervisor Behavior, WFC: Work Family Conflict, WL: Workload, WLB: Work-Life Balance

The purpose of hypothesis testing is to assess how the independent and dependent variables in this study have an impact. The rule of thumb for t-statistics (higher than 1.96) and p-values with a significance threshold of 5% are utilized for assessment when the bootstrap approach is applied in conjunction with structural equation modeling (Tabel 5).

Table 5. Hypotheses Testing

Hyphotheses	Path	Coefficient	t-statistic	p-value	Decision
H1	WFC -> WLB	-0.559	7.686	0.000	Supported
H2	WL -> WLB	-0.329	4.354	0.000	Supported
H3	FSSB x WFC -> WLB	-0.038	0.538	0.590	Not Supported
H4	FSSB x WL-> WLB	0.028	0.386	0.700	Not Supported
H5	CS x WFC -> WLB	0.162	2.084	0.037	Supported
H6	CS x WL -> WLB	0.159	2.309	0.021	Supported

CS: Coworker Support, FSSB: Family Supportive Supervisor Behavior, WFC: Work Family Conflict, WL: Workload, WLB: Work-Life Balance

The study results show that work-family conflict has a negative and significant impact on work-life balance. These findings indicate that as employees experience higher levels of work-family conflict, their work-life balance declines. The greater the conflict felt between job demands and family responsibilities, the more challenging it becomes for employees to maintain a healthy balance between these aspects. This imbalance may lead to feelings of burden, stress, or dissatisfaction with

their life balance. When employees feel unable to meet both work and family demands, they may experience stress and dissatisfaction, potentially depleting their emotional and physical resources and further disrupting the balance between work and personal life. These findings are consistent with prior research by Isa & Indrayati, (2023), which also found that work-family conflict has a negative and significant impact on work-life balance.

Furthermore, the results showed that workload has a negative and significant effect on work-life balance. A high workload often requires employees to spend extra time completing tasks, sometimes even beyond regular working hours. As a result, time that could be dedicated to family, personal activities, or rest becomes limited, disrupting their personal life balance. Excessive workload frequently leads to stress and fatigue, which can drain the energy needed for activities outside of work or for interactions with family and friends, ultimately diminishing the quality of employees' personal lives. According to Conservation of Resources (COR) theory, when individuals perceive a threat to their resources, they tend to experience increased stress. This heightened stress can disrupt mental health and well-being, which, in turn, further deteriorates work-life balance. These findings align with prior research, such as the study by (Suhaimi et al., 2018) which found that workload has a negative and significant impact on work-life balance.

The results of the hypothesis testing with the moderating role of family supportive supervisor behavior in the relationship between work-family conflict and workload with work-life balance show that family supportive supervisor behavior does not moderate the influence of work-family conflict and workload on work-life balance. These results indicate that the role of support from supervisors in family matters does not strengthen or weaken the relationship between work-family conflict or workload and work-life balance. In other words, even though there is support from supervisors regarding family matters, it does not have a significant impact on reducing or increasing the influence of work-family conflict and workload on the balance between work and employees' personal lives.

Coworker support has been found moderate the effect of work-family conflict and workload on work-life balance. Coworker support can weaken the relationship between work-family conflict and workload with work-life balance. In other words, when employees experience conflict between work and family, coworker support can help mitigate the negative impact of that conflict on work-life balance (Uddin et al., 2023). This support may provide emotional assistance, advice, or even practical help, enabling employees to better balance work and personal life demands. Coworker support influences the work environment and work-life balance by enabling individuals to manage various tasks more effectively (Uddin et al., 2020). Similar to supervisors, coworkers can assist their peers in completing tasks by taking on some of the workload, allowing them to leave earlier, manage non-work-related issues, and provide a listening ear for their concerns (Meglich et al., 2016). Research by (Uddin et al., 2023) highlights that coworker support plays a critical role in enhancing work-life balance. Moreover, Research conducted by Wan et al. (2022) indicates that coworker support can mitigate the negative effects of work-task conflict on work-family balance. The negative relationship between work-task conflict and work-family balance only emerges when coworker support is low.

CONCLUSION

The empirical findings suggest that the constructs of work-family conflict and workload exert a negative and statistically significant influence on the concept of work-life balance. Moreover, the results elucidate that the behavior of supervisors who are supportive of family obligations does not significantly contribute to the enhancement or diminishment of the association between work-

family conflict and workload in relation to work-life balance. Support from coworker serves to alleviate the adverse effects of work-family conflict nad workload on work-life balance.

The current investigation presents certain limitations. Firstly, the research employed a cross-sectional design, which inherently constrains the ability to draw definitive conclusions regarding causality. To attain a more nuanced comprehension of causal relationships, subsequent studies in this domain should strive to evaluate the model proposed in this study through a longitudinal research framework. Secondly, given that data for all study variables were exclusively obtained from employee self-reports, the inferences drawn from this study may have been influenced by common method variance. To mitigate the adverse impacts associated with this issue, future research ought to obtain data from diverse sources.

REFERENCES

- Attar, M., Çağlıyan, V., & Abdul-Kareem, A. (2021). Evaluating The Moderating Role Of Work-Life Balance On The Effect Of Job Stress On Job Satisfaction. *Istanbul Business Research*, 49(2020), 201–223. <https://doi.org/10.26650/ibr.2020.49.0081>
- Borgia, M. S., Di Virgilio, F., La Torre, M., & Khan, M. A. (2022). Relationship Between Work-Life Balance And Job Performance Moderated By Knowledge Risks: Are Bank Employees Ready? *Sustainability (Switzerland)*, 14(9). <https://doi.org/10.3390/su14095416>
- De Bruin, G. P., & Taylor, N. (2005). Development Of The Sources Of Work Stress Inventory. *South African Journal Of Psychology*, 35(4), 748–765. <https://doi.org/10.1177/008124630503500408>
- Fahmy, T. M. (2020). Family Supportive Supervisor Behavior As A Moderator Of The Relationship Between Work Family Conflict And Organizational Commitment For Egyptian Flight Attendants. *Journal Of The Faculty Of Tourism And Hotels-University Of Sadat City*, 4, 96–115.
- Hobfoll, S. E. (2011). Conservation Of Resource Caravans And Engaged Settings. *Journal Of Occupational And Organizational Psychology*, 84(1), 116–122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Isa, M., & Indrayati, N. (2023). The Role Of Work–Life Balance As Mediation Of The Effect Of Work–Family Conflict On Employee Performance. *SA Journal Of Human Resource Management*, 21, 1–10. <https://doi.org/10.4102/sajhrm.v21i0.1910>
- Karatepe, O. M. (2012). The Effects Of Coworker And Perceived Organizational Support On Hotel Employee Outcomes: The Moderating Role Of Job Embeddedness. *Journal Of Hospitality And Tourism Research*, 36(4), 495–516. <https://doi.org/10.1177/1096348011413592>
- Kinnunen, K. M., Greenwood, R., Powell, J. H., Leech, R., Hawkins, P. C., Bonnelle, V., Patel, M. C., Counsell, S. J., & Sharp, D. J. (2011). White Matter Damage And Cognitive Impairment After Traumatic Brain Injury. *Brain*, 134(2), 449–463. <https://doi.org/10.1093/brain/awq347>
- Komlenac, N., Stockinger, L., & Hochleitner, M. (2022). Family Supportive Supervisor Behaviors Moderate Associations Between Work Stress And Exhaustion: Testing The Job Demands–Resources Model In Academic Staff At An Austrian Medical University. *International Journal Of Environmental Research And Public Health*, 19(9). <https://doi.org/10.3390/ijerph19095769>
- Kossek, E. E., Baltes, B. B., & Matthews, R. A. (2011). How Work-Family Research Can Finally Have An Impact In Organizations. *Industrial And Organizational Psychology*, 4(3), 352–369. <https://doi.org/10.1111/j.1754-9434.2011.01353.x>
- Li, Q., & Liu, M. (2023). *The Effect Of Family Supportive Supervisor Behavior On Teachers* ’

- Innovative Behavior And Thriving At Work : A Moderated Mediation Model. March*, 1–17. <https://doi.org/10.3389/fpsyg.2023.1129486>
- Md-Sidin, S., Sambasivan, M., & Ismail, I. (2010). Relationship Between Work-Family Conflict And Quality Of Life: An Investigation Into The Role Of Social Support. *Journal Of Managerial Psychology*, 25(1), 58–81. <https://doi.org/10.1108/02683941011013876>
- Narayanan, L. (2015). Work-Family Conflict, Family-Work Conflict As Predictors Of Work-Life Balance Among Women Employees Working In IT Industries. *International Conference On Technology And Business Management*.
- Netemeyer, R. G., Boles, J. S., & Mcmurrian, R. (1996). Development And Validation Of Work-Family Conflict And Family-Work Conflict Scales. *Journal Of Applied Psychology*, 81(4), 400–410. <https://doi.org/10.1037/0021-9010.81.4.400>
- Pattusamy, M., & Jacob, J. (2016). Testing The Mediation Of Work-Family Balance In The Relationship Between Work-Family Conflict And Job And Family Satisfaction. *South African Journal Of Psychology*, 46(2), 218–231. <https://doi.org/10.1177/0081246315608527>
- Raineri, N., Mejía-Morelos, J. H., Francoeur, V., & Paillé, P. (2016). Employee Eco-Initiatives And The Workplace Social Exchange Network. *European Management Journal*, 34(1), 47–58. <https://doi.org/10.1016/j.emj.2015.10.006>
- Shah, S. Q. A., Lai, F. W., Shad, M. K., & Jan, A. A. (2022). Developing A Green Governance Framework For The Performance Enhancement Of The Oil And Gas Industry. *Sustainability (Switzerland)*, 14(7). <https://doi.org/10.3390/su14073735>
- Suhaimi, S. A., Mohamad, M., Seman, K., Hanief, M., Nazmi, Ismail, N. F. H., Rahman, N. I. A. K., Yean, T., Nee, & Jafri, W. N. N. W. (2018). THE EFFECT OF WORKLOAD AND ROLE CONFLICT TOWARDS WORK-LIFE BALANCE. *The European Proceedings Of Social & Behavioural Sciences*, 2357–1330.
- Syihabudhin, S., Nora, E., Juariyah, L., Hariri, A., & Dhika, O. (2020). *Effect Of Workload On Employee Performance Through Work Life Balance At Ollino Garden Hotel Malang East Java*. 149(Apmrc 2019), 141–146. <https://doi.org/10.2991/Aebmr.K.200812.025>
- Uddin, M., Ali, K. B., Khan, M. A., & Ahmad, A. (2023). Supervisory And Co-Worker Support On The Work-Life Balance Of Working Women In The Banking Sector: A Developing Country Perspective. *Journal Of Family Studies*, 29(1), 306–326. <https://doi.org/10.1080/13229400.2021.1922299>
- Yadav, R. K., & Dabhade, N. (2014). Work Life Balance And Job Satisfaction Among The Working Women Of Banking And Education Sector - A Comparative Study. *International Letters Of Social And Humanistic Sciences*, 21, 181–201. <https://doi.org/10.18052/Www.Scipress.Com/Ishs.21.181>