

---

# Work-Life Balance in Balinese Perspective: A Systematic Literature Review

---

Putu Agus Eka Rismawan<sup>1\*</sup>, I Gede Riana<sup>2</sup>, Ida Bagus Ketut Surya<sup>3</sup>,  
Made Surya Putra<sup>4</sup>

<sup>1\*,2,3,4</sup>*Faculty of Economics and Business, Universitas Udayana, Indonesia.*

*Corresponding Email: <sup>1\*</sup>askarismawan@unmas.ac.id*

**Received:** 29 March 2024

**Accepted:** 17 June 2024

**Published:** 01 August 2024

**Abstract:** *Work-life balance has different domains in rules, patterns, behavior, and culture. The culture in the world of work is very different from the culture in the family. Balinese life cannot be separated from culture, cultural diversity is unique in Bali. Work-life balance for Balinese people is not only limited to balancing work-life and family life, but there is also a social life that must be lived. Culture in Bali is related to the concept of Tri Hita Karana in Hinduism. Tri Hita Karana is the three sources of happiness in life for mankind. This research aims to analyze work-life balance in Balinese perspective by a systematic literature review. This research design is a literature review or research based on literature review. The literature review was conducted by retrieving articles from various online journal databases such as Emerald, Sage, Elsevier, and others. Based on the research results show that work-life balance can be achieved if there is support such as family, friends, and organizations. Work-life balance and Tri Hita Karana are two complementary concepts to create balance and happiness. Work-life balance emphasizes the importance of maintaining a balance between work and personal life, so that both can run in balance without disturbing each other. While Tri Hita Karana emphasizes the importance of achieving balance between relationships with oneself, relationships with others, and relationships with environment.*

**Keywords:** *Work-Life Balance, Balinese Perspective, Systematic Literature Review.*

## 1. INTRODUCTION

Work-life balance is important in people's lives, especially for people who are married. Work-life balance is a very important phenomenon for employees in government and private organizations because it affects the social, psychological, economic, and mental factors of employees and has implications for employee attitudes, behavior, and organizational effectiveness (Obiageli et al., 2015). Work-life balance has different domains in rules, patterns, behavior, and culture. Work-life balance is the extent to which individuals are

involved and equally satisfied in terms of time and psychological involvement with their roles in work life and personal life (for example with partners, parents, family, friends, and community members) and the absence of conflict between these two roles. It can be said that individuals who pay attention to work-life balance and personal life are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone. The culture in the world of work is very different from the culture in the family. Employees must integrate the two domains. The opinion expressed by Watts (2009) states that how work-life balance can be achieved in the face of conflicting demands from work and family has been widely presented in empirical studies, but the results are still inconsistent. Work-life balance research in business and management literature relates to women, especially frontliner employees and managers of large organizations where the domain boundaries are clear (Sun et al., 2019).

Balinese life cannot be separated from culture, cultural diversity is unique in Bali. Work-life balance for Balinese people is not only limited to balancing work-life and family life, but there is also a social life that must be lived. Culture in Bali is related to the concept of Tri Hita Karana in Hinduism. Tri Hita Karana is the three sources of happiness in life for mankind. Gorda (1996) describes the happiness of humans inwardly and outwardly according to Hinduism will be achieved if humans are able to realize three types of cooperation and harmonious relationships in the concept of Tri Hita Karana, namely: a) Parahyangan, which is harmony in human relations with God; b) Pawongan, which is harmony in human relations with fellow humans; and c) Palemahan, which is harmony in human relations with the surrounding nature.

The principle of implementation must be balanced and in harmony with one another. If balance is achieved, humans will live by restraining all bad actions. His life will be balanced, serene, and peaceful. The relationship between humans and the natural environment needs to be established in harmony, if this harmony is damaged by ignorant hands, it is not impossible that nature will be angry and hostile. Don't be blamed if a disaster occurs, if human activities like to destroy the natural environment. It is not realized that the natural environment has given humans the freedom to make maximum use of it for the welfare of their lives. The fundamental essence of Tri Hita Karana contains the meaning of three causes of prosperity that originate from the harmonious relationship between humans and God, humans and their natural environment, and humans and each other. By applying this philosophy, it is hoped that it can replace the modern view of life which prioritizes individualism and materialism. Cultivating Tri Hita Karana will be able to eradicate views that encourage consumerism, conflict and turmoil.

Basically, the essence of the Tri Hita Karana teachings emphasizes three human relationships in life in this world. These three relationships include relationships with fellow humans, relationships with the natural surroundings, and relationships with God which are interconnected with each other. Every relationship has a life guideline of respecting other aspects of the surroundings. The principle of implementation must be balanced, in harmony with one another.

One of the supporters of achieving work-life balance is social support. Social support is support provided by people around when individuals face problems. Social support is a form of physical and psychological comfort provided by friends and family (Baron et al., 2006). This support includes family support, friend support, and significant other (Zimet et al., 1998). Factors that influence social support are as follows:

**a. Physical Need**

Physical support can influence social support. Physical needs include clothing, food, and shelter. If someone's physical needs are not met then that person lacks social support.

**b. Social Need**

With good self-actualization, a person is better known to society than someone who has never socialized in society. People who have good self-actualization tend to always want to gain recognition in society. For this reason, recognition is very necessary to provide awards.

**c. Psychic Need**

A person will feel psychological needs, especially if the person is facing problems, whether mild or serious, then the person will tend to seek social support from the people around them so that they feel appreciated, cared for, and loved.

The development of research cannot be separated from the literature review, the existence of literature provides new ideas and ideas in research. This literature review is based on the sequence of phenomena and chronology in identifying work-life balance.

This research aims to analyze work-life balance in Balinese perspective by a systematic literature review.

## **2. RELATED WORKS**

### **2.1 Work-Life Balance**

Work-life balance is a person's ability to balance work demands with personal and family needs (Watts, 2009). Work-life balance is the extent to which individuals are involved and equally satisfied in terms of time and psychological involvement with their roles in work life and personal life (for example with partners, parents, family, friends, and community members) and the absence of conflict between these two roles. It can be said that individuals who pay attention to work-life balance and personal life are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone. Below are the factors that influence an individual to achieve a work-life balance:

**a. Gender**

An individual's role based on gender is something that is often applied in the traditional system of dividing tasks in the family environment. Thus, they are vulnerable to experiencing role conflict if they enter the world of work.

**b. Work Planning**

Flexible working hours planning and work policies also help employees to be able to balance their roles at work and their roles outside of work.

### **c. Organizational Support**

Such as having support from a superior or co-worker has an influence on an employee being able to balance his or her work life. The higher the support given and obtained at work, the higher the employee's work-life balance.

### **d. Family Support**

This is very important because the beginning of an employee's life comes from family life first. Getting support from family provides positive energy to work well and achieve work-life balance.

### **e. Job Stress**

Discomfort or tense situations in the work environment make employees tend to be stressed and affect their lives both at work and outside of work.

## **2.2 Tri Hita Karana**

The Tri Hita Karana cosmological concept is a tough life philosophy. This philosophy has a concept that can preserve cultural and environmental diversity amidst the blows of globalization and homogenization. A Balinese cultural philosophy, Tri Hita Karana, which emphasizes the theory of balance, states that Hindu society tends to view itself and its environment as a system controlled by the value of balance and manifested in the form of behavior (Gorda, 1996). Tri Hita Karana, etymologically formed from the words tri which means three, hita which means happiness, and karana which means cause or cause, can be interpreted as three harmonious relationships that cause happiness. The term Tri Hita Karana first appeared on November, 11, 1966, when the Regional Conference of the Balinese Hindu Struggle Body was held at the Dwijendra College, Denpasar. The conference was held based on Hindus' awareness of their dharma to participate in nation-building towards a prosperous, just, and prosperous society based on Pancasila. Then the term Tri Hita Karana developed, expanded, and became popular in the community.

The principle of implementation must be balanced and in harmony with one another. If balance is achieved, humans will live by restraining all bad actions. His life will be balanced, serene, and peaceful. The relationship between humans and the natural environment needs to be established in harmony, if this harmony is damaged by ignorant hands, it is not impossible that nature will be angry and hostile. Don't be blamed if a disaster occurs, if human activities like to destroy the natural environment. It is not realized that the natural environment has given humans the freedom to make maximum use of it for the welfare of their lives. The fundamental essence of Tri Hita Karana contains the meaning of three causes of prosperity that originate from the harmonious relationship between humans and God, humans and their natural environment, and humans and each other. By applying this philosophy, it is hoped that it can replace the modern view of life which prioritizes individualism and materialism. Cultivating Tri Hita Karana will be able to eradicate views that encourage consumerism, conflict and turmoil.

Basically, the essence of the Tri Hita Karana teachings emphasizes three human relationships in life in this world. These three relationships include relationships with fellow humans, relationships with the natural surroundings, and relationships with God which are

interconnected with each other. Every relationship has a life guideline of respecting other aspects of the surroundings. The principle of implementation must be balanced, in harmony with one another. If balance is achieved, humans will live by restraining all bad actions. His life will be balanced, serene and peaceful. The relationship between humans and the natural environment needs to be established in harmony, if this harmony is damaged by ignorant hands, it is not impossible that nature will be angry and hostile.

### **3. METHODOLOGY**

This research design is a literature review or research based on literature review. The literature review describes the theories, findings, and research results (Chang et al., 2010). The literature review consists of reviews, thoughts that come from various sources and summaries of the topics discussed. Literature review is a systematic, explicit, and reproducible method for identifying, evaluating, and synthesizing research works and ideas that have been produced by researchers and practitioners. The aim of a literature review is to make an analysis and synthesis of existing knowledge related to the topic to be researched to find free space for the research to be carried out. The more detailed objectives explained are:

- a. Provide a background or theoretical basis for the research to be carried out.
- b. Study the depth or breadth of existing research related to the topic to be researched.
- c. Answer practical questions with an understanding of what previous research has produced.

Of the stages that must be followed in creating a literature review, the step that needs to be considered is creating a synthesis of conceptual or empirical articles that are relevant to the study to be conducted. When writing a literature review, there are two things that are mandatory for referring to previous publications or publications, namely the introduction and discussion. By providing references, they will support the argument and can also serve as references to the literature used as a basis for the analysis presented.

This research was conducted to provide answers to problems regarding work- life balance by synthesizing the perspectives of several researchers (Bardoel and De Cieri, 2014). The literature review was conducted by retrieving articles from various online journal databases such as:

#### **a. Emerald**

Emerald is the world's leading publisher of management research from various fields of science. This database was published in 1994 and is still a trusted source of scientific information, even though Emerald was founded in 1967. In the more than 50 years since Emerald was founded, this publisher has championed new thinking. Emerald's goal is to help academics or people make positive changes in the real world. Emerald as a well-known publisher in the world of research and management believes that they have an important role in encouraging research that helps the world to be managed better. Currently, Emerald is equipped with around 200 journals and series as well as books from many branches of science. Nowadays, many universities are competing to fulfill the information needs of their students and users in various ways. For example, by completing information sources in the library by subscribing to electronic journals such as Emerald.

**b. Sage**

Sage Publications is an independent publishing company founded in 1965 in New York by Sara Miller McCune. Sage employs more than 1,500 employees spread across Los Angeles, London, New Delhi, Singapore, Washington DC, and Boston. Sage's publishing program involves more than 800 journals and 800 books, reference works, and electronic products covering business, humanities, social sciences, science, technology, and medicine. The mission of Sage and our journals program is to build bridges to knowledge. Our portfolio of more than 1,100 journals, including over 200 gold open access journals, and 400 society partners, allows us to help researchers, educators, institutions, and our society partners, shape the future. As an independent organization, we are free to think long-term, free to do more, and free to work together to create lasting relationships that transform and advance knowledge.

**c. Elsevier**

Elsevier is a well-known academic publisher and provides access to a wide range of scientific journals in various fields. The site also offers access to Science Direct, which is an important resource in the field of science and technology. Elsevier is one of the world's largest providers of scientific, technical, and medical information and a technology company founded in 1880. Elsevier is now part of the RELX Group. Before 2015, Elsevier was called Reed Elsevier. Its products include The Lancet and Cell journals, the Science Direct e-journal collection, the Trends and Current Opinion journal series, and the Scopus online citation database. Elsevier publishes approximately 400,000 articles per year in 2,500 journals. Its archives hold more than 13 million documents and 30,000 e-books. Total yearly downloads amount to 900 million.

**4. RESULTS AND DISCUSSION**

The following is a table regarding the definition of work-life balance referring to several researchers.

Table 1. Work-Life Balance

<b>Author/s</b>	<b>Year</b>	<b>View</b>
Abendroth & Dulk	2011	Work-life balance is the harmonisation between various domains of life.
Lockwood	2003	Work-life balance is a state of balance between work and personal life that does not conflict.
Parkes & Langford	2008	Defines work-life balance as an individual who is able to commit to work and family, as well as being responsible in social activities.
Greenhaus et al.	2003	Work-life balance is the compatibility between one's duties and responsibilities at work and personal life so that one can optimise their satisfaction and effectiveness in both areas.

Table 2. Selection References Listed According to Work-Life Balance

<b>Author</b>	<b>Variabel</b>	<b>Findings</b>
Clark (2000)	Work-Family	Work-life balance affects productivity, life

	Balance	satisfaction, frustration, commitment, culture, autonomy, ability, and communication. Work-life balance is related to gender. The main concepts in border theory are domains, borders, border crossers, border guards, and other domain members.
Sun et al. (2020)	Work-Life Balance	Work-life balance is related to life satisfaction, quality of life, flexible work schedules, division of labour, role conflict, well-being, stress, and performance. Work-life balance research in business and management literature relates to women.
Desrocher & Sargent (2004)	Work-Family Integration	Work-family border theory addresses the integration and blurring of boundaries in work and family. Integration occurs through two mechanisms, namely flexibility and permeability. Work-life balance refers to satisfaction and good functioning at work and family.
Chang et al. (2010)	Work-Life Balance	Work-life balance research focuses on employee satisfaction, commitment and attitudes. The research sample of work-life balance studies mostly uses women (85%), although some use men or both as research samples. This is based on the Border Theory.
Bardoel & De Cieri (2014)	Work-Life Balance	The benefits of work-life balance on employees are improving work-life balance in employees, improve employee health and well-being, job satisfaction, organizational commitment, trust in organisation, employee performance and organizational citizenship behaviour, and reduce turnover.
Greenhaus et al. (2003)	Work-Life Balance Quality of Life	Work-life balance often implies a reduction in work to spend time with family. Some researchers use the term balance to represent different patterns of commitment rather than the term equality of commitment across roles.
Prowse & Prowse (2015)	Flexible Working Work-Life Balance	Flexibility stigma can result in flexibility in employees who are perceived to be less

		<p>committed to their work. The increasing feminisation of professional work raises the issue of whether women will continue to experience flexibility stigma in the future. Part-time work is not necessarily career-limiting for women, but it is crucial. However, it depends on the job. Women in professional careers with valued knowledge and skills are in a relatively stronger position when compared to women employed in service and manual jobs.</p>
Bouzari & Karatepe (2019)	<p>Life Satisfaction Creative Performance Supervisor Rating Optimism Work-Life Balance</p>	<p>H<sub>1</sub>: Work-life balance has a positive effect on optimism. H<sub>2</sub>: Optimism has a positive effect on (a) life satisfaction and (b) creative performance. H<sub>3</sub>: Optimism fully mediates the impact of work-life balance on (a) life satisfaction and (b) creative performance.</p>
Rigby & O'Brien (2010)	Work-Life Balance	<p>For women, flexibility is important at work as well as working hours and commitment. But in its development, work-life balance no longer focuses on gender.</p>
Kapasi & Galloway (2015)	Work-Life Balance	<p>There are five specific issues in work-life balance, namely temporal (time management between work and life), spatial (division of space), psychological (mental division of work and roles), behavioural (overlap in work and life activities), and social (conflicting roles and responsibilities).</p>

**Border Theory in Explaining Work-Life Balance**

The growth of the industrialized market economy over the past 300 years has led to new trends in activities related to income (work) and family. Prior to industry and the growth of the market economy, production was limited to family needs. Work and family were physically and temporally divided under the traditional assumption that husbands were the breadwinners and wives took care of the household, so early research treated work and family systems as if they were independent systems or domains (Clark, 2000).

Since the 1970s, work and family research has been reflected in an open systems approach, which means that researchers assume that work affects the family and vice versa. One example of open-systems theory is spillover theory which explains the existence of physical and temporal boundaries between work and family, emotions, and behaviors in One domain



that carryover to the other. A complementary theory to spillover theory is compensation theory, which explains the reciprocal relationship between work and family that tries to replace what is missing between one domain and the other. Thus, theories and research explain that work and family life affect one another, so employers, society, and individuals cannot ignore that one domain can be a potential danger to the other (Clark, 2000).

Border theory is a new theory designed to refine the criticisms and gaps of previous theories related to work and family. This theory explains how individuals manage and negotiate the areas of work and family and the boundaries between them to achieve balance. The focus of this theory is the idea that work and family are different domains or areas, but they influence each other. After the industrial revolution, work, and family generally differed in purpose and culture. Work-life balance is defined as satisfaction and good functioning in work and family with minimal role conflict (Clark, 2000). The work-life balance campaign was introduced in March, 2000 with the aim of convincing employers of the economic benefits of work-life balance and flexible working arrangements. This was as a result of dissatisfaction with the government policy of long working hours. However, the work-life balance campaign has created a dilemma between work-life balance and commitment. Flexible working arrangements include flexi-time, compressed working hours, time off in lieu, shift swapping, job sharing, and working from home.

Work-life balance is about people having a measure of control over when, where, and how to work, leading to optimal quality of life. Work-life balance is achieved when an individual right to fulfill needs inside and outside of work is accepted and respected as a shared norm for individuals, businesses, and society (McIntosh, 2003).

The increasing number of women in the work-force and career drive has resulted in increased attention to work-life balance issues (Valk and Srinivasan, 2011). Work-life balance research in the business and management literature relates to women, mainly front liner employees and managers of large organizations with clear domain boundaries (Sun et al., 2019). Although the research sample of work-life balance studies mostly uses women (85%), there are those who use men or both as research samples (Chang et al., 2010; Rigby, et al., 2010). Many research samples related to work-life balance have been conducted on managers and professionals, but not many have been conducted on potential service respondents such as nurses, cashiers, bartenders, baby sitters, et cetera. (Chang, et al., 2010).

### **Work-Life Balance in Balinese Perspective**

Watts (2009) states that how work-life balance can be achieved in the face of conflicting demands from work and family. Work-life balance in the perspective of Balinese society has its own characteristics. Balinese people have a culture that highly values the balance between spiritual activities and daily life. Guided by the concept of 'Tri Hita Karana' which emphasises harmony between humans and God, humans and others, and humans and the

environment. Work is not the main priority in life, but rather a means to fulfill basic needs and maintain spiritual balance. Balinese believe that happiness comes from peace achieved through a balanced life between work, family, and spirituality. Balinese people tend to maintain good boundaries between work and personal life. They do not get easily carried away at work when they are at home with their families, and conversely do not bring personal problems to the work-place. They also don't hesitate to leave their job if it disrupts their life balance. Work-life balance for the Balinese is not only about balancing time between work and family, but also about maintaining a balance between the material and spiritual aspects of their lives. This perspective can provide valuable lessons for people around the world on how to live a more meaningful and balanced life.

### **Tri Hita Karana as a Guide to Achieving Work-Life Balance in Balinese Society**

Tri Hita Karana is a Balinese Hindu teaching that states that prosperity and balance in life are obtained through three things, namely harmonious relationships with God (Parahyangan), fellow humans (Pawongan), and the surrounding nature (Palemahan). The Tri Hita Karana principle can be used as a guideline to achieve work-life balance for Balinese people. A harmonious relationship with God can encourage individuals to work with dedication but not overexert themselves. They can remember that God gives blessings and opportunities to work not to be forced, but to be utilized as well as possible. This can prevent workaholism and excessive work-stress.

Harmonious relationships with fellow humans can encourage good team work in the work-place. Individuals can work together and help each other without envy and jealousy or excessive competition. This can increase productivity and reduce conflict in the work-environment. A harmonious relationship with nature can encourage individuals to pay attention to a comfortable and healthy work-environment. People will avoid excessive work patterns that can reduce the health of the body and mind. Individuals will prefer a balanced work pattern between work tasks and time to rest and enjoy nature.

Tri Hita Karana as a guideline to achieve work-life balance for Balinese people. The principle of balance between divinity, humanity, and natural sustainability can provide a broad and balanced perspective on life and work (Gorda, 1996). The essence of Tri Hita Karana is cooperation and harmony whose philosophical aspects are described in the Holy Library as Moksartham Jagaddhitaya Ca Iti Dharma, which means that the purpose of human life is to achieve physical well-being and spiritual happiness in harmony and balance. Tri Hita Karana offers a broader scope for understanding human nature externally.

## **5. CONCLUSION**

Based on the research results show that work-life balance can be achieved if there is support such as family, friends, and organizations. Work-life balance and Tri Hita Karana are two complementary concepts to create balance and happiness. Work-life balance emphasizes the

importance of maintaining a balance between work and personal life, so that both can run in balance without disturbing each other. While Tri Hita Karana emphasizes the importance of achieving balance between relationships with one self, relationships with others, and relationships with environment. Balinese people have a more complex life compared to people in other regions, work-life balance will be difficult to achieve without the achievement of Tri Hita Karana. A person who has a harmonious and balanced relationship with himself will be able to determine the right boundaries between work and personal life. Meanwhile, a harmonious relationship with others and the environment will provide the social support needed to achieve work-life balance.

## **6. REFERENCES**

1. Abendroth, A. K., & Den Dulk, L. (2011). Support for the work-life balance in Europe: The impact of state, work-place and family support on work-life balance satisfaction. *Work, employment and society*, 25(2), 234-256.
2. Bardoel, E. A., & De Cieri, H. (2014). A framework for work-life instruments: a cross-national review. *Human Resource Management*, 53(5), 635-659.
3. Baron, R. A., Byrne, D., & Branscombe, N. R. (2006). *Social psychology*, 11/E. Aufl, Boston.
4. Bouzari, M., & Karatepe, O. M. (2020). Does optimism mediate the influence of work-life balance on hotel salespeople's life satisfaction and creative performance?. *Journal of Human Resources in Hospitality & Tourism*, 19(1), 82-101.
5. Chang, A., McDonald, P., & Burton, P. (2010). Methodological choices in work-life balance research 1987 to 2006: A critical review. *The International Journal of Human Resource Management*, 21(13), 2381-2413.
6. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations*, 53(6), 747-770.
7. Desrochers, S., Sargent, L.D. (2004). Boundary/Border Theory and Work-Family Integration. *Organization Management Journal*, 1(1), pp.40-48
8. Gorda, I Gusti Ngurah. (1996). *Etika Hindu dan Perilaku Organisasi*. STIE Satya Dharma Singaraja & Widya Kriya Gematama: Denpasar.
9. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of vocational behavior*, 63(3), 510-531.
10. Kapasi, I., & Galloway, L. (2015). Work-Life balance in home-based businesses: a UK study. *The International Journal of Entrepreneurship and Innovation*, 16(1), 33-42.
11. McIntosh, S. (2003). Work-Life Balance: How Life Coaching Can Help. *Business Information Review*, 20(4), pp. 181-189.
12. Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State. *European journal of research and reflection in management sciences*, 3(4).



13. Parkes, L. P., & Langford, P. H. (2008). Work–life balance or work–life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations. *Journal of management & organization*, 14(3), 267-284.
14. Prowse, J., & Prowse, P. (2015). Flexible working and work–life balance: midwives’ experiences and views. *Work, employment and society*, 29(5), 757-774.
15. Rigby, M., Smith, F.O. (2010). Trade Union Interventions in Work–Life Balance. *Work, Employment, and Society*, 24(2), pp. 203–220.
16. Sun, X., Xu, H., Koseoglu, M. A., Okumus, F. (2019). How Do Lifestyle Hospitality and Tourism Entrepreneurs Manage Their Work–Life Balance?. *International Journal of Hospitality Management*, 85, pp 1–8.
17. Sun, X., Xu, H., Köseoglu, M. A., & Okumus, F. (2020). How do lifestyle hospitality and tourism entrepreneurs manage their work-life balance?. *International Journal of Hospitality Management*, 85, 102359.
18. Valk, R., Srinivasan, V. (2011). Work–Family Balance of Indian Women Software Professionals: A Qualitative Study. *IIMB Management Review*, 23(1), pp. 39–50.
19. Watts, J. H. (2009). ‘Allowed into a Man’s World’ Meanings of Work-Life Balance: Perspective of Wome Civil Engineers as ‘Minority’ Workers in Construction. *Gender, Work and Organization*, 16(1), pp. 37–57.
20. Zimet, G. D., Dahlem, N. W., Zimet, S. G., & Farley, G. K. (1988). The multidimensional scale of perceived social support. *Journal of Personality Assessment*, 52(1), 30-41.