

## Analyzing the Work-Life Balance with Religiosity on Career Women

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### Abstract

The study aims to analyze the work balance on career women with religiosity as the supporting factor. The rapid change on values in society regarding to career women has been increased. It causes the development of career women to face some dual roles, for example to be a career woman, a mother, or a wife. This condition results in demands for career women to give full attention to work as well as the household matters. Work-Life balance (WLB) is needed to balancing the priority of time and place between in working place and non-working place. The research conducts a qualitative method in case study with purposive sampling. The subjects of the research were women ages around 28-year-old to 35-year-old, housewife, mother of one children or more, and at one time working as faculty members teaching in colleges and universities. In result, the subject has been able to balance the Personal Life Interference with Work (PLIW) and Work Interference with Personal Life (WIPL) in low influence on the Work Life Balance (WLB). While the Personal Life Enhancement of Work (PLEW) has medium influence on the Work Life Balance (WLB), and Work Enhancement of Personal Life (WEPL) has slightly influence on Work Life Balance (WLB).

Keywords: Career Woman, Religiosity, Work-Life Balance

### Introduction

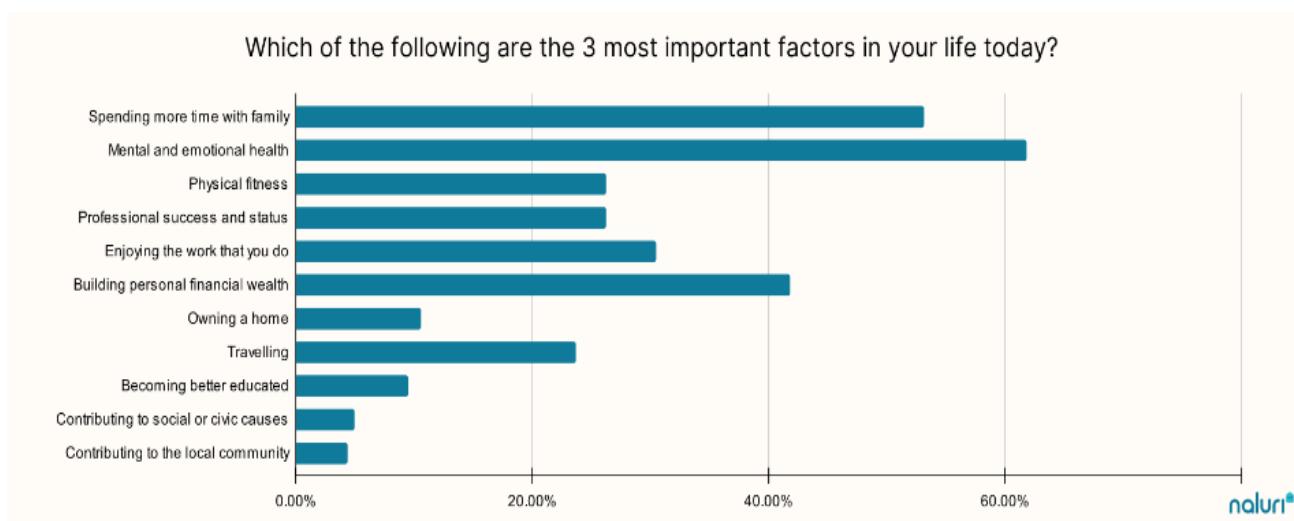
In Indonesia, industrialization is seen as a process of economic growth in the form of accelerating the investment and savings (Hakim, 2009). Human Resource Management plays a very important role in creating an agile, skilled and productive work environment. As the rapid change on values in society, human resources management creates the development on career women. The development is caused by the equality for woman in experiencing the same educations and work opportunity as men (Mayangsari & Amalia, 2018). Labor force participation rates by women in 2021 is 63.63%, in 2022 is 58.84%, and in 2023 is 60.18% (Indonesian Central Bureau of Statistics, 2023). The percentage of labor force participation rates by women slightly increase after the Covid-19 phenomenon as the improving women's welfare.

The data says that women nowadays are having dual roles. A woman's dual role is a condition where a woman not only being wife for husband and a mother for her children, but also being professionals in various fields of work (Hermayanti, 2014). Women who have dual roles face more conflict than men because of the roles in family (Handayani et al., 2015). After works, women have to do many things such as the household responsibilities for being a mom or a wife. As in Islamic

perspective according to women's nature, women have several duties that must be carried out, such as (1) as the servants of Allah, (2) as wife, (3) as a housewife, (4) and last as the mother of her children (Sugiharto, 2014). Instead of achieving Work-Life balance, a dual role's likely causes the stress, burnout, and depressions condition.

Career women who have dual roles need to balancing their workforce and personal life which represents the Work-Life balance (WLB). WLB is conceptualized as an individual's perception in balancing the life (Haar et al., 2014). WLB plays an important role in living free from mental health problem as well as gaining satisfaction both in workforce and in personal life. The WLB in women's dual role requires the same portion of performance. Therefore, if there is a woman gives priorities in her works, then she has to sacrifice her household's job. In contrast, if there is a woman gives priorities in her household's job, then she will sacrifice the enhancing jobs. In addition, the woman who increasingly has high self-confidence in her ability to achieve completing tasks well is known that she has high self-efficacy (Sutrisno et al., 2023).

As the results, the researchers are interested in raising a problem formulation on how Work-Life balance's view with religiosity to career women.



**Figure 1.** The Most Important Factors in Influencing the WLB  
(Reference: Indonesian Ministry of Health 2024)

As in figure 1, the most important factors in influencing the WLB are mental and emotional health, spending more time with family, and building personal financial wealth. As career women nowadays, they face the problem of spending more time with family hence they also should build personal financial wealth to supporting their family's financing. This cause the increasing of stress level which will lead the mental and emotional health tend to decreased.

## Literature Review

### Work life Balance

WLB is conceptualized as an individual's perception in balancing the life (Haar et al., 2014). WLB plays an important role in living free from mental health problem as well as gaining satisfaction both in workforce and in personal life. WLB is not only a matter spending time in work and non-work environment, but also the cognitive evaluation of conflict in controlling the two environments (Jensen

et al., 2017). The conflict between demands of work and decline of work will cause the imbalance Work-Life balance (Guest, 2002).

There are 4 dimensions of measuring WLB (Fisher et al., 2009), they are:

1. Personal Life Interference with Work (PLIW)

This dimension assesses the WLB from the effect of personal life in interfering the work.

2. Work Interference with Personal Life (WIPL)

This dimension assesses the WLB from the effect of work in interfering the personal life.

3. Personal Life Enhancement of Work (PLEW)

This dimension assesses the WLB from the personal life enhancement in affecting the work.

4. Work Enhancement of Personal Life (WEPL)

This dimension assesses the WLB from the work enhancement in affecting the personal life.

In certain condition, WLB is associated with the quality of life when investing the limited time into the combination of work and family matters. The unbalance of WLB will cause differences engagement in fulfilling the satisfaction between work and family (Greenhaus et al., 2003).

### Religiosity

In this context, religiosity is the Sharia view on career women who have dual role in life. Career women are women who provides household tasks, providing care and socializing to children, and maintaining emotional family relationships. Women have sensitive feelings to support their maternal duties, according to Yusuf Al-Qardhawy in (Indra, 2004). In Al – Qur'an surah Al – A'raf verse 189 (Indonesian Ministry of Religion, 2024), it states that:

هُوَ الَّذِي خَلَقْتُمْ مِنْ نَفْسٍ وَاحِدَةً وَجَعَلَ مِنْهَا زَوْجَهَا لِيُسْكُنَ إِلَيْهَا فَلَمَّا تَغَشَّهَا حَمَلَتْ حَمْلًا خَفِيفًا فَمَرَّتْ بِهِ فَلَمَّا آتَيْتَهُ دَعَوَا اللَّهَ رَبَّهُمَا لِئِنْ أَتَيْنَا صَالِحًا لَنَكُونَنَّ مِنَ الشُّكَرِينَ

The verse above explained that a wife is someone who is able to please her husband's vision. According to a hadith from Aisyah R.A, Rasulullah SAW said "If only I could order someone to prostrate to another person, I would definitely order a wife to prostrate to her husband" (Indra, 2004). The obedient of a wife to a husband is mandatory and it will cause supporting system (*ridho*) to her. Not only as the obedient of a wife, a woman should also be responsible in raising the children to be a good Muslim in further.

While in another understanding, the WLB comes as the balancing of living in this world and the land afterlife. As in Al – Qur'an surah Al – Qasas verse 77 (Indonesian Ministry of Religion, 2024), it states that:

وَابْتَغِ فِيمَا أَتَيَكَ اللَّهُ الدَّارَ الْأُخْرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفَسَادَ فِي الْأَرْضِ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

The verse above explained that in balancing life, we should “seek what Allah has bestowed upon you (rewards) in the land of the afterlife, but do not forget your share in this world. Do good (to others) as Allah has done good to you and do not cause harm on earth. Indeed, Allah does not like those who do damage”. In Islamic perspective, we should balance both the activities in this world and the land afterlife.

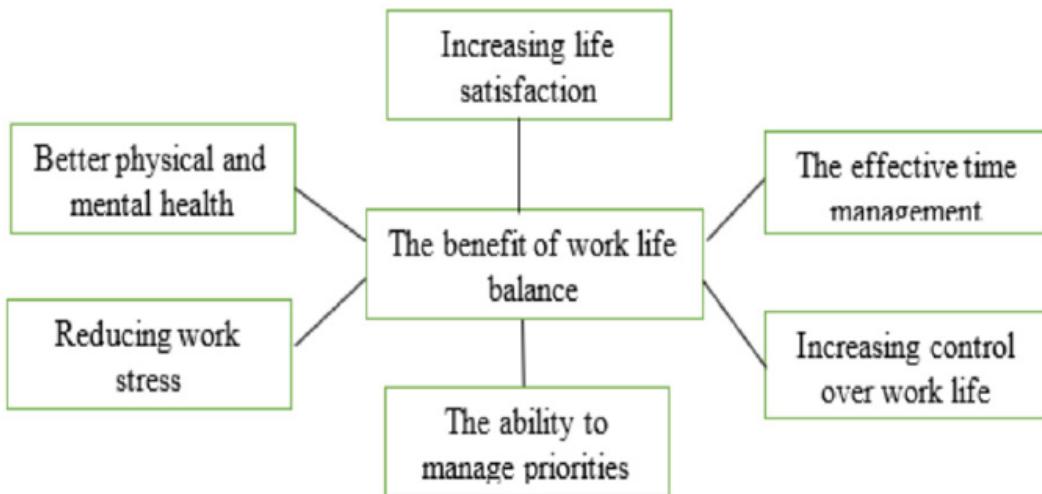


Figure 2. The Benefit of Work Life Balance

Source: Muda at (Sugiyanto et al., 2020)

Muda on his research found out that WLB has some benefits, such as:

1. Better physical and mental health
2. Increasing life satisfaction
3. The effective time management
4. Increasing control over work life
5. The ability to manage priorities
6. Reducing work stress

## Methods

The research conducts a qualitative method with a case study approach. Qualitative methods can study an interesting issue, such as Work-Life balance in women who has dual's role (Creswell, 2014). Data collection technique used was depth interviews and observations to the informants. The interview's technique is recommended when the aims of the research is to explore some opinions, views, and beliefs (Rowley, 2012). The objects of the research was aimed at 6 women aged around 28 – 35 years-old, a wife of a husband, a full-time job career woman, a mother of children under 10 years-old.

The data analysis technique in this research is technical triangulation and source triangulation. Technical triangulation is carried out by combining depth interviews and observation as data, while source triangulation is carried out by asking the same questions to different sources (Mayangsari & Amalia, 2018). The results of triangulation will be processed and analyzed in accordant with the theory used.

## Finding and Discussion

The findings in this research come from six data sources as the objects by depth interview and observations. The subjects A, B, C, D, E, and F are career woman as the academicians who are teaching in colleges and universities. Most of them are having 2 children, while 1 respondent has 3 children, and 1 respondent has 1 child.

**Table 1.** Profile Respondents

Name of Subject	Ages	Number of Children	Jobs
A	34	2 children (8 yo and 5 mo)	Lecture
B	34	2 children (5 yo and 1 yo)	Lecture
C	28	2 children (2.5 yo and 8 mo)	Lecture
D	33	3 children (14 yo, 7 yo, and 5 yo)	Lecture
E	30	2 children (4 yo and 2 yo)	Lecture
F	18	1 child (4 yo)	Lecture

(Reference: Data Processed, 2024)

The subject of A, B, and D are career woman with a worked husband, and children ages around above 5 years old. While subject C, E, and F are career woman with a worked husband, and children ages below 5 years old. The finding and discussion focus on the WLB's assessment on 4 dimensions, such as PLIW (Personal Life Interference with Work), WIPL (Work Interference with Personal Life), PLEW (Personal Life Enhancement of Work), WEPL (Work Enhancement of Personal Life) (Fisher et al., 2009) with the knowing of their husbands.

### Personal Life Interference with Work (PLIW)

The dimension of PLIW measures the personal life interference with work. Based on depth interview result, the subject A and D said that personal life does not affect work, because work is a bunch of trust (*amanah*) that must be done and completed first. Therefore, they will give high priority and act professionally when they arrived at the office. Supported by subject B, C, E, and F who agreed that personal life does not affect work if it can be completed at home.

However, subject D is often overwhelmed with her duties as housewife, career women, and so on. For every morning, subject D is preparing the needs for her children and husband, such as cooking, and watching clothes. But then, the subject D's husband comes to ease the subject D's tasks as the supporting system with his praying (*ridho*). While in contrast, subject E and F think that the housewife activity could be done easily by preparing the list of activities and using time management.

### Work Interference with Personal Life (WIPL)

The dimension of WIPL measures the working interference with personal life. Based on depth interview result, the subject A, C, and D said that work interferes the personal life. The overload tasks often make a person feel down, so they carry the burden of work at home. However, subject A and C often discussed the problems with their husband, so they will have solution to the problem.

However, according to subject D, the problem only happens on the mood and does not result in neglected household tasks.

Agreeing with subject D's opinion, subject B, E, and F feels that work can affect her personal life in managing the household. So that, subject B often discusses and shares opinion with her husband to have solutions. Nevertheless, subject B felt that she still had to make spaces for work and personal life, so the both tasks could be done. Luckily, subject B received full support from her husband, so he can help to finish the household tasks.

As the full support comes from the subject A, B, C, D, E, and F's husband, the level of work interference with personal life is still in medium because the work duties can be done in time. When work duties are brought home, the duty at home will be increase. But, when the career woman can prioritize the duty, the personal life matters will be done as good as the work duty handled.

### **Personal Life Enhancement of Work (PLEW)**

The dimension of PLEW measures the personal life enhancement of work. Based on depth interview result, all subject of A, B, C, D, E, and F agreed that the enhancement of personal life affects positively to work. In addition, subject B stated if there is a decreasing moment to the personal life, we should be professional to do the task as it has programmed. Subject F suggested that when someone has good personal life, they tend to give their capability in increasing the job performance. And in contrast, bad personal life always has negative effect, especially to the job performance.

### **Work Enhancement of Personal Life (WEPL)**

The dimension of WEPL measures the work enhancement of personal life. Based on depth interview result, the subject B stated that work enhancement will slightly influence the personal life. The household's environment does not understand about the achievement and job performance, so the enhancement in work will not only causes the personal life but also adding the household's tasks. In contrast, according to subject E, work enhancement has no effect on personal life because basically the wife's duty is based on husband's approval (*ridho*). With a (*ridho*), a career woman who has dual role to support family finances will have minimal conflict and can increase the Work-Life balance.

In Islam, the achievement for a woman, especially career woman, is raising a child to be a good Muslim. The task is not only for a wife but also for husband, so that their priority is to having a good Muslim child. On women, the work achievement will lead to get better job performance which will have multiplier effect such as the increasing income. When there is increasing in income, career woman can help to increase the financial support in their own family, and they will have more income to spend on their own necessary.

In short, it is believed from the finding and discussion that Personal Life Interference with Work (PLIW) and Work Interference with Personal Life (WIPL) have low influence between life and work activity due to the capability of women in managing the time and professionalism. While in contrast, Personal Life Enhancement of Work (PLEW) and Work Enhancement of Personal Life (WEPL) has medium influence between life and work activity. The finding is coherent with (Gaol et al., 2023) that personal life supports the work to increase the quality and quantity of work. It is believed that some women who cannot manage their personal life to be better off, it will decrease their work performance as the low quality and quantity of measurement. In addition, the better managing on work performance indicates the less spending quality time with family, which also can cause some personal life problems.

## Conclusion

Based on the results of research regarding Work-Life balance with religiosity on career woman, it is clear that A and D subject are able to balance their dual roles, so that she can minimize the household conflict. From the four dimensions of the WLB's assessment in 6 subjects, it shows that Personal Life Interference with Work (PLIW) and Work Interference with Personal Life (WIPL) has low influence on the Work Life Balance (WLB) due to the capability of women in managing time and professionalism. The dual roles will be balance well when the professionalism is implemented well. In contrast, the Personal Life Enhancement of Work (PLEW) has medium influence on the Work Life Balance (WLB), while Work Enhancement of Personal Life (WEPL) has slightly influence on Work Life Balance (WLB). The good personal life will lead the career woman to have good performance on work, so that the PLEW has positive effect on the WLB. While the best WEPL will have slightly increase on the personal life, as the achievement on career woman will not affect the "marwah" of being a wife and a mother. The WEPL also can add to the burden of household work to be doubled.

Limitations on this research are the few numbers of sources, especially working women, and the husbands' perspective which can be different from the respondent's answers. For the next research, it is suggested for the researcher to have some perspective, especially in some parties who communicate directly to the career women.

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