

# THE IMPACT OF COPING STRATEGIES ON WORK-LIFE BALANCE AMONG WORKING PARENTS: NAVIGATING DEMANDS AND ENHANCING WELL-BEING

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## **Abstract**

*This study aims to investigate the impact of demographic variables—specifically gender, age, number of children, and household income—on work-life demands (WLD) among working parents. Additionally, it examines how different coping strategies, including problem-focused coping (PFC), emotion-focused coping (EFC), and avoidant coping (AC), influence these demands. Utilizing SPSS version 29, data were analyzed from a sample of 150 working parents at Universiti Malaysia Sabah (UMS), comprising 66 males (44%) and 84 females (56%). The analysis employed independent sample t-tests, ANOVA, and multiple linear regression techniques. Key findings reveal significant gender differences in WLD, with females reporting higher levels compared to their male counterparts. However, other demographic factors did not significantly predict WLD. Furthermore, the study found that the coping strategies examined—PFC, EFC, and AC—did not emerge as significant predictors of WLD. These results underscore the need for targeted interventions that address the unique challenges faced by working parents, particularly women, in managing work-life demands effectively. Future research should explore additional variables and coping mechanisms that may contribute to a more comprehensive understanding of work-life dynamics in this demographic.*

**Keywords:** *Demographic variables, Work Life Demands, Coping Strategies*

## **1. INTRODUCTION**

Concerns about striking a balance between life and work obligations are common among working parents. Families with parents and children as well as other professions and organisations will be impacted by this. Working parents often experience conflict and stress at home which can negatively influence their job. According to Nicklin and Mcnall (2013), a person's family and place of employment are their two most significant domains.

Women are now becoming increasingly common in a variety of job categories in modern society. Unlike in the past, women were traditionally be seen as housewives while men as a breadwinner of the family. The modernization and economic growth have broadened their opportunities to access education and create more career advancement (Kim, 2014). In order to provide for their families and make end meets, women are now frequently seen working alongside men. Marriage couple who are both working have becoming a norm in this society. Barnett et al., (2003), stated that it is challenging for both parties to achieve work life balance. This is because of the need for both husband and wife in the family to work in order to increase their family income (Haddock et al., 2006).

As noted by Ravalier et al., (2016), a lack of work life balance has a number of negative consequences, including lower job satisfaction and performance. It is challenging for working parents to balance the responsibilities of their families and their jobs when work interferes with their personal time. One of the most difficult things to do is to strike a balance between work and

family life. This requires managing time, values, career path and other aspects, which might lower productivity (Ajala, 2013).

Coping strategies play a crucial role in how working parents manage these demands. Effective coping strategies can improve overall well-being and job performance. This research aims to explore the coping strategies employed by working parents including problem – focused coping, emotion – focused coping, and avoidant coping in managing their work life demands.

## **Research Questions**

The focus on answering the following questions.

Research Question 1: Do demographic variables on (gender, age, number of children, and household income) difference in terms of work life demands?

Research Question 2: How working parents employ coping strategies (problem-focused, emotion-focused coping and avoidant coping) to manage work life demands?

## **Objective**

The purpose of the study is to identify coping strategies of working parents among University Malaysia Sabah (UMS) employees in work life demands.

1. To examine the differences of demographic variables such as (gender, age, number of children and household income) on work life demands.
2. To identify the effect of coping strategies (problem - focused coping, emotion - focused coping, and avoidant coping) employed by working parents to manage the work life demands.

## **Theoretical Approach**

The concept of social roles will be utilised to comprehend the potential impact of diverse social roles on an individual's well – being, given the evolving definitions of parenthood and job as adults. The viewpoints to comprehend how men and women feel various societal positions as their lives change and progress. Three fundamental ideas about social roles, social positions and the purposes these positions provide, as well as expectations for conduct, are often the focus of role theory (Biddle, 1986). As per Elder, Johnson, & Crosnoe (2003), the importance of a social positions in a conflicting or enriching experience is dependent upon the social roles in question as well as the context in which individual live them.

## **Concept and Operational Definition**

### **Definition of Coping Strategies**

Coping is the effort put out to manage stresses that are perceived to have the potential to be harmful to people, both internal and external. According to Lazarus & Folkman (1984) that coping is a process in which people go through variety of situations in their lifetime. Coping strategies can be divided into three categories which are problem – focused coping, emotion – focused coping, and avoidant coping. Primary and secondary appraisal are these phases. The first step in determining if a situation is damaging and within control is the evaluation stage or primary appraisal. The secondary evaluation on the other hand, focusses on how well the controlling stage perceived their ability to handle the stressful situation. Individuals who have established coping techniques do so in an effort to lessen the negative consequences of the evaluated stressor (Fleming, Baum & Singer, 1984; Lazarus & Folkman, 1984).

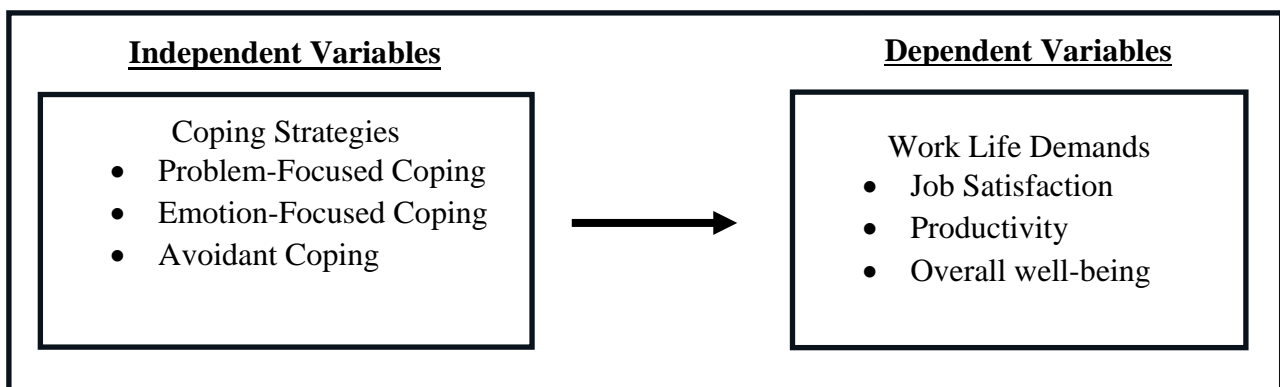
### Definition of Work Life Demands

Work-life demands stand for the requirements and expectations placed on individuals within both their professional and personal spheres, encompassing various aspects such as job responsibilities, family commitments, social engagements, and personal well-being (Matthews et al., 2010). Other than that, it can be referred to as multiple responsibilities and tasks they faced. Grzywacz et al., (2000) include tasks, family obligations and other commitments which may compete for time and attention as work-life demands. Greenhaus & Powell (2006) stated that work-life demands are expectations and pressures experienced by individuals stemming from their roles in both the workplace and their personal lives. Apart from responsibilities related to work and family matters, social engagements and individual well-being are also in the same category of work-life demands.

### Definition of Working Parents

Working parents can be classified as work and family domains which are more interconnected than ever before. According to Warren & Tyagi (2004), working parents are the dual earners in the families. They work to increase financial needs. Other than that, they employed responsibilities involved in family life, child rearing, and work. Kaufman, (2013) and Sayer, (2015) mentioned that men and women who are working parents must juggling their responsibilities as both parents and employees. Parenting is a lifelong role that parenthood faces. Not just that, they also need to face the challenges as working parents and maintain paid employment.

**Diagram 1** below shows the correlation between independent variables and dependent variables of this study.



**Diagram 1**

### Research Hypotheses

The following alternative hypotheses (Ha) will outline the study questions and objectives.

Ha1: There is significant difference of gender (male and female) on work life demands of the working parents at University Malaysia Sabah.

Ha2: There is significant difference on age of working parents at University Malaysia Sabah on the work life demands.

Ha3: There is significant difference in working parents having number of children on work life demands.

Ha4: There is significant difference in working parents at University Malaysia Sabah household income on work life demands.

Ha5: There is significant influence in coping strategies (problem-focused coping) employed by working parents to manage the demands of work-life demands.

Ha6: There is significant influence in coping strategies (emotion-focused coping) employed by working parents to manage the demands of work-life demands.

Ha7: There is significant influence in coping strategies (avoidant coping) employed by working parents to manage the demands of work-life demands.

## **LITERATURE REVIEW**

### **Gender and work life balance**

Based on previous research, Sundaresan (2014) highlighted that poor work life balance among working mothers affect their overall well-being and organizational outcomes. Working women especially in academia setting also experience high stress and burnout due to demands of teaching and research responsibilities stated by Stoeber and Rennert (2008, 2018). Padmasiri & Mahalekamge (2016) reported that there is significant difference in work life balance among academic staff gender. The results of the study indicate that women generally reporting better work life balance compared to men. Fatherhood or working fathers, particularly in academic roles, can also experience work life balance challenges related to their roles as fathers and faculty members. Apart from that, marital status also reported higher in work life balance for single academic staff compared to married staff. Bird (2006) stated that balancing between work and family is more difficult for women than men. This is because of the disproportionate burden of the family responsibilities. Tajili (2014) argued that the struggle to balance work and family is a gendered experience with women often facing more societal expectations and role demands than men.

### **Age and work life balance**

Additionally, Padmasiri & Mahalekamge (2016), observed no noticeable differences in work life balance within academic staff member's age groups. Furthermore, the authors speculated that age might not be a reliable indicator of work life balance. According to Higgin (2019), the influence of age on work life demands differed based on personal circumstances and the presence of support networks. Carol Emsile (2009) stated that when age increases, there are variety of roles that must play regardless of whether someone is having children. Age is therefore one of the factors preventing work life balance. In the opinion of Dubey, Saxena and Bajpai (2010), women over 40 have greater control over their work – life obligations and hence maintain a better work life balance than women under 40. Work life balance is an issue for working women between the ages of 25 and 50, according to research (Desai, 2015).

### **Number of children and work life balance**

According to Chapter 5: Balancing Work and Family (2013) stated that the impact of number of children is not just limited to mothers, but fathers also experience greater challenges when balancing work and life demands. Sullivan et al., (2013) study revealed that having children can impact men's job satisfaction positively but can also cause strain on family life due to long work hours. For women, having children did not significantly affect the job satisfaction but did increase strain on family life. The presence and number of children can contribute to increased work family demands as stated by Grzywacz (2002). Voydanoff (2005) stated that the demands and resources associated with children can influence work life balance.

### Household income and work life balance

A study by Mentus and Zafirovic (2023) found that household income moderated the relationship between work family demands and job satisfaction. Apart from that, the negative impact of work family demands on job satisfaction was stronger for individuals with lower household incomes. However, Padmasiri and Mahalekamge (2016) found no significant differences in work life balance among academic staff with different household income levels.

### Coping strategies and work life balance

According to Clark et al. (2014) there are variations in the efficacy of coping strategies such as emotion focused coping and problem focused coping. There has been evidence that using emotion management techniques increases the chance of having a happy family and career. Research by Gutmann (1974) and Pfeiffer (1977) shows that as people get older, they employ more emotion focused coping often than problem focused coping. Young adults have been reported to use more problem focused coping as stated by Folkman, Lazarus, Pimley, and Novacek (1987). According to Ptacek et al., (1992) and Vingerhoets & Van Heck (1990) women are more likely to use emotion focused coping to adapt than instrumental and active strategies like problem focused coping which, males employ more frequently. Furthermore, according to Wang et al. (2018), the tendency to behave in stressful situations in a way that makes one feel rejected and uninterested is known as avoidant coping. Based on Cronkite & Moos (1995), it involves cognitive and behavioral attempts directed towards eliminating, minimizing, or otherwise avoiding dealing directly with stressful demands.

## 2. METHODOLOGY

### a. Research Design

The study uses online questionnaire surveys as the primary method for collecting data for quantitative.

### b. Sampling

The sample consists of 150 working parents, which are 66 males (44%) and females 84 (56%) among University Malaysia Sabah (UMS) employees were selected through purposive sampling.

### c. Respondent Criteria

The table below displays the participant's requirement, which is the demographic variables for this research.

Demographic Information	Category	N
Gender	Male	66
	Female	84
Age	Under 35 years	63
	36-40 years	22
	41 years and above	65
Number of Children	None	37
	One Child	28
	Two or More Child	85
Household Income	Below RM 4,850 per month	62
	Between RM 4,852 to RM 10,970 per month	54
	Exceeds RM 10,971 per month	34

### d. Location of the Study

The location for the research at University Malaysia Sabah.

**e. Research Instrument**

The research instrument for the study component will be structured questionnaires comprising Likert-scale.

Instruments	Description	Measure
Work Life Balance (WLB) by Hayman (2005)	<ul style="list-style-type: none"> <li>• Work Interference with Personal Life (WIPL) (7 items)</li> <li>• Personal Life Interference with Work (PLIW) (4 items)</li> <li>• Work-Personal Life Enhancement (WPLE) (4 items)</li> </ul> Total: 15 items	5-Point Likert-scale: 1=Strongly Agree 5=Strongly Disagree
Brief-COPE by Carvey (1997)	<ul style="list-style-type: none"> <li>• Problem-Focused Coping (8 items)</li> <li>• Emotion-Focused Coping (12 items)</li> <li>• Avoidant Coping (8 items)</li> </ul> Total: 28 items.	4-Point Likert-scale: 1=I haven't doing this at all 2=a little bit 3=a medium amount 4=I've been doing this a lot

**f. Reliability**

According to Tavakol et al. (2018), reliability is the ability of an instrument to measure consistently. Cronbach's alpha from 0.6 or more is often measured as a criterion for reliable scale. For work life balance instruments by Hayman (2005), all the three scales, WIPL, PLIW, and WPLE Cronbach's alpha of 0.80 suggests high reliability. As for Brief-COPE instruments by Harvey (1997), the value is 0.61, which surpasses the value of 0.60.

**g. Validity**

Convergent validity was used to determine which items in a scale correlate positively with each other (Campbell and Fiske, 1959). The estimate should be greater than 0.50, which indicates convergent validity. A value of 0.90 and above demonstrates strong convergent validity (Hartwick and Barki, 1994). All the construct was greater than 0.90, which indicates strong convergent validity for work life balance instruments of (WIPL, PLIW, and WPLE), which each value is (0.94, 0.96, and 0.91). As for Brief-COPE instruments (PFC, EFC, and AC) values (0.63, 0.49, and 0.45).

**h. Research Procedure**

An informed consent form is included in the survey for respondents to answer before answering the rest of the survey to ensure that all respondents participated in this research voluntarily. The platform that was used for this survey was done with Google Form. All research data was collected automatically in the platform used for us to analyze.

**i. Data Analysis**

During the data analysis procedure, both descriptive and inferential statistics were applied. Descriptive statistics is the application of statistics in a descriptive manner to highlight the features of a set of observations, or raw data. When collecting and summarizing quantitative data, descriptive statistics, also referred to as "exploratory statistics," (Marshall & Jonker, 2010). The independent sample t-test, ANOVA and multiple regression will be utilized to draw generalizations about the respondents. All the data will be analysed using IBM SPSS Statistics version 29, also referred to as the Statistical Package for the Social Sciences (SPSS) software package. It's a statistical data analysis software package.

### 3. RESULTS

#### Independent Sample t-test

**Table 1: Independent Sample t-test on Gender**

	Gender	N	Mean	SD	t	Sig. 2 tailed
WLD	Male	66	45.34	11.68	-1.989	.049
	Female	84	48.71	8.17		

Table 1 shows female e higher WLD score (M = 48.71, SD = 8.17) than males (M = 45.34, SD = 11.68) which the mean difference was  $-3.37$ , 95% CI (  $-6.72$ ,  $-0.14$ ). The results indicate that there is a statistically significant difference in WLD between male and females ( $t = -1.989$ ,  $p = .049 < p = .05$ ).

#### ANOVA

**Table 2: ANOVA Table for Age Groups**

WLD	Sum of squares	df	Mean Square	F	Sig. 2 tailed
Between groups	403.362	2	201.681	2.055	0.132
Within groups	14423.472	147	98.119		
Total	14826.833	149			

Note:  $F(2,147) = 2.055$ ,  $p = 0.132$ .

Table 2 displays one way ANOVA was used to compare the effect of age on work life demands (WLD) scores. The mean WLD score for participants under 35 years was 47.52 (SD = 9.55), for participants aged 36-40 years it is 50.68 (SD = 11.68) and for participants aged 41 years and above was 45.78 (SD = 9.60). The analysis revealed that the effect of age on WLD scores was not statistically significant at the 0.05 level,  $F(2,147) = 2.055$ ,  $p = 0.132$ .

**Table 3: ANOVA Table for Number of Children**

WLD	Sum of squares	df	Mean Square	F	Sig. 2 tailed
Between groups	164.542	2	82.271	0.825	0.440
Within groups	14662.291	147	99.743		
Total	14826.833	149			

Note:  $F(2, 147) = 0.825$ ,  $p = 0.440$ .

Table 3 examines whether there are statistically significant differences in mean WLD scores among the three groups based on the number of children. The data was not significant at the 0.05 level,  $F(2, 147) = 0.825$ ,  $p = 0.440$  indicate there is no significant difference in work life demands (WLD) scores among the three groups based on the number of children.

**Table 4: ANOVA Table for Household Income**

WLD	Sum of squares	df	Mean Square	F	Sig. 2 tailed
Between groups	179.006	2	89.503	0.898	0.410

Within groups	14647.828	147	99.645
Total	14826.833	149	

Note:  $F(2,147) = 0.898, p = 0.410$ .

Table 4 displays that there are statistically significant differences in mean WLB scores among the three household income groups. The result indicates that there is no significant difference in work life demands (WLD) scores among the three household income groups at the 0.05 level,  $F(2,147) = 0.898, p = 0.410$ .

### Regression Analysis

The multiple linear regression analysis table below was conducted to predict Work Life Demands (WLD) based on Problem Focused Coping (PFC), Emotion Focused Coping (EFC) and Avoidant Coping (AC). The table shows that the constant unstandardized coefficient indicates the WLD score when all predictors are zero ( $B = 43.77, t = 7.67, p < .001$ ). Problem Focused Coping (PFC) ( $\beta = 0.81, t = .638, p \text{ value} = .525$ ) indicating it is not a significant predictor of WLD. The Emotion Focused Coping (EFC) ( $\beta = -.023, t = -.170, p \text{ value} = .866$ ) indicates that it is not a significant predictor of WLD. Avoidant Coping (AC) ( $\beta = .015, t = .163, p \text{ value} = .871$ ) indicates that AC is not a significant predictor of WLD. Overall, the three coping strategies (PFC, EFC, and AC) is not statistically significant in predicting work life demands (all  $p > .05$ ). It explains only 0.4% of the variance in WLD ( $R^2 = .004, F(3, 146) = .218, p = .884$ ).

**Table 5: Multiple Linear Regression predicting Work Life Demands (WLD)**

Variables	Unstandardized B	Std Error	Std Coefficient Beta ( $\beta$ )	t	Sig.
Constant	43.77	5.710		7.67	<.001
PFC	.188	.295	.081	.638	.525
EFC	-.038	.226	-.023	-.170	.866
AC	.029	.176	.015	.163	.871

Note.  $R^2 = .004, F(3, 146) = .218, p = .884$

## 4. DISCUSSION

### Gender and Work Life Demands (WLD)

The findings revealed that there is difference in work life demands (WLD) between male and female participants. The results showed that females reported a higher mean WLD scores ( $M = 48.71, SD = 8.17$ ) compared to males ( $M = 45.34, SD = 11.68$ ). The mean difference was  $-3.37$  (95% CI  $(-6.72, -0.14)$ ) suggesting working females at UMS reported higher work life demands compared to working males. The finding aligns with previous research demonstrating that women often experience greater work family conflict and work life pressures than men (Greenhaus & Beutell, 1985; Nohe Sonntag, 2014). The higher WLD score for females may be attributable to the disproportionate burden of household and caregiving responsibilities that often fall on women even when they are employed full time. According to traditional social role theory, gender role expectations and demands for women are more domestic and caregiving duties, while men are expected to focus on work and external achievement (Strodtbeck and Mann, 1956). On the other hand, today's, modern dual earner parents are both increasingly working and managing shared household responsibilities. The shift contradicts traditional norms based on gender, as responsibilities are more equally shared, reflecting changes in societal values and expectations. Thus, Hypothesis 1 suggests that male and female participants work life demands have a significant difference, is accepted.



**Age and Work Life Demands (WLD)**

The findings of the study revealed that individual ages did not have a significant impact on their reported level of work life demands (WLD). This suggests that age may not be a strong predictor of work life balance experiences. The age group of under 35 years did not report significantly lower work life demands compared to the middle aged 36 – 40 years and older 41 years and above participants. In fact, the 36 – 40 age group had the highest mean WLD score, although this difference was not statistically significant. Therefore, results indicate that the social role theory across age groups like younger workers may face unique work life challenges such as establishing their careers and starting families, that offset any advantages they may have in terms of fewer family responsibilities (Eagly, 1987). Older workers dealing with more advanced career demands may have developed better coping strategies or have more support systems in place to manage work life pressures. Thus, Hypothesis 2 which age significantly difference in work life demands is rejected.

**Number of Children and Work Life Demands (WLD)**

The result revealed no statistically significant difference in mean WLD score across the three groups which are no children, one child, and two or more children. Therefore, the number of children groups did not differ significantly in their reported work life demands. The findings from previous research suggest that the presence and number of children can contribute to increase work family conflict and work life demands (Nohe & Sonntag, 2014; Rantanen et al., 2013). Having more children is often associated with greater caregiving responsibilities and household duties, which could increase work life pressures. However, the current study results imply that the number of children did not have a significant impact on participants experience work life demands. It is possible that other factors such as the age of the children, availability of childcare support in or outside UMS, and individual coping resources may play a more influential role in determining one's level of work life demands regardless of the number of children. Researchers think that this might be due to the flexibility in work arrangements since they have option to work from home or change the work schedules. Thus, Hypothesis 3, which the number of children significantly difference in work life demands, is rejected.

**Household Income and Work Life Demands (WLD)**

The study examined whether work life demands (WLD) differed based on participants household income levels. The results revealed no statistically significant differences in mean WLD scores across the three income groups which are less than RM 4,850 per month, RM 4,852 to RM 10,970 per month, and more than RM 10,971 per month. Although, there are variations in the mean WLD score as individual with income less than RM 4,850 per month report the lowest and incomes between RM 4,852 and RM 10,970 per month report the highest. Previous research suggested that financial resources can play an important role in managing the work family interface (Greenhaus & Allen, 2011; Voydanoff, 2005). Individuals with higher incomes may have greater access to services and support such as childcare and household could ease some work and life pressures. However, the current study results imply that household income level did not provide a significant advantage or disadvantage in terms of experienced work life demands. Regardless of their income levels, participants may work similar hours which suggests that in the perspective of researchers, working hours have greater effect than income in work life demands. Therefore, Hypothesis 4, which shows household income significantly difference in work life demands, is rejected.

**The Coping Strategies (PFC, EFC, and AC) and Work Life Demands (WLD)**

The coping strategies which are Problem Focused Coping (PFC), Emotion Focused Coping (EFC), and Avoidant Coping (AC) revealed there are not statistically significant in predicting work life demands (WLD). None of the individual coping strategies emerged as significant predictors of WLD. The non-significant findings for the coping strategies where unexpected as prior research have demonstrated links between coping strategies and work life balance or demands (Nohe &

Sonntag, 2014; Rantanen et al., 2011). There are few reasons for the lack of significant coping predictors such as instrument issues, common method bias, and contextual factors. The instrument used in the study may be of a general scale that is not specifically designed for the work family context. Second, the reliance on self-report data for coping strategies and work life demands have possibility of bias. The effectiveness of coping strategies can depend heavily on the specific situation and individual factors (Aldao & Tull, 2015; De France & Evans, 2020). According to Eagly (1987), coping strategies are often influenced by societal role which shapes ways individuals respond to stress and demands. Women used more emotion focused coping due to its traditional roles as caregivers while men lean towards problem focused coping in line with their roles as providers. Thus, Hypothesis 5, 6 and 7 which coping strategies (problem focused coping, emotion coping and avoidant coping) have influence in work life demands, are rejected.

## **5. IMPLICATION AND LIMITATION OF STUDY**

The findings of the study suggest that gender have a significantly affected by gender, with women reporting higher demands. This highlights the necessities of workplace policies and support systems such as flexible work schedules, remote work opportunities and improved childcare helps, that assist female employees. Additionally, to lessen the unbalance load of household and caregiving responsibilities, organizations may offer gender specific initiatives such as longer paternity and maternity leave policies to promote shared responsibilities at home. Although the study did not find coping strategies significantly predicted work life demands, it is important to give employees access to knowledge and training regarding coping strategies so that they can learn. For example, seminars or workshops on stress management, and services like counselling. Age, the number of children and household income did not significantly differ from one another indicates that work life demands initiatives should be adjusted to specific challenges that each demographic group faces. Employers should refrain from taking an approach that fits all and instead take into account their specific circumstances. The study sample size limitation which restricted the findings to a different sample of universities and sectors was solely done among UMS employees. However, self-reported data may contain bias caused by participant's excessively or overlooked their work life demand and coping strategies. The cross sectional of the study makes it difficult to determine the relationships between demographic variables, coping strategies and work life demands. Longitudinal studies are required for further investigation on how they can influence each other. Furthermore, instruments used to measure coping strategies impact the accuracy of the results which may not have been created with work and family setting.

## **6. STUDY RECOMMENDATION**

Future investigation is needed to examine the potential long-term interactions between work life demands and coping strategies that may influence each other over time. The study population from various universities and industries is required to support the finding's generalizability using interviews and quantitative data, mixed method techniques can obtain knowledge regarding work life demands and coping strategies. The improvement in measurement tools is needed because of the study used too general instrument for work and family context. This causes the accuracy of the results. Future studies could also examine the difference in coping strategies between individuals and work life balance.

## **7. CONCLUSION**

In conclusion, the findings indicate that demographic variables like gender, age, number of children and household income did not predict work life demands. The lack of direct prediction is likely due to the influence of individual coping strategies and situational factors that cannot be captured by broad demographic categories only. For instance, gender differences were measured and observed in work life demands, they may be mediated by cultural expectations, organizational policies and personal circumstances to everyone. One significant aspect influencing work life demands is shifting between parenthood and working roles. This is because balancing between career demands

and caregiving responsibilities can lead to different experiences regarding work life demands. Few factors from demographic such as the children's age, support systems like childcare and personal coping strategies play a role in shaping the balance. Additionally, organizational policies and practices are needed. Therefore, UMS need to play a significant role to support work life balance by emphasis the flexible working arrangement, supportive work environment, and cater to the needs of its employees so that they can contribute to higher productivity and satisfaction among employees.

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