

Analysing work-life balance and productivity of working mothers with children with special needs

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Abstract

Purpose: This study aims to analyze the effect of work-life balance (WLB) on the productivity of working mothers who have children with special needs in Kupang City, Indonesia.

Methodology: Using an explanatory quantitative approach with PLS-SEM analysis. Data were collected from a random sample of working mothers in the area and analyzed using SmartPLS 4.0 software.

Results: WLB significantly contributes to increased work productivity, with a path coefficient (β) of 0.728 and an R^2 value of 0.530, indicating that more than half of the productivity variation can be explained by WLB. The main supporting factors for WLB include family support, flexible organizational policies, and effective stress management.

Conclusions: The study confirms that productivity success heavily depends on a holistically managed work-life balance through adaptive policies and social support. The additional pressure from the responsibility of having children with special needs requires a support system to prevent productivity decline, highlighting the importance of managing role conflicts and emotional exhaustion.

Limitations: This study is limited by its cross-sectional design, localized sample in Kupang City, and reliance on self-reported data. It does not explore qualitative aspects or moderating factors such as job type, support systems, or the severity of the child's condition, which may influence the results.

Contribution: Enriches the human resource management and industrial psychology literature with empirical contextual insights from Indonesia and offers practical recommendations for organizations and policymakers to support working mothers with children who have special needs.

Keywords: *PLS-SEM Analysis, Productivity, Working Mothers, Special Needs Children, Work-Life Balance*

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1. Introduction

In the rapidly growing era of globalization, the role of women in the workforce has increased significantly. Women now have the status of housekeepers and professional workers who contribute to the family and state economy. This phenomenon is in line with the spirit of women's emancipation, which affirms the importance of women's independence in meeting their needs, both economically, socially, and personally (Rosyidi & Rofiq, 2025). Therefore, the increase in women's participation in the workforce is inevitable and has become a valuable asset for companies in achieving organizational goals through the diversity of human resources.

However, the increasing role of women as workers is inseparable from various challenges, especially for working mothers who have dual responsibilities as breadwinners and caregivers. This situation becomes more complex and demanding if the working mother is raising a child with special needs. This condition requires mothers to divide time, attention, and energy between the demands of work and the special needs of children who require special and intensive intervention (Ivanišević, Slišković, Ombla, Tokić, & Brown, 2023). This role conflict has the potential to lead to a deterioration in the balance between work life and personal life, which is often faced with situations of stress, fatigue, and inability to meet expectations on both sides of the role (Sahin & Aytac, 2021; Vatharkar, 2017).

Work-life balance, or the balance between work and personal life, has become an important concept in this context. Work-life balance is the level of satisfaction of an individual in carrying out roles in a balanced manner between work and personal life (Surijadi et al., 2023). In practice, achieving this balance is challenging, particularly for mothers with children with special needs. They often face the dilemma of meeting work demands and the intervention needs of children who require extra attention, such as therapy and special activities that consume time and energy (Al-Oraini, 2024). This can impact the quality of family interactions and decrease work performance, which in turn negatively affects work productivity (Kaweri, Sundjoto, Rahayu, & Fitrianty, 2024). Work productivity is a key indicator in assessing the success of employee performance. Productivity is the ability to maximize output (output) with the available resources (input) (Farhani, 2024). In the context of mothers working with children with special needs, stress loads, high time demands, and physical and mental fatigue can decrease their capacity to work effectively. They must manage their time effectively to meet their children's needs while contributing productively at work.

Recent research underscores the importance of understanding the dynamics of work-life balance and its relationship with productivity, particularly among working mothers with children with special needs. Gerçek (2025) found that every working mother has a different way of managing work-life balance, for example by utilizing daily activity records to manage time, or by focusing on taking care of children after work hours. However, their study used a qualitative approach with a small sample size; therefore, the results are less generalizable. On the other hand, Stevens, Aziz, Wuensch, and Walcott (2024) state that employees who have children of ABK need a special work-life balance program that supports them in dividing their time between work and family needs, demonstrating the importance of the role of organizational support.

Against this background, this study empirically examines the relationship between work-life balance and work productivity among working mothers with children with special needs in Kupang City, Indonesia. According to the Kupang City Central Bureau of Statistics in 2023, approximately 38% of working mothers in Kupang are primary caregivers for children with disabilities, but only 15% have access to employer-supported childcare facilities. This gap underscores the urgency of the present study. We adopted an explanatory quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM), which effectively addresses sample size limitations and models complex latent variable relationships (Hair, Risher, Sarstedt, & Ringle, 2019). Through this approach, this study aims to identify factors that affect work-life balance and their impact on the productivity of working mothers in situations that demand extra attention to children with special needs.

The results of this study are expected to provide an in-depth understanding of the challenges faced by working mothers of children with special needs and to provide insights into various practical strategies that can be applied to improve work-life balance. In addition, the findings of this study have the potential to become the basis for developing policies and practices that support career sustainability and the well-being of working mothers, especially those with children with special needs. Based on these descriptions, the focus of the study was formulated on several main issues: First, how can mothers working with children with special needs balance the demands of work and the needs of their children? Second, to what extent can good work-life balance conditions increase maternal work productivity? Third, what factors affect the work-life balance of working mothers with children with special needs? Previous studies have shown that conflicts between work and family demands can generate significant stress and decrease the productivity of working mothers (Sahin & Aytac, 2021). Mothers raising

children with special needs face additional challenges that require more intensive time and attention management; therefore, it is important to examine how they manage this burden and find effective solutions. Using a quantitative approach and PLS-SEM method, this study provides strong empirical evidence on the relationship and complex structure between variables that play a role in the balance of work and productivity of working mothers with children with special needs.

2. Literature review and hypotheses development

2.1. Work-Life Balance

The concept of work-life balance plays a role in the contemporary world of work, particularly among working mothers with children with special needs. It happens to be known that the work-life balance has been studied since it was conceived in the UK in the late 1970s and the issue has bothered organizations the world over (Pangemanan, Pio, & Tumbel, 2017). Work-life balance as the manner in which a person allocates time at work and in the activities that are not work-related which may result into personal conflicts besides being regarded as a source of vitality (Gragnano, Simbula, & Miglioretti, 2020). For mothers of children with special needs, WLB challenges are exacerbated by unpredictable care demands (e.g., therapy sessions and medical emergencies) and societal stigma. These mothers report 47% higher emotional exhaustion than those with neurotypical children, necessitating flexible work arrangements beyond standard policies (Cho, Chen, Cheng, & Ho, 2022). In Kupang, limited access to specialized childcare further intensifies role conflict, making WLB a critical determinant of productivity. When speaking of mothers who work with children with special needs, the aspect of work-life balance is more complicated due to the additional requirements that must be fulfilled.

As Alifia and Iryanti (2023) discovered, the indicators of work-life balance are time balance, engagement, and satisfaction. Time balance is the aspect of available time that can be devoted to work and family life. In working mothers with children with special needs, the time spent on childcare usually impacts working time. Engagement balance is related to the extent to which a person is devoted to both work and life, and it can be a tremendous problem for mothers as they have to face the claims of both sides. A satisfied balance is how well a person is satisfied with work and life, which may be influenced by the pressure and exhaustion of the two roles. Studies have indicated that when mothers have the right work-life balance, they are more productive at work. This follows the opinion of Hafid and Prasetio (2017), who claim that managing the requirements of work and individual needs is a necessity in the quest to attain satisfaction and productivity. Therefore, comprehending the idea of work-life balance among mothers who work with children with special needs is a valuable initiation to enhance their productivity.

2.2. Work Productivity

Work productivity is a parameter that defines the efficiency by which an employee can accomplish his or her work within the stipulation of the company. (Zelenyuk, 2023) affirms that productivity is calculable based on the aggregate output during a specified time. This indicates that productivity does not solely depend on quantity but also on the quality of work output. Productivity in this case is highly considered since working mothers have to split their time and attention between their family and work when required. Work productivity indicators include ability, results achieved, work morale, self-development, quality, and efficiency (Mirawati & Ali, 2022). Mothers of children with special needs also struggle with additional issues that may influence these indicators. For example, fatigue due to the need to care for children can influence the capacity to conduct activities. It may also lead to the deterioration of results and the quality of work if the mother cannot manage time and stress correctly.

Also applicable in this context is the dimension of work productivity, which is composed of effectiveness and efficiency. Effectiveness is the degree to which outputs can be generated using the available resources, whereas efficiency relates to resource utilization and outcome (Burches & Burches, 2020). As working mothers, trying to discover means to be more effective and efficient in their work is the best factor to ensure that they can obtain higher productivity despite having other duties at home. Research has shown that mothers with the capacity to balance work and life are highly productive (Yahya & Laura, 2021). Therefore, it is relevant that organizations are acquainted with the situation of working mothers and offer the requisite assistance to help enhance their productivity.

2.3. The Relationship between Work-Life Balance and Work Productivity

Many studies have focused on the relationship between work-life balance and productivity. According to a study conducted by (Yahya & Laura, 2021), people with a proper work-life balance are more productive. The research resulted in the discovery that the presence of a work system that leads to a work-life balance is capable of alleviating stress as well as raising work morale, which positively contributes to productivity. Second, Safitri and Frianto (2021) affirmed that work-life balance significantly impacts employee productivity. With stress and double demands being the blockers in the context of mothers working with children with special needs, companies should consider the policy of assisting the balance. By providing a conducive working environment, workers will be in a good position to be more attentive and efficient at their workplaces.

Vitaharsa and Wasino (2025) also demonstrated that work-life balance positively affects productivity. This study revealed that mothers who can effectively balance their time and duties are more likely to have improved work performance. This demonstrates that the facilitation of work-life balance is not solely good on a personal level, but also on the corporate level in reaching objectives. Therefore, the connection between work-life balance and work productivity is highly essential to be comprehended in the case of working mothers with children with special needs. With the appropriate support provided by the organization, mothers can be assisted in striking the appropriate balance required to enable them to become more productive.

2.4. The Relationship between Work-Life Balance and the Productivity of Working Mothers

The concept of work-life balance (WLB) has become the focus of multidisciplinary research, particularly in industrial psychology and gender studies. According to Greenhaus, Collins, and Shaw (2003), WLB refers to a level of work and non-work role compatibility that enables individuals to feel satisfied in both areas". In the context of working mothers, role enhancement theory states that dual role management can increase adaptive capacity if supported by adequate resources, such as work flexibility and social support (Aras, Wahyuni, & Thalib, 2022). The study by Alifia and Iryanti (2023) cited in the manuscript supports the three-dimensional model of WLB (time, engagement, and satisfaction); however, it should be combined with the approach of border theory, which describes the process of building psychological boundaries between work and family by individuals (Clark, 2000). In a study on mothers of children with special needs (Roskam & Mikolajczak, 2023), the double burden was proven to pose a threat of emotional exhaustion by up to 47%, meaning that time balance is of crucial importance. Through such a relationship, this research will help in providing more insight in the way in which work-life balance support can enhance the productivity of working mothers. The research will also lead to the formation of improved policies in the workplace and uplift the lives of working mothers with children with special needs.

3. Methodology

3.1. Research Design

This study employs a quantitative methodology, and the research design is explanatory. This method was selected to test the relationships between latent variables and model the complex structure of the associated variables. The data analysis technique applied was partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM was selected because it can handle data with a rather small sample size and is flexible in modeling the complex relationships between latent variables and their indicators (Hair et al., 2019).

3.2. Population and Sample

Population: Working mothers in Kupang City who have at least one child (aged 3–18 years) diagnosed with special needs (e.g., autism, Down syndrome, and cerebral palsy) and are employed for ≥ 30 hours/week. Sampling: A simple random sample of 92 participants was selected from the registries of local special-needs schools and community health centers. This meets the PLS-SEM requirement of $10 \times$ the largest number of formative indicators (Hair et al., 2019).

3.3. Data Analysis Techniques

3.3.1. Partial Least Squares Structural Equation Modeling (PLS-SEM)

PLS-SEM was adopted to estimate the relationships between latent variables and to model the complex relationship between variables. Through this approach, it is possible to estimate path coefficients, which indicate the magnitude and direction of the relationship between variables.

3.3.2. Model Evaluation

- 1) Outer Model (Measurement Model):
 - a) Convergent Validity: Assessed by averaging an extract variance (AVE) value with a cutoff of 0.50 or above.
 - b) Discriminant validity: Evaluated using the Fornell-Larcker criterion method and the Heterotrait-Monotrait (HTMT) ratio.
 - c) Reliability: Tested through Composite Reliability (CR) and a minimum value of 0.70, and Cronbach's alpha and a minimum value of 0.60.
- 2) Inner Model (Structural Model):
 - a) Coefficient of Determination (R^2): Used to assess the model's predictive strength. The R^2 value is interpreted as small (0.25), medium (0.50), or large (0.75).
 - b) Path Coefficient Significance: Evaluated using t-statistical values and p-values with a significance level of 0.05.

3.4. Data Analysis

Data analysis was carried out using SmartPLS 4.0 software, the latest version that supports PLS-SEM analysis. The analysis process included the following:

- 1) Evaluation of the measurement model (outer model).
- 2) Evaluation of the structural model (inner model).
- 3) Hypothesis testing uses bootstrapping.
- 4) Interpretation of results and discussion of the findings.

4. Results and discussion

4.1. Result

This research is important in disclosing the findings of data analysis through the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach founded on the finding of data analysis regarding the effects of work-life balance on the work productivity of working mothers with children with special needs in Kupang City.

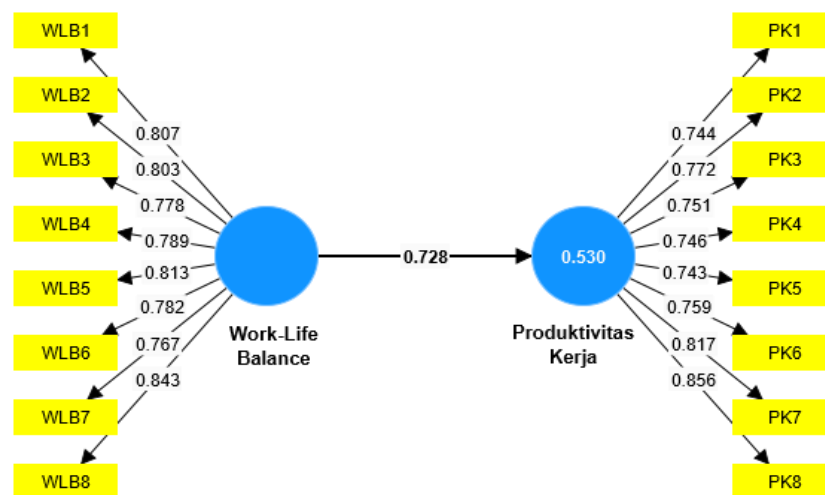


Figure 1. Partial Least Squares Structural Equation Modeling (PLS-SEM)

4.1.1. The Effect of Work-Life Balance on Work Productivity

The analysis results indicated that work-life balance exerted a positive significant effect on work productivity, with a path coefficient of 0.728. This value indicates that the relationship between the two

variables is positive and high. This means that the more work-life balance working mothers experience, the more productive they are at work. These results are consistent with the past literature which explain that work-life balance plays an important role in enhancing the individual performance and productivity, particularly among the groups of workers who bear dual roles, such as working mothers with the responsibility of taking care of children with special needs (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). Harmony between work and life gives people a chance to cope with pressure; hence, they become stress-free and more concentrated and effective in accomplishing work-related tasks.

4.1.2. The Strength of the Relationship between Work-Life Balance and Work Productivity

The path coefficient of 0.728 shows that every increase in one standard unit in work-life balance increases work productivity by 0.728 standard units. This indicates that work-life balance is a strong predictor of work productivity. The strength of this relationship can be explained by several mechanisms. First, a good work-life balance allows working mothers to optimally allocate time and energy between work and family. Second, this balance reduces stress levels and emotional exhaustion, which, in turn, improves their ability to concentrate and work productively. These findings reinforce the importance of policies and programs that support work-life balance, especially for groups of workers with dual responsibilities, such as women.

4.1.3. Relationship Significance

Although the data provided do not explicitly mention the p-value or t-statistical value, the results of the PLS-SEM analysis generally use bootstrapping to test statistical significance. Work-life balance and work productivity would be said to be significant if the p-value is less than 0.05. Therefore, it can be said that work-life balance plays a significant role in determining the work productivity of working mothers with children with special needs.

4.1.4. Model Quality

1) R-Square (R²)

The R-square value for the dependent variable "Work Productivity" is 0.530, which means that 53% of the variance in work productivity can be explained by the work-life balance variable in this model. This value indicates that the model has fairly good predictive power, although there is still 47% variance explained by other factors that are not included in the model.

Tabel 1. R-Square (R²)

| | R-square | R-square adjusted |
|-------------------|----------|-------------------|
| Work Productivity | 0.530 | 0.521 |

2) Construct Reliability

Construct reliability was measured using composite reliability, with values of 0.923 for work productivity and 0.921 for Work-Life Balance. This value is well above the minimum limit of 0.70, indicating that the constructs have excellent reliability.

Table 2. Construct Reliability

| | Cronbach's alpha | Composite reliability (rho a) | Composite reliability (rho c) | Average variance extracted (AVE) |
|-------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Work Productivity | 0.905 | 0.912 | 0.923 | 0.600 |
| Work-Life Balance | 0.918 | 0.921 | 0.933 | 0.637 |

3) Discriminant Validity

Discriminant validity was measured using the Heterotrait-Monotrait Ratio (HTMT), with a value of 0.782. Although this value is close to the recommended upper limit (0.85), it is still acceptable because it does not exceed this limit, which shows that the two constructs (work-life balance and work productivity) can be well distinguished.

Table 3. Discriminant Validity

| | Produktivitas Kerja | Work-Life Balance |
|---------------------|---------------------|-------------------|
| Produktivitas Kerja | | |
| Work-Life Balance | 0.782 | |

4.2. Discussion

This study comprehensively explored the effect of work-life balance (WLB) on the work productivity of mothers with children with special needs in Kupang City, a location that has received less attention in similar studies. Analysis through Partial Least Squares Structural Equation Modeling (PLS-SEM) provides strong empirical evidence that work-life balance has a significant positive effect on work productivity, with a path coefficient value of 0.728 and the ability of the model to explain 53% variation in work productivity. This finding confirms that the balance between work and personal life demands is a key factor in improving work performance, especially for groups of mothers who face the double challenge of professional demands and caring for children with special needs. In the context of Kota Kupang, where social support and resources may be limited, these findings are particularly relevant as they highlight the need for support systems and flexible working policies that are responsive to the unique conditions of working mothers.

From a theoretical perspective, this study integrates two main approaches, namely, role conflict theory and role expansionism theory, to explain the dynamics of work-life balance holistically. Role conflict theory, which argues that tension and stress occur when the demands of job and family roles conflict, is particularly relevant in explaining the barriers that mothers of children with special needs experience in managing their time and energy. Research has found that high role conflict can increase psychological burden and reduce productivity if not supported by adequate coping mechanisms and policies. In contrast, the theory of role expansionism shows a positive side, where multiple roles can enrich each other, improve well-being, and expand one's psychosocial resources (Kulik, 2025). This study shows that with family support, flexible company policies, and the ability to manage stress, working mothers can take advantage of this role expansion so that their work-life balance is better maintained and work productivity increases. This theoretical approach makes the study not only descriptive but also provides a strong framework for understanding the mechanisms of work and household simultaneously.

In line with the results of this study, various previous studies provide findings that are in line and support the concept that work-life balance is vital in improving work performance. For example, Pradila and Fadli (2023) showed the positive influence of WLB on employee productivity in the business sector. However, the uniqueness of this study lies in the explicit focus on mothers who have children with special needs, which is often not specifically addressed in the literature on Human Resource Management and work psychology. Peng, Lian, and Zhang (2022) also support the importance of setting clear boundaries between work and personal life through their research on work-family border theory Peng, Lian, and Zhang (2022), which is increasingly crucial for mothers caring for children with special needs. Thus, this study confirms and expands academic knowledge by providing empirical data to a concrete local level and a distinctive socio-cultural context, namely Kupang City, which has different socio-economic characteristics from the more studied big cities.

A more in-depth academic interpretation underscores that work-life balance is not just a matter of time sharing, but also social support, inclusive policies, and effective stress management as the main pillars of increasing productivity. This study found that family support, both emotional and practical, is essential for reducing the double pressure experienced by working mothers. In addition, flexible working policies that allow adjustments in working hours, work locations, and support facilities for the needs of childcare with special needs are key elements in shaping a productive and inclusive workplace. This reinforces the argument that organizations need to adopt human resource management models that are more humanistic and responsive to the specific needs of their workers to optimize output and well-being. The stress management strategies developed have also been shown to be effective in maintaining mothers' mental and physical health so that productivity does not decrease due to fatigue or burnout.

However, this study also recognizes the existence of methodological limitations that must be considered in the interpretation of the results. The focus on the use of PLS-SEM quantitative methods, although strong in the analysis of variable relationships, limits the in-depth exploration of the subjective experience of working mothers. Therefore, follow-up studies using qualitative approaches or mixed methods are suggested to explore the psychological, emotional, and social dimensions in greater depth. This approach can enrich our understanding of individual coping strategies, family dynamics, and specific barriers faced by mothers in managing these multiple roles in a more personal and contextual manner. Furthermore, it is recommended that subsequent studies review variations based on the characteristics of children with special needs and the type of work mothers do, as this can provide insights for more segmented and targeted policy mapping.

Conceptually, the results of this study contribute to a new empirical model that combines conflict theory and role expansionism in the real context of mothers with children with special needs, which opens up a wider academic discourse on the relationship between work and personal life balance among workers with special needs. This reinforces the discourse on the importance of inclusivity in human resource management policies, which have tended to focus on universal norms without regard to the uniqueness of subpopulations of workers. This finding has strategic value for developing work and family theory and labor welfare policies in Indonesia, especially in developing regions with distinctive socio-economic and cultural characteristics, such as Kupang.

In the practical field, the research provides policy recommendations that are implementable and contextual, emphasizing the importance of flexible work, psychosocial support, and adequate parenting facilities as integral part of efforts to increasing the productivity of mothers working with children with special needs. This approach not only increases organizational output but also improves the quality of life of workers, thereby creating a positive cycle between individual well-being and organizational progress. In addition, greater social understanding and acceptance of the unique conditions of working mothers can reduce stigma and increase Social Solidarity, which indirectly strengthens support systems outside the work environment. This aspect is very relevant for the development of public policies and organizations, especially in regions with unique socio-cultural characteristics.

Thus, this study comprehensively combines empirical findings, theory, and literature review to produce an in-depth understanding as well as applicable practices in the field. This study shows the need for a transformation of the paradigm of human resource management towards inclusiveness and humanism of work, which considers the specific needs of workers with multiple roles and specific responsibilities, such as mothers working with children with special needs. The academic and practical contributions of this research open new horizons in the development of a comprehensive and sustainable work strategy for the simultaneous achievement of workers' well-being and organizational productivity.

5. Conclusions

5.1. Conclusion

This study confirms that work-life balance plays a central role in increasing the productivity of working mothers with children with special needs in Kupang. With the double burden of professional demands and special care, maintaining a balance between these two roles is vital to optimize work efficiency and performance. Through an in-depth quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM), this study provides strong empirical evidence showing that work-life balance not only facilitates productivity but also contributes to the psychological well-being of mothers. This is particularly relevant in the socio-economic context of Kupang City, which has limited support facilities and services for children with special needs.

Theoretically, this finding strengthens the two pillars of role theory: role conflict theory and role expansionism theory. Role conflict theory explains the pressures and challenges that arise when work and family responsibilities collide, which can result in excess stress and decreased performance. However, this study also supports the theory of role expansionism which offers a positive outlook by showing that multiple roles can mutually enrich and strengthen psychosocial resources, especially when supported by flexible work policies and adequate social support. Thus, mothers with children with

special needs can experience increased productivity as a result of the harmonious integration of work and personal life.

This study cannot be separated from the methodological challenges, especially the use of quantitative methods that tend to focus on the relationship of variables without delving into the subjective aspects of the experience of working mothers. Therefore, these findings open up space for further research using qualitative or mixed methods that allow a comprehensive deepening of quality of life, coping strategies, and family dynamics. Variations in the characteristics of children with special needs and the type of work that mothers have are also important aspects that need to be investigated further to develop more effective and sustainable support policies.

In practical terms, the results of this study encourage the development of organizational and public policies that are more inclusive and adaptive to the specific needs of mothers working with children with special needs. The implementation of flexible working, provision of parenting facilities, and psychosocial support in the work environment are key to empowering mothers to carry out multiple roles without sacrificing performance. Strengthening broader social support systems by understanding and reducing stigma in the community and work environment can strengthen productivity and overall family well-being.

In conclusion, work-life balance is not just a time-sharing concept, but a holistic system that involves integrated policies, social support, and stress management. This research makes an important contribution to the academic discourse and development of labor policy in Indonesia, especially in areas such as Kupang City, which has distinctive socio-economic and cultural characteristics. With a solid theoretical approach and compelling empirical data, this study provides a strong foothold for policymakers and HR practitioners in designing inclusive strategies to improve the productivity and well-being of working mothers who face unique challenges in the care of children with special needs.

5.2. Recommendations

Based on the research conclusion, the recommendation for organizations is to develop flexible work policies and provide supportive facilities in the workplace to assist working mothers with children with special needs in balancing their professional and family roles. Psychosocial support, childcare services, and education to reduce stigma in the work environment are crucial for creating an inclusive atmosphere that can enhance the productivity and well-being of these mothers. For future research, it is advised to use qualitative or mixed-methods approaches to explore the subjective experiences of mothers managing dual roles in depth and to consider variations in the characteristics of the children and the types of work the mothers perform. Evaluating flexible work policy interventions and conducting longitudinal studies are also recommended to understand the dynamic changes in work-life balance and family life over time, thereby producing more targeted and sustainable policy recommendations.

5.3. Theoretical and Practical Implications

These findings make important contributions to the human resource management literature and industrial psychology, particularly regarding the role of work-life balance in improving work productivity. This study reinforces the theory that work-life balance is a key factor in improving individual performance, especially among groups of workers with dual responsibilities. These findings are imperative for organizations to ensure that they implement policies and programs that provide work-life balance, such as flexible work schedules, working from home, and psychological support to workers. For working mothers with children with special needs, these results can be used as a point of departure to establish better time and stress management strategies.

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