

# Statistical analysis of work-life balance and job satisfaction: an empirical study of female employees in the cigarette industry

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## Keywords:

*Work Life Balance*  
*Job Satisfaction*  
*Female employees*  
*Cigarette industry*

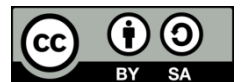
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## ABSTRACT

The concept of work-life balance has become increasingly popular in recent years. The demands of dedicating oneself to work, managing household responsibilities, and fulfilling non-work obligations have led many modern workers to adopt work-life balance strategies to harmonize their professional and personal lives. This study aims to analyze the effect of work-life balance on job satisfaction among female employees at Pitoe Cigarette Factory, Trenggalek. The research employed a simple linear regression analysis method, using data collected from questionnaires completed by 95 female employees as samples. The results of the simple linear regression test indicated a positive relationship between work-life balance and job satisfaction, with a p-value of 0.000, which is less than the significance threshold of 0.05. This finding demonstrates that improved work-life balance can contribute to increased job satisfaction among female employees. The coefficient of determination ( $R^2$ ) was found to be 0.413, indicating that 41.3% of the variation in job satisfaction is explained by work-life balance. Furthermore, the study revealed that both work-life balance and job satisfaction levels were categorized as moderate, suggesting the need for greater attention to managing the balance between work and personal life. These findings are expected to provide insights for Pitoe Cigarette Factory management and other companies in designing policies that support work-life balance, ultimately enhancing job satisfaction and productivity among female employees.

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## **1. INTRODUCTION**

Humans in an organization are essential for achieving corporate success, as its success heavily depends on the development of its human resources. Noorita Achmad et al. Explain that investment in employee training and development can enhance their skills and knowledge, which in turn positively impacts organizational performance [1]. Preliminary obtained data by the researcher through observation revealed that most of the workers in cigarette factories in Trenggalek Regency were women. This fact illustrates that this industry not only serves as an economic mainstay but also provides a platform for women to actively contribute to the workforce. Furthermore, the role of women in the cigarette industry in Trenggalek Regency reflects broader social and economic dynamics, where they not only contribute financially but also act as agents of change within families and communities. Women's participation in the workforce significantly enhances the economic well-being of their families and positively impacts financial stability and their role in domestic decision-making [2].

This underscores the importance of policies that support the empowerment of women and all employees in the industrial sector, thereby enhancing their contributions to both the workplace and personal lives. Government policies supporting the development of small industries have been shown to significantly increase women's participation in economic activities, ultimately contributing to the improved welfare of families and communities [3].

Sasuwe et al. Revealed that job satisfaction influences individual productivity [4]. Job satisfaction reflects the happiness and contentment of individuals regarding their jobs, which may be influenced by rewards and the outcomes of their efforts [5]. Job satisfaction represents the extent to which an individual's expectations of their job are met. It includes a subjective evaluation

conducted by individuals regarding various aspects of their jobs, which subsequently affects their feelings toward their work [6].

In the context of job satisfaction, Herzberg et al., through their Two-Factor Theory, identified two categories of factors that play crucial roles in determining individual job satisfaction levels. The first category comprises intrinsic factors, which include elements that directly enhance job satisfaction. These aspects include achievements in the workplace; recognition for accomplishments; the nature of the job itself, which provides challenges and satisfaction; and the responsibilities assigned to individuals for decision-making in their roles. Additionally, opportunities for personal development through work are also part of the intrinsic factors that contribute to job satisfaction [7].

On the other hand, the second category affecting job satisfaction comprises extrinsic factors, which are related to elements that can prevent dissatisfaction, even though their presence does not directly enhance job satisfaction. Extrinsic factors include company policies, correlations between employees and superiors, working conditions, salaries, and additional benefits provided by the company. Positive correlations with colleagues also contribute to creating a more harmonious work environment, thus preventing dissatisfaction in the workplace [7]. Job satisfaction is crucial for employees, as satisfied employees are more motivated to exert their full potential in their work, which positively impacts the company. Satisfied employees are usually more diligent in attending work, exhibit superior performance, and remain loyal to the company. One factor that triggers job satisfaction is work-life balance, which refers to the equilibrium between work and personal life.

Fisher et al. Explain that work-life balance refers to an individual's ability to manage the demands of work and personal life effectively without causing significant conflict. This concept enables individuals to perform various roles in their lives in a balanced manner, thereby maximizing satisfaction in all aspects of life. There are three main parts of work-life balance: time balance, which means dividing up the time you spend on work and personal life; involvement balance, which means being equally involved in both work and personal life; and satisfaction balance, which means being happy in both areas [8].

Fisher et al. Further explained that several factors could influence an individual's work-life balance. One of these factors is job demands, where high workloads and long working hours may disrupt the balance between work and personal life. Additionally, personal life demands, such as family responsibilities and other personal activities, also have the potential to impact this balance. Another factor is social support, which includes support from family, friends, or colleagues, assisting individuals in achieving work-life balance. Flexible work policies, such as flexible working hours or remote work opportunities, are also critical aspects that can support the attainment of work-life balance.

The demands of dedicating oneself to work, household responsibilities, and fulfilling non-work-related obligations have led many contemporary workers to adopt work-life balance strategies to maintain equilibrium between their professional and personal lives. The work-life balance represents an individual's effort to maintain stability across the various roles they undertake [9]. Maintaining this balance is crucial for managing all aspects of one's life with complete focus. It is a critical aspect that companies should prioritize for all employees [10].

Work-life balance among employees can measure how effectively they balance their work and personal lives. This balance can also affect their mental health and happiness while working [11]. Therefore, implementing work-life balance is crucial for the daily lives of workers. However, this concept remains relatively unfamiliar among workers in areas outside major cities. Most prior studies have focused on office workers in urban areas [12], [13], whose working hours and lifestyles differ from those in rural areas. This serves as the foundation for the researcher's interest in studying this topic.

Based on the researcher's explanation above, the research hypothesis is that work-life balance influences job satisfaction. The study aims to determine the impact of work-life balance on job satisfaction and assess the levels of work-life balance and job satisfaction among female employees in the Pitoe cigarette factory in Trenggalek Regency, East Java.

## 2. METHOD

This quantitative approach uses a survey method [14], and it follows a planned research process that includes figuring out the problem, coming up with a hypothesis, choosing variables, figuring out the population and sample, making data collection tools, collecting data, analyzing data using the right statistical methods, coming to a conclusion, and writing the report.

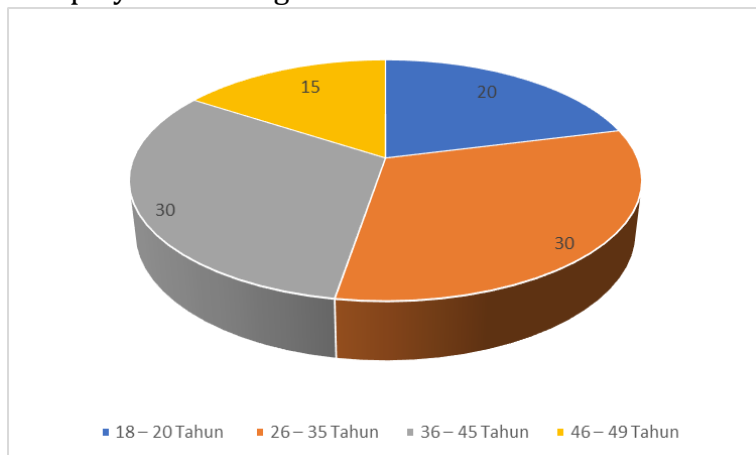
The researchers collected data by distributing questionnaires to 95 respondents, selected from a population of 130 female employees at the Pitoe Cigarette Factory. The characteristics of the research sample include female employees residing in Trenggalek Regency, aged up to 49 years, and having worked for more than one year. The sampling technique used was non-probability sampling. The researchers determined the sample size using Isaac and Michael's table [14] at a significance level of 5%. A work-life balance scale was used in the study. It had four parts: WIPL (Work Interface with Personal Life), PLIW (Personal Life Interface with Work), PLEW (Personal Life Enhancement of Work), and WEPL (Work Enhancement of Personal Life). The scale had validity levels between 0.90 and 1.00, according to Aiken's V table, and a reliability coefficient of 0.915. Additionally, a job satisfaction scale was used, covering aspects such as the nature of the job, supervisors, coworkers, promotions, and salary, with validity levels ranging from 0.90 to 1.00 based on Aiken's V table and a reliability coefficient of 0.960.

The researchers analyzed the collected data using SPSS Statistics 25. The steps of the analysis included hypothesis testing, classical assumption tests (such as normality and linearity tests), and descriptive statistical analysis to talk about the characteristics of the respondents. The normality test was conducted to ensure a normal data distribution, while the linearity test was performed to confirm that the correlations between variables were linear. The t-test was used to look at the partial effects of the independent variables on the dependent variable, and the F-test was used to look at the effects that happened at the same time. The researchers used simple linear regression analysis to determine the influence of work-life balance on job satisfaction.

### 3. RESULTS AND DISCUSSION

#### 3.1. Results

This research involved 95 female employees of various ages, as illustrated in Figure 1. The respondents were distributed as follows: 20 employees were in the age range of 18–25, 30 employees were aged 26–35, another 30 employees were aged 36–45, and 15 employees were aged 46–49.



**Figure 1. Age Distribution of Respondents in the Study**

Using the Kolmogorov-Smirnov method in SPSS 25, the researchers conducted a normality test to fulfill the first classical assumption test in this study. The researchers used the unstandardized residual value (RES\_1) for the regression equation of the variables work-life balance and job satisfaction. The two-tailed significance value from this test was 0.77, which is greater than the significance threshold (0.005) or sig. > 0.05, indicating that the data follow a normal distribution.

Based on the linearity test, the value obtained was 0.717, as indicated by the Sig. Deviation from Linearity, greater than  $\alpha = 0.05$ . This result demonstrates that the variables of work-life balance and job satisfaction exhibit a linear correlation.

The correlation results from the statistical test show that the significance value (Sig.) for the two variables is 0.009, which is less than 0.05. This indicates that there is a significant correlation between the variables of *work-life balance* and *job satisfaction*. This

evidence supports the acceptance of the alternative hypothesis ( $H_a$ ) while rejecting the null hypothesis ( $H_0$ ). Furthermore, the strength of the correlation, as shown by the Pearson correlation value, is  $-0.268$ , signifying a weak negative correlation between the two variables. This means that as the value of the *work-life balance* variable increases, the value of the *job satisfaction* variable tends to decrease, albeit weakly. Other factors that may also influence these variables could explain this weak correlation.

The general formula for a simple linear regression equation is  $Y=a+bX$ . To determine the regression coefficient values, refer to the output in the *coefficients* table provided in the analysis.

**Table 1. Simple Linear Regression Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	101.162	3.376		29.963	.000
	WLB	.148	.038	.374	3.889	.000

a. Dependent Variable: Job Satisfaction

The unstandardized coefficients yielded a constant value of 101.162. This value represents the predicted level of job satisfaction when the work-life balance is zero. The coefficient for work-life balance, at 0.148, indicates that each one-unit increase in work-life balance is predicted to raise job satisfaction by 0.148 points. This demonstrates a significant positive correlation between work-life balance and job satisfaction. The significance value (Sig.) of 0.000 shows that the coefficient for work-life balance is highly significant, with a p-value far below 0.05. This confirms that work-life balance affects job satisfaction.

Based on the t-test results, the significance value (Sig.) is  $0.000 < 0.05$ . The t-table value for this study is 1.989, while the t-count is 3.889. Given that t-count 0.889 exceeds t-table = 1.989, it can be concluded that the independent variable, work-life balance, significantly influences the dependent variable, job satisfaction, on an individual basis. Consequently,  $H_0$  is rejected and  $H_a$  is accepted, indicating the significant individual effect of work-life balance on job satisfaction among employees at the Pitoe cigarette factory. This

conclusion is consistent with Ghazali's (2018) t-test decision-making guideline, which suggests rejecting  $H_0$  if the t-count exceeds the t-table and accepting it otherwise.

According to the F-test results, the significance value (Sig.) is  $0.000 < 0.05$ . The F-table value in this study is 3.942, while the F-count is 15.124. Since  $F\text{-count} = 15.124 > F\text{-table} = 3.942$ , the result indicates a simultaneous effect between the independent variable (work-life balance) and the dependent variable (job satisfaction). Therefore, we reject  $H_0$  and accept  $H_a$ . This is consistent with the F-test decision-making guideline, which states that if  $\text{Sig.} < 0.05$  or  $F\text{-count} > F\text{-table}$ , there is a simultaneous effect between the independent and dependent variables.

The  $R^2$  value for the coefficient of determination test is 0.413, which means that the independent variable (work-life balance) can explain 41.3% of the variation in the dependent variable (job satisfaction). Other factors not included in this model may influence the remaining 58.7% of the variation. After taking into account the number of variables in the model, the adjusted  $R^2$  value of 0.171 shows that the percentage of variation that can be explained is slightly lower. However, it still suggests that the model is reasonably effective in explaining the correlation between the two variables. Thus, although other factors may influence job satisfaction, this regression model provides valuable insights into the correlation between work-life balance and job satisfaction.

### 3.2. Discussion

The balance between work life and personal life is a vital component that can significantly impact employee job satisfaction, especially in industries such as cigarette manufacturing. This study aims to measure the extent to which *work-life balance* contributes to job satisfaction among employees in cigarette factories in Trenggalek Regency. The importance of maintaining a balance between work demands and personal life becomes increasingly evident, particularly in the context of cigarette factories, which often face high operational pressures daily.

Many employees shoulder dual responsibilities, both as workers and as parents. Research findings highlight the dual roles of women, encompassing responsibilities as factory workers and



household managers. These dual roles often create unique challenges in achieving an ideal *work-life balance*. Women working in factories are expected to meet work demands, such as achieving production targets and adhering to company quality standards, while also managing various household tasks.

The dual roles of women in balancing career and family are crucial for creating harmonious well-being. Women who work while managing household responsibilities must effectively allocate their time and energy to ensure family well-being and contribute to household income [15]. Previous research indicates that positive workplace experiences, such as successfully fulfilling work responsibilities alongside family roles, can contribute to positive affective outcomes. This subsequently influences their attitudes and behaviors at work [16]. Furthermore, successfully balancing work and family life can result in positive behaviors, including enhanced performance. Conversely, negative experiences stemming from the inability to balance work and family, such as heightened conflict between the two, tend to adversely affect work performance, such as decreased productivity. Additionally, married female employees who achieve a balance between work and family life are predicted to exhibit better workplace performance [16].

The challenges faced by working women are diverse, encompassing not only professional work but also domestic responsibilities. The role of women as professional workers while fulfilling responsibilities as mothers and wives poses challenges in achieving a balance between work and family duties [17]. Working women take on domestic, public, and social roles. While these dual roles positively impact family economics, they also involve significant workload pressures [18]. Furthermore, challenges include increased stress levels [19], [20], fatigue [20], and heightened conflicts [21].

Work-life balance is a concept with dual facets. On one hand, it benefits employees by helping reduce stress through proportional time allocation, ensuring no aspect of life is neglected. On the other hand, it can be a source of pressure when employees feel unable to meet expectations for a balanced life [22]. Women who mostly spend their time at work often perceive achieving work-life balance as challenging. Prioritization often results in the neglect of one aspect of life [22]. Social stigmas undermining women exacerbate

this situation, causing negative impacts such as feelings of insecurity, lack of recognition, and social isolation [23]. This not only hinders women from achieving well-being but also reinforces gender stereotypes, significantly affecting their overall well-being. Under these circumstances, every working woman must find her own way to maintain life balance, despite facing complex challenges.

The research results show that female employees' work-life balance falls within a moderate level. This indicates that these employees experience a moderate balance between work demands and personal life. They are not entirely successful in balancing these two aspects optimally, but they do not experience a complete imbalance either. Women often take on dual roles as workers and primary caregivers in the family. These responsibilities can lead to role conflict, affecting the balance between work and personal life [24]. High work demands combined with family obligations can cause stress and fatigue, ultimately affecting work-life balance among female employees [20]. Additionally, a lack of support from family, colleagues, or supervisors can exacerbate an individual's ability to achieve optimal work-life balance [25]. The researchers expected adequate support for working women to enhance their job satisfaction by facilitating better integration between work and life outside the workplace.

Social support significantly reduces conflicts between work and family roles for career women. The greater the social support, the lower the level of conflict experienced [26]. Social support is positively associated with psychological well-being among working women. Support from family, friends, and the work environment contributes to improved mental well-being [27]. Dhamayantie found the significant role of social support in enhancing integration between work and family responsibilities, ultimately improving individual satisfaction [28]. The findings of this research highlight that social support, both professional and personal, plays a vital role in strengthening positive interactions between work and family roles, thereby increasing individual life satisfaction by facilitating better balance. Furthermore, social support can enhance job performance and satisfaction among working women [29].

Job satisfaction in this study is categorized as moderate, indicating that employees feel a certain level of satisfaction

regarding job aspects, such as the work environment or correlations with colleagues, but they are not entirely satisfied. Factors such as limited career development opportunities, inadequate recognition for contributions, and unsatisfactory financial compensation may influence this [30]. Individuals with moderate job satisfaction tend to perform their tasks to the expected standard but may not exhibit additional initiative or innovation at work. This could result from a mismatch between employees' job expectations and their actual experiences, such as a lack of recognition, limited career development opportunities, or an imbalance between workload and compensation [30].

For organizations, understanding factors affecting job satisfaction is critical to enhancing employee well-being and maximizing productivity. Interventions such as fair rewards, training program development, and creating supportive work environments can help elevate job satisfaction from moderate to higher levels [31].

According to the Pearson correlation results, the score of  $-0.268$  indicates a weak negative correlation between the two variables. This suggests that as work-life balance increases, job satisfaction tends to decrease, although the correlation is weak. This could be due to other factors influencing these variables. Imbalance in work-life balance can negatively impact employees' attitudes and behaviors, subsequently affecting organizational performance [32]. Therefore, this research categorized factors influencing work-life balance into three main groups. First, individual factors include personality traits, individual attitudes toward work-life balance, and emotional intelligence. Second, organizational factors encompass workload, workflow, scheduling flexibility, role overload, working hours, organizational structure and culture, leadership style, job stress, organizational policies, reward systems, interpersonal correlations, workplace social support, available facilities, loyalty, compensation or salary, and work conflicts. Third, life factors include household responsibilities, childcare, family support (including parents and spouses), and family. Overall, there is a close correlation between work-life balance and job satisfaction [33].

Overall, the correlation between work-life balance and job satisfaction is closely intertwined. Workers who achieve a

satisfactory balance between work and personal life tend to be more satisfied, motivated, and productive. Numerous studies have explored these variables, contributing valuable insights to the workplace [34]–[37]. Therefore, investing in policies and practices that support work-life balance is a crucial step for companies aiming to retain satisfied and productive employees.

Recognizing the significant impact of *work-life balance* on job satisfaction, companies should design policies that support the balance between employees' work and personal lives. Research shows that a satisfactory *work-life balance* can enhance job satisfaction [34]. One approach is implementing flexible work policies. Flexible schedules can improve employees' ability to balance work and personal responsibilities, positively influencing job satisfaction [38]. Moreover, a supportive work atmosphere, such as a collaborative and inclusive environment, also improves job satisfaction. Organizations actively promoting *work-life balance* and providing adequate resources to support employees will benefit from increased motivation and performance [39]. Therefore, companies must implement measures that support *work-life balance* so that employees can achieve higher job satisfaction levels. This not only contributes to employee happiness but also enhances overall organizational productivity. Employees who are satisfied with the balance between work and personal life tend to be more motivated and contribute better to achieving organizational goals [40].

#### **4. CONCLUSION**

The research findings indicate that the level of work-life balance among employees is moderate, reflecting a fairly satisfactory ability to manage time between work demands and personal life. Employee job satisfaction is also at a moderate level, though several factors hinder the achievement of optimal job satisfaction. One of the key factors contributing to the level of job satisfaction is work-life balance.

Correlation analysis reveals a significant relationship between work-life balance and job satisfaction, with a Pearson correlation value of -0.268 and a significance level of 0.009. This negative correlation indicates that work-life balance significantly

influences job satisfaction. Simple linear regression analysis supports these findings, with a significance value of 0.000, which is below the 0.05 threshold. The coefficient of determination ( $R^2$ ) is 0.413, indicating that 41.3% of the variation in job satisfaction can be explained by the work-life balance variable.

Overall, this study confirms that work-life balance significantly impacts the job satisfaction of female employees. Female workers who can achieve harmony between their work and personal lives tend to be more satisfied, motivated, and productive. Therefore, companies need to invest in strategies and policies that foster a high-quality work-life balance to sustainably improve the job satisfaction of female employees.

Practical recommendations from this research to enhance work-life balance and job satisfaction among female employees in cigarette factories include adopting flexible work policies, providing supportive facilities such as lactation rooms and daycare services, and strengthening social support in the workplace through inclusive leadership training. Collaborative work environments and employee wellness programs are also essential in helping female employees manage their dual responsibilities, thereby increasing their motivation, productivity, and job satisfaction.

This study is limited by its regional scope and the use of quantitative methods, which do not delve into the individual experiences of employees, nor does it account for factors such as spousal support or organizational culture. Future research could expand the geographical coverage, utilize mixed methods, and explore other variables to generate more comprehensive and practical findings.

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