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By Riyan Hamidi

Determinants of Work-Life Balance Dimensions on Satisfaction of Bread Employees in Malang

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ABSTRACT

5 This study examines the impact of work-life balance, assessed through the dimensions of time balance, involvement, and satisfaction, on employee job satisfaction within the bakery sector in Malang City. The employed research method is a quantitative approach utilizing a descriptive framework. This research was performed on employees in the bread industry in Malang City with the saturation sample approach, yielding 100 responses. Primary data were acquired via surveys, whereas supplementary data were gathered through employee interviews. Data analysis encompasses the assessment of the measurement model (outer model), the structural model (inner model), and hypothesis testing with SPLS 4.0.

The statistical test results indicated that time balance does not significantly correlate with employee job satisfaction, evidenced by a T-statistic of 1.157, below the T-table value of 1.96, and a P-value of 0.206, beyond the 0.05 threshold. The engagement variable significantly affects employee work satisfaction, as evidenced by a T-statistic of 2.702, surpassing the T-table value of 1.96, and a P-value of 0.007, below 0.05. The balance of satisfaction significantly influences employee job satisfaction, evidenced by a T-statistic of 8.042, surpassing the T-table value of 1.96, and a P-value of 0.000, below 0.05.

The simultaneous combined effect of time balance, involvement, and satisfaction does not significantly influence employee work satisfaction. The T-statistic value of 1.265 is less than the T-table value of 1.96, and the P-value of 0.248 surpasses the 0.05 criterion. The findings demonstrate that work-life balance influences employee job satisfaction, mainly through the aspects of involvement and satisfaction within the baking sector in Malang City.

Keywords: Time balance, Balance involvement, Balance satisfaction, Job satisfaction.

INTRODUCTION

The bakery sector often offers a flexible work schedule, yet it frequently necessitates employees to work unconventional hours, particularly during nighttime or weekends when demand for products surges. Competition within the bakery sector can be exceedingly fierce, particularly in metropolitan areas such as Malang, leading to increased workloads for staff. Consequently, further efforts are required to reconcile company demands with employee contentment. This condition may entail the implementation of more adaptable work schedule policies, incentives to enhance employee well-being, and cultivating a corporate culture that promotes work-life balance. (Nugroho, Paskarini & Pratiwi, 2023; Abdullah, Kabia & Pandey, 2022; Young, McLeod & Carpenter, 2023)

An imbalance in employee roles can lead to conditions that adversely impact the stress of fulfilling tasks. Imbalance refers to the incapacity of individuals to attain work-life equilibrium, potentially heightening stress, diminishing work efficacy, and lowering quality of life. This mismatch also adversely affects staff discipline. Employees who attain equilibrium between professional and personal life generally exhibit greater happiness, health, and productivity. An imbalance between professional and personal life can diminish job satisfaction, engagement, and dedication while exacerbating stress, turnover, and absenteeism. (Purba & Darmasetiawan, 2023; Yusnita, Gursida & Herlina, 2022; Aruldoss, Berube Kowalski, Travis & Parayitam, 2022)

Work-life balance can be assessed through temporal equilibrium, engagement, and contentment. Organizations must prioritize work happiness by establishing a work-life balance, as it influences employee performance and positively affects the company. Content personnel generally enhance the efficiency and production of the organization, but discontent may result in elevated turnover rates. Elevated job satisfaction enhances employee performance, whereas discontent diminishes it. Elements that foster workplace satisfaction encompass performance, recognition, advancements, and appreciation, whereas discontent may arise from corporate policy, management, working conditions, and compensation. (Çobanoglu, Yildirim, Seven Sarkaya & Sertel, 2023; Demir & Budur, 2023; Palumbo, Flamini, Gnan, Pellegrini, Petrolo & Fakhar Manesh, 2022)

In this context, an increasing number of people recognize the significance of achieving equilibrium between their professional and personal lives. They anticipate sufficient time for familial interaction, participation in leisure activities, and the preservation of personal well-being. An imbalance between professional and personal life may result in stress, burnout, and diminished performance. An optimal work-life balance enhances employee well-being, fosters mental and physical health, and boosts performance and productivity. Employees who achieve equilibrium between professional and personal life tend to exhibit higher motivation and enthusiasm and generate superior quality work. Paudel, Kunwar, Ahmed, & AYedgarian (2024); Manoharan & Ashtikar (2022); Waworuntu, Kainde, & Mandagi (2022) Job satisfaction is an attitude stemming from employment, reflecting the disparity between the rewards received and the expected rewards. Job satisfaction is an employee's psychological assessment of their work outcomes, where acknowledgment of accomplishments through formal accolades or informal commendations can enhance

employee happiness, fostering a positive workplace environment. Individual contentment is contingent upon one's internal value system, resulting in varying individual satisfaction. (Rahajeng & Handayani, 2022; Bhandari, 2022; Sailatha & Swathi, 2022) Employee satisfaction is crucial in developing and attaining organizational objectives efficiently. Numerous firms have instituted work-life balance initiatives to enhance job satisfaction. These programs are significant because firms recognize that employees encounter obstacles and obligations both within and beyond the workplace. Gashi, Kutllovci, and Zhushi (2022); Mashavira, Nyoni, Mathibe, and Chada (2023); Ertürk (2022)

The equilibrium between professional obligations and personal lives significantly influences employee contentment. An imbalance might diminish focus and lower job satisfaction. In contrast, employees who successfully balance their professional responsibilities and personal lives tend to be happier, healthier, and more productive. Consequently, firms must design ways to diminish annual turnover rates and enhance employee work satisfaction.

METHOD

This publication utilizes a quantitative research methodology within a descriptive framework. Descriptive research aims to characterize situations or phenomena as they are, based on actual evidence and supported by quantitative data. This strategy allows researchers to thoroughly comprehend the interplay between elements without modifying existing conditions.

This research was conducted at a bakery in Malang City. The study's participants were all company employees, amounting to 103 individuals. This study utilized a saturation sampling approach, including the entire population as the research sample. Saturated sampling ensures that each individual in the population gets an equal opportunity to provide relevant data, hence improving the validity of the research results.

This study utilizes both primary and secondary data sources. Primary data were collected via a questionnaire to assess work-life balance (WLB) and employee job satisfaction. The questionnaire consisted of closed-ended questions on a Likert scale ranging from 1 to 5 to assess employees' perceptions of WLB and satisfaction. Concurrently, secondary data were obtained from organizational papers, including personnel reports, performance records, and demographic data from the preceding three years.

The data were examined employing descriptive statistical techniques to ascertain distribution patterns, compute averages, and identify notable trends. Additionally, linear regression analysis was undertaken to analyze the association between work-life balance elements and job satisfaction, with statistical methods applied to assure the accuracy of the data.

Before delivering the questionnaire, validity, and reliability assessments were performed to ensure that the instrument consistently and accurately measured the variables. The validity assessment utilized the item-total correlation method, and Cronbach's Alpha

coefficient⁶ was used to evaluate reliability. This study examines the impact of work-life balance elements on employee job satisfaction at a bakery in Malang.

RESULTS AND DISCUSSION

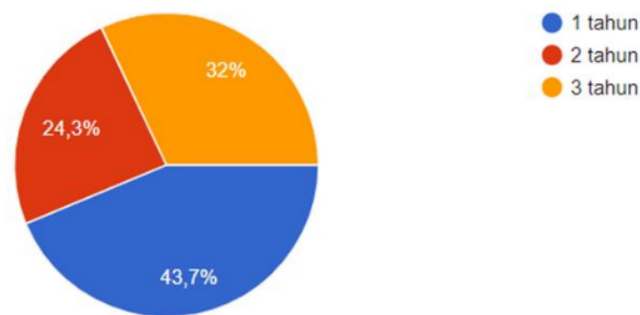


Figure 1. Length Of Service Of Employees

The data presented in Figure 1 illustrates the distribution of employee tenure within the baking business in Malang City. A predominant 43.7% of respondents possess a tenure of one year, signifying that most employees are comparatively new to the organization. This condition may indicate the elevated rate of recruitment or turnover of employees in the baking sector.

Approximately 32% of respondents have a tenure of three years, suggesting the presence of several employees with more incredible experience, however less substantial than the cohort of new employees. Employees with a two-year term constitute 24.3% of the total respondents. The findings suggest a brief organizational employment pattern, potentially driven by job attributes or corporate policy.

The analysis of this tenure distribution is crucial, particularly for work-life balance and job happiness, as work experience⁵ influences employee adaption, productivity, and satisfaction levels.

Table 1. Results of the Indirect Effect Test⁹

Variable	Original Sample	T-statistic	P-value	Description
Engagement Balance→Time Balance→Satisfaction Balance→Employee Satisfaction	0.046	1.157	0.248	Not Significant

Table 1 reveals that the indirect effect test findings demonstrate a relationship among the variables Engagement Balance → Time Balance → Satisfaction Balance → Employee Satisfaction, with an Original Sample value of 0.046, a T-statistic of 1.1574 and a P-value of 0.248. Statistical testing criteria dictate that an impact is significant if the P-value is below 0.05 and the T-statistic above 1.96. Therefore, these findings indicate that the connection is insignificant. The results suggest that engagement balance via time balance does not sufficiently influence employee satisfaction. The variables of engagement and time in work-life balance do not effectively mediate job satisfaction among bread industry employees in Malang.

These findings may be affected by several circumstances. The attributes of employment in the baking sector, characterized by stringent working hours and elevated pressure, may diminish the beneficial impact of time balance on job satisfaction. Secondly, factors such as compensation, workplace climate, and interpersonal interactions may significantly influence employee happiness more than work-life balance.

These findings also create an opportunity to research additional variables that may enhance this association. An extensive examination of the impact of stress management, work flexibility, and organizational support on achieving an improved work-life balance. Consequently, additional research may elucidate more efficacious strategies for enhancing employee satisfaction by promoting work-life balance.

Despite the data indicating that this association lacks significance, firms must prioritize work-life balance to foster a work environment conducive to employee performance and well-being.

Table 3. Results of the Direct Effect Test

Variable	Original Sample	T-statistic	P-value	Description
Time Balance → Employee Satisfaction	0.087	1.265	0.206	Not Significant
Involvement Balance → Employee Satisfaction	0.213	2.702	0.007	Significant
Satisfaction Balance → Employee Satisfaction	0.672	8.042	0.000	Significant

The results from the direct impact test presented in Table 3 provide substantial insights into the relationship between several elements of work-life balance and employee job

satisfaction in the bakery industry in Malang City. Each variable produces unique results, providing a thorough understanding of the factors influencing job satisfaction.

1. Correlation between Temporal Equilibrium and Occupational Contentment

The analytical results indicate that the correlation between Time Balance and Employee Satisfaction is insignificant. The Original Sample value of 0.087, T-statistic of 1.265, and P-value of 0.206 above the 0.05 significance level. Consequently, the temporal equilibrium experienced by employees lacks a sufficiently robust direct impact to enhance their job satisfaction.

A potential factor is the nature of the baking industry, which typically involves long working hours and elevated job demands. This circumstance may hinder employees from experiencing the advantages of time balance, notwithstanding the implementation of policies concerning working hours. Furthermore, elements such as workplace interpersonal connections, wage structures, and the work environment may significantly impact job satisfaction more than the temporal aspect.

2. Correlation between Involvement Balance and Job Satisfaction

In contrast to Time Balance, the correlation between Involvement Balance and Employee Satisfaction demonstrates notable outcomes, with a Original Sample value of 0.213, a T-statistic of 2.702, and a P-value of 0.007. This result signifies that involvement balance positively influences employee job satisfaction.

Involvement balance denotes the capacity of employees to allocate sufficient attention to their professional responsibilities without compromising their personal lives or conversely. This research indicates that employees who sustain balanced engagement in both parties tend to have greater job satisfaction. In the bakery sector, this equilibrium can be attained by equitable workload distribution and efficient communication between management and staff.

3. Correlation Between Satisfaction Balance and Job Satisfaction

The correlation between Satisfaction Balance and Employee Satisfaction has the most substantial impact among the three variables. The Original Sample value of 0.672, T-statistic of 8.042, and P-value of 0.000 demonstrate a robust and substantial correlation between satisfaction balance and job satisfaction.

Satisfaction balance denotes the degree to which employees are content with managing their professional and personal lives. The results suggest that employees who effectively balance these two components generally exhibit high job satisfaction. In this context, firms may contemplate offering supplementary incentives, fostering a friendly work atmosphere, and enhancing work flexibility to assist employees in attaining a superior balance.

This study's findings demonstrate that the components of work-life balance, particularly Engagement Balance and Satisfaction Balance, substantially enhance employee job satisfaction. Consequently, firms must prioritize employee engagement and satisfaction management via policies that promote their well-being. Conversely, while Time Balance exerts less influence, companies may explore strategies to enhance its long-term effects.

Organizations can cultivate a more gratifying and effective workplace for their employees by employing an integrated approach.

The hypothesis test results demonstrate that the aggregate influence of Engagement Balance, Time Balance, and Satisfaction Balance on employee satisfaction is negative and statistically negligible. This conclusion is substantiated by a path coefficient of 0.046, a T-statistic of 1.265 (below the T-table value of 1.96), and a P-value of 0.248 (surpassing the threshold of 0.05). This finding contradicts Muhammad RA's study (2023), which demonstrated that work-life balance positively and significantly influences employee performance and job satisfaction. Greenhaus et al. (in Bintang and Astiti, 2016: 384) contend that disparities in employee roles can induce stress associated with their duties. Multiple factors can diminish the impact of work-life balance on job satisfaction.

The results of the partial hypothesis test demonstrate that Time Balance negatively impacts employee satisfaction, which is statistically insignificant, as indicated by a path coefficient of 0.087, a T-statistic of 1.157 (below the critical T-table value of 1.96), and a P-value of 0.206 (surpassing the significance threshold of 0.05). This outcome contradicts Mubarak's (2019) findings, which demonstrate that Time Balance strongly affects Employee Job Satisfaction; hence, an enhanced time balance is associated with increased employee satisfaction. In a work culture that prioritizes strong dedication, time imbalance may be regarded as normative and does not negatively impact job satisfaction. Employees need more discipline in time management to ensure adequate time allocation and job satisfaction. Research suggests that certain employees exit before the defined working hours while others depart after the established hours. Topan Adhitya et al. (2024) research confirms that time balance does not substantially affect job satisfaction. Companies must improve their time management practices by providing education or counseling on the importance of time balance within the context of Work-Life Balance to their employees, thereby promoting understanding and adherence, affecting long-term employee job satisfaction.

CONCLUSION

The research findings regarding the correlation between work-life balance and employee job satisfaction within Malang City's bakery sector provide numerous significant insights. The study indicates that involvement and satisfaction balance considerably affect job satisfaction. However, time balance does not exert a considerable impact.

The investigation indicates that time balance, representing an employee's capacity to allocate time evenly between professional and personal life, does not significantly influence job happiness. This finding is substantiated by a T-statistic of 1.265 and a P-value of 0.206, surpassing the 0.05 criterion. This outcome presumably signifies the characteristics of the baking industry, which frequently necessitates demanding and concentrated working hours. Under these circumstances, employees may prefer favorable workplace relationships or adequate remuneration above equitable leisure time.

Conversely, engagement balance positively and significantly impacts job satisfaction, evidenced by a T-statistic of 2.702 and a P-value of 0.007. Employees who effectively manage their professional and personal obligations are more inclined to attain elevated levels of job satisfaction. This discovery emphasizes management's need to cultivate a friendly workplace that allows individuals to participate actively in both aspects of their lives. Strategies to achieve this include fair workload allocation, flexible work arrangements, and proactive managerial support.

The satisfaction balance dimension was identified as the most significant determinant of job satisfaction, with a T-statistic of 8.042 and a P-value of 0.000. Employees who recognize a harmonious equilibrium between their professional and home life report greater job satisfaction. Therefore, firms can stress this by delivering awards, acknowledging employee efforts, and creating regulations promoting a healthy work-life balance.

These findings have significant implications for bakery management methods. To promote employee happiness, firms should enhance engagement and satisfaction through tailored policies that encourage work-life balance. Despite the less significant impact of time balance, it is an essential domain for reevaluation, primarily through modifying work-hour policies to enhance motivation and promote a more equitable schedule. This research reveals that work-life balance, notably satisfaction and engagement dimensions, is vital in shaping job satisfaction. Organizations can cultivate a more gratifying work atmosphere and improve overall productivity by emphasizing employee work-life balance.

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