



The role of work-life balance in shaping job satisfaction and performance of female employees: a literature review

Siti Haerani¹, Nurdjannah Hamid², Fatmawati Wardihan³, Dian Intan Tangkeallo⁴

^{1,2,3,4}Universitas Kristen Indonesia Toraja

dian.tangkeallo@gmail.com

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ABSTRACT

Work-life balance is one of the issues faced by many organizations and employees, especially female employees. This research aims to determine the role of work-life balance in shaping job satisfaction and performance among female employees. The research method used is a qualitative method based on a review of previous research literature. The results of this study are based on the review or study of literature from national and international journals. The analysis of research journal results shows that work-life balance significantly influences job satisfaction and employee performance. Based on the results of research on female employees in various organizations, it is found that female employees need work-life balance, which will affect their job satisfaction and ultimately improve their performance. This research is limited to studying only female employees, and it is expected that future research will be more varied in terms of employee characteristics.



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INTRODUCTION

The involvement of women in the workforce has consistently increased over time. Since the 1990s, the number of women working in companies and government organizations, whether as managers or non-managers, has consistently risen. The participation and career advancement of women in organizations not only occur in America and Europe but also in Asian countries such as Indonesia. This is supported by the latest data from BPS (Statistics Indonesia). BPS notes that the percentage of women who are professional workers has reached 49.99% in 2021. This figure increased by 2.52% from the previous year, which was 48.76%.

The increasing average education level of women results in higher self-actualization, which eventually encourages women to enter the workforce. Working women are constantly faced with a double role, which makes it difficult for them to balance work and family time. This can affect the individual's job performance. According to Kasmir (2016:182), job performance is the result of an individual's work and behavior within a period, usually one year. Performance can be measured by the ability to complete tasks and responsibilities assigned. Employees with good performance can achieve the organization's goals. Therefore, companies always strive to achieve good employee performance.

The creation of good employee performance is associated with employee satisfaction in their work. Many studies have tested this relationship. According to Hasibuan (2016:202), job satisfaction is an emotional attitude of enjoying and loving one's job. This not only concerns the emotional state experienced by employees but also relates to characteristics that result in changes in attitude and performance related to other job-related factors. As Maslichah & Hidayat (2017) stated, job satisfaction will encourage individuals to perform their jobs better. Therefore, efforts to achieve job satisfaction are essential for both individuals and organizations.

For women with dual roles, job satisfaction can be achieved if they can balance their work and family life. The scope of women's work is constantly changing due to various factors such as technological innovations, globally connected markets, intense competition, and changes in family patterns where both spouses work. These factors cause anxiety for women if they cannot fulfill their

dual roles and have to sacrifice one. Balancing work and life is highly desirable. A survey conducted in Indonesia by Nielsen found that work-life balance is the biggest concern for employees in Indonesia today (Post, 2012). Work-life balance is a strategic issue that is important for organizations and is particularly important for female employees in terms of job satisfaction (Yadav and Dabhade, 2014). This should be a concern for organizations, as work-life balance is crucial for employee satisfaction. Wolor et al. (2020) stated that work-life balance is something that is very important to be practiced and is a new paradigm for industries in Indonesia, many of which have not yet implemented such policies. Furthermore, Post (2012) stated that the increasing number of workers in Indonesia, especially women, makes the concept of work-life balance important to implement.

According to Soomro et al. (2018), employees who do not have work-life balance can result in low productivity and poor performance for the organization. Work-life balance has a positive effect on performance because it is supported by organizations that care about their employees. Soomro further explains that when an organization offers its employees adequate choices to manage their work and family roles, it will be appreciated with the opportunity to extract stronger levels of performance from its employees. An employee with a healthy work-life balance is in a better position to perform their assigned tasks more effectively and efficiently. Based on this background, the researcher wants to know the role of work-life balance in shaping job satisfaction and performance of female employees.

RESEARCH METHODS

This research method is a qualitative research method through a literature study. According to Snyder (2019: 333), a literature study is a research methodology aimed at collecting and summarizing previous research as well as analyzing several expert overviews written in texts. One of the best ways to conduct a literature study is by briefly describing the main findings based on the level of evidence strength, scope of research, and relevance to the research topic (Creswell, J 2011). The data used in this research are derived from the results of research that have been conducted and published in national and international online journals. Data collection is carried out by searching on search engines such as Google Scholar, Research Gate, and Emerald. The literature search process uses relevant keywords to the research topic, namely work-life balance, job satisfaction, employee performance, and female employees.

Table 1 Scientific articles

Name, Year, Journal, Search	Title	Methods and Samples	Object of research
Crossman dan Abou-Zaki (2003), Journal of Managerial Psychology, Emerald	Job satisfaction and employee performance of Lebanese banking staff	Linear regression with 202 respondents	Bank commercial employees.
Soomro et al (2018), South Asian Journal of Business Studies, Emerald	Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction	Structural Equation Model with 280 respondents	Young lecturers at state universities in Islamabad, Pakistan.
Anita, et al (2020), Social Sciences & Humanities, Research gate	Married Female Employees' Work-Life Balance and JobPerformance: The Role of Affective Commitment	SEM-PLS with 206 respondents.	Female employees in the Indonesian banking industry.
Jackson L.T.B And Fransman E.I (2018), South African Journal of Economic	Flexi work, financial well-being, work-life balance and their effects on subjective	The cross-sectional survey method was used with a sample of 252 respondents.	Female employees at higher education institutions in the

Name, Year, Journal, Search	Title	Methods and Samples	Object of research
and Management Sciences, Google Scholar	experiences of productivity and job satisfaction of females in an institution of higher learning		Northwestern province of South Africa.
Cahyadi L, Prastyani D. (2020). Journal of Economic, Google Scholar	Measuring Work-Life Balance, Job Stress and Conflict Roles in Job Satisfaction Among Female Workers.	Multiple linear regression with 100 respondents.	Female employees who are studying at a private university in West Jakarta area.
Karlita, Suyati, Suryatni (2020), International Journal of Multicultural and Multireligious Understanding, Google Scholar	The Effect of Job Characteristics and Work Life Balance on Performance through Job Satisfaction as Intervening Variables (Studies on Female Partners on Gojek Services in Mataram City)	SEM-PLS with a sample size of 46 respondents.	Female partners in Gojek Service in Mataram City
Meilani, Bernarto, Nahar (2022), Journal of Applied Management (JAM), Google Scholar	The Relationship Between Autonomy, Workload, And Work-Life Balance To Job Performance Of Female Lecturers At Private Universities During Pandemic Covid-19	Multiple Linear Regression with a sample size of 220.	Female lecturers
Fuadiputra, Novianty (2020), Jurnal The Winners, Google Scholar	The Effect of Work Autonomy and Workload on Job Satisfaction of Female Workers in the Banking Sector: Mediating the Role of Work Life Balance	Data analysis using Smart PLS, with a sample size of 100 respondents.	Female employees in the banking sector in Malang
Khaled adnan Bataineh (2019), International Business Research,	Impact of Work-Life Balance, Happiness at Work, on Employee Performance	Multiple linear regression with 289 respondents.	Employees in the pharmaceutical industry.
Riana, Wiagustini, Dwijayanti, Rihayana (2018), Jurnal Teknik Industri	Managing Work-Family Conflict and Work Stress through Job Satisfaction and Its Impact on Employee Performance	The data analysis technique used is the Partial Least Square (PLS) by using WarpPLS, dengan 46 responden	married female employees
Kumari (2012), IJEMR	Employees' Perception On Work Life Balance And It's Relation With Job Satisfaction In	Data was analysed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson's	Public sector bank employees

Name, Year, Journal, Search	Title	Methods and Samples	Object of research
Asbari et al (2020), International Journal of Advanced Science and Technology, Research gate	Indian Public Sector Banks The Effect of work-Family conflict on Job Satisfaction and Performance: A Study of Indonesian Female Employees	correlation. 350 respondents SEM method with SmartPLS 3.0 software. 1045 Respondents	female employees in Indonesia.
Anuradha and Pandey (2016), Problems and Perspectives in Management	Impact of work-life balance on job satisfaction of women doctors	Regression analysis and ANOVA Test, 115 Respondent	women doctors of private hospitals of Jharkhand

RESULTS AND DISCUSSION

This research discusses the role of work-life balance on job satisfaction and performance of female employees. Various research findings on female employees in various industries are reviewed in this study, in detail.

The Role of Work Life Balance on the Performance of Female Employees

Creating policies on work-life balance is an important concern for organizations or companies towards their employees. The right policies can have an impact on improving employee performance and satisfaction (Vyas & Shrivastava, 2017). Similarly, as stated by Nurhasanah et al (2019), the higher the work-life balance, the better the performance. The research findings of Anita et al (2020) on 206 female employees in the banking industry in Indonesia showed that work-life balance has a positive influence on employee performance. Their affective experience regarding work-life balance tends to determine their work achievement. Positive experiences about work-life balance can lead to increased work performance, while negative experiences can result in decreased work performance. Furthermore, according to the findings, employees who are able to simultaneously manage work and family tend to dedicate themselves to careers that enhance their job performance. Therefore, facilitating female employees by issuing policies and programs to create a work-life balance has become an important managerial issue, especially in the banking sector.

In a study conducted by Melayansari and Bhinekawati (2019) on female employees in the International Environment in Greater Jakarta, work-life balance was found to have a positive influence on employee performance. Several indicator measurements showed that female employees have the ability to balance between job responsibilities and personal life. Human Resource Managers of companies or organizations with international work environments in Jabodetabek and other major cities will benefit from understanding the importance of the positive impact of implementing work-life balance policies on the performance of their female employees. This study will help companies or organizations establish strategies for their female employees to perform their jobs better.

Work-life balance involves changing work patterns to enable the combining of work with different tasks. In today's demanding workplace, many people face problems in adjusting to work and family life. For managers, the consequences of poor work-life balance are poor job performance, absenteeism, leaves, and higher turnover, recruitment, and training costs. A study by Melani et al (2022) found that there is a relationship between work-life balance and the performance of female lecturers during the Covid-19 pandemic. The results obtained show that the performance of female lecturers will increase when work-life balance improves.

Wa Ode Nurhasanah M et al. (2019) found that work life balance (WLB) has a positive and significant impact on employee performance, indicating that positive changes in WLB behavior will encourage an improvement in the performance of employees of public banks in Kendari City. Based on the perception of employees of public banks in Kendari City regarding the influence of WLB on employee performance, it was found that employees need an improvement in WLB programs from the bank to better support or stimulate employee WLB capabilities, thereby increasing their performance. WLB programs support the optimization of task performance and contextual performance of employees of public banks in Kendari City.

A study by Venkateswara and Pushpa (2019) on female employees in the banking sector found that the performance of female executives is influenced by job satisfaction, where higher job satisfaction leads to better job performance. Furthermore, significant differences were found in the level of job satisfaction among female employees in various types of banks. The job satisfaction of female employees differs between public and private banks. Opportunities to use the latest technology, encouragement to climb the organizational ladder, instant rewards for performance, promotion, etc., may drive the level of job satisfaction of female employees in the private sector.

A study by Bataineh (2019) in the pharmaceutical industry in Jordan found that work life balance (WLB) has a positive and significant impact on employee performance. Organizations that offer adequate opportunities for their employees to manage their work and family roles will benefit from employees who show higher levels of performance. This is because employees who have a healthy work-life balance will make it easier for them to perform their tasks in a more effective and efficient manner.

According to Wolor et al. (2020), work-life balance is an important issue in human resource management that has a vital impact on employee productivity and performance. The results of this study provide an overview of the importance of implementing work-life balance for employees and companies. This study found that work-life balance has a positive implication on behavior, attitude, and performance of millennial employees.

A study of female nurses found that work life balance has a positive and significant impact on performance. In this study, it was found that female nurses had applied work life balance well and followed it up by showing good performance. Theoretically, this research provides an understanding that low work life balance can significantly decrease the performance of female nurses.

The Role of Work Life Balance in Job Satisfaction

Work life balance plays a very important role in job satisfaction. Improving employees' work life balance can help overcome low job satisfaction levels. Jacson and Frisman (2018) found that work life balance has a significant impact on job satisfaction among 252 female employees working in higher education institutions in the North West Province of South Africa.

If female employees want to improve their job satisfaction, companies must pay attention to indicators that can create work life balance such as implementing part-time work, daily leave, and job mobility so that work or tasks can be completed well. Cahyadi and Prastyani (2020) found that work life balance is a dominant variable for job satisfaction, meaning that work life balance is very important for women who work while studying at a private university in the West Jakarta region.

Based on research conducted by Karlita et al. (2020), which studied female employees who are partners of the Gojek service in the city of Mataram, it was found that work life balance implemented by the Indonesian Gojek service has a significant impact on job satisfaction. This proves that the better the implementation of work life balance by a company, the higher the job satisfaction it will result in. Kumari (2012) conducted a study examining the relationship between work-life balance and job satisfaction among employees in the public banking sector, with the majority of respondents being women. The study found that work-life balance has an impact on job satisfaction. Overall WLB policies are significantly correlated with the level of job satisfaction. Women are particularly interested in the efforts made by banks to help them balance their work and personal lives.

Another study found that there are differences in perceived work-life balance based on age groups. This study was conducted on female doctors in India. The results found that when they first start working as doctors, they face many responsibilities at home such as taking care of children, washing, cooking, and so on. At the same time, they must take care of patients at their workplace. Therefore, their responsibilities increase. As female doctors get older, their responsibilities towards their families decrease. Therefore, their work and family lives become more balanced as they age, because they learn to deal with conflicts by applying coping strategies (Anuradha and Pandey, 2020). From this study, it was also found that work-life balance has a positive impact on their level of job satisfaction. Female employees will be more satisfied if they are able to align their professional and personal lives.

Different results were found in a study conducted on female employees in the banking industry. It was found by Fuadiputra and Novianty (2020) that work-life balance for female workers did not significantly affect job satisfaction. Due to high work pressure in the workplace, there is no good

balance between work and personal life for these female bank employees, which leads to lower job satisfaction levels. In this case, female bank employees tend to see this as a continuous routine, so their sense of satisfaction may not be fulfilled. It was also found that the lack of work-life balance in the banking sector is not only experienced by female workers at the middle to lower managerial level but also at the middle to upper managerial level related to heavy workloads, especially at the end of the month.

It is apparent that lower levels of employee satisfaction can cause many problems in any organization (Sujut et al., 2011). Therefore, it is crucial that organizations are responsive to the needs and changing requirements of their workforce, especially women, to improve their satisfaction levels.

The Role of Job Satisfaction on the Performance of Female Employees

Asbari et al. (2020) conducted a study on the performance of female employees in Indonesia, which involved 1045 female employees. The study found that women chose to work not only due to pressing economic circumstances, but also to fill their leisure time and socialize with their colleagues. The study examined the relationship between job satisfaction and the performance of female employees in Indonesia, and found that job satisfaction had a positive and significant influence on their performance. Crosman and Abou-Zaki (2003) conducted a study on 202 respondents from the banking staff in Lebanon, of which 66.8% were women. The study found that there was no significant relationship between job satisfaction and employee performance. However, the test results on the relationship between gender and job satisfaction found that female employees were significantly more satisfied with their salaries, which supports the view of Spector (1997).

The research conducted by Zeffane et al. (2007) aimed to examine the job satisfaction indicators that can affect the performance of both male and female employees. The results of the study showed that the performance of female employees appeared to be influenced only by their satisfaction level with leadership style (i.e., how they perceive their bosses handling employees), while the performance of male employees in this aspect seemed to be more influenced by recognition and feelings of autonomy in their job (i.e., satisfaction with praise received for doing a good job, satisfaction with the opportunity to work independently, and satisfaction with the opportunity to tell people what to do).

The study on female lecturers at Pelita Harapan University conducted by Meilani et al. (2020) found that job satisfaction affects performance, meaning that the more satisfied a female lecturer is with aspects of her job, the higher her performance in carrying out the university's three pillars of education, research, and community service, and achieving its goals.

Adu et al. (2022) conducted a study on female employees at Hotel Sasando International in Kupang. Based on descriptive analysis, it was found that the job satisfaction of the employees at Hotel Sasando International Kupang was very high. In this case, very high job satisfaction has a positive effect on the hotel employees' performance, making it easier to achieve the hotel's goals and targets. Based on the test results, job satisfaction was found to have an impact on employee performance. Thus, it can be interpreted that the higher the job satisfaction of the female employees, the greater the impact on the improvement of their performance at Hotel Sasando International in Kupang.

Asbari et al. (2020) found a positive and significant relationship between job satisfaction and performance based on a study conducted on female employees in Indonesia. This means that the higher the level of job satisfaction, the higher the level of female employees' performance. The final finding of this study is that work-family conflict has a significant negative relationship with women employees' performance through the mediating role of job satisfaction. In other words, job satisfaction serves as a mediator between work-family conflict and female employees' performance.

The Role of WLB in Improving Performance through Job Satisfaction

The research conducted by Karlita et al (2020) found that work-life balance indirectly affects employee performance through job satisfaction, where the contribution percentage of the given value is relatively large. This finding provides guidelines for company owners in managing their employees' work-life balance. Work-life balance can affect the performance of female partner employees of Gojek service in Mataram City by mediating job satisfaction. This research implies that the higher the work-life balance implemented in Gojek Indonesia, the higher the level of job satisfaction, which ultimately improves the performance of Gojek partner services in Mataram city.

CONCLUSION

The nature and characteristics possessed by female employees, if responded to properly, will provide benefits for the organization. Work-life balance and job satisfaction are not impossible, but they require consistent efforts and ongoing reassessment. Work can dominate your life. There are many causes of stress in the workplace and the possibility of eliminating all of them is not possible. Sometimes stress produces positive results. Stress can sometimes motivate and refresh, and allow people to achieve more, the key lies in how individuals can cope with it. Both sectors can assist working women by implementing organizational strategies to control or reduce some of the major causes of stress. It can be said that with changes in the determinants of satisfaction, the level of job satisfaction also varies. For employees, work-life balance and job satisfaction will be important input in designing the right policies for employees to address work-life balance and job satisfaction issues. Therefore, the results of this paper can be used as a reference by companies as a strategy to improve the level of work-life balance for female employees, which ultimately increases employee commitment and performance improvement for both employees and the organization.

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