

The Influence of Job Satisfaction and Work-Life Balance on the Performance of Married Female Employees

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Abstract

The increasing participation of women in the workforce has created new challenges for married female employees in balancing professional responsibilities and family obligations. This study aims to analyze the effect of work-life balance and job satisfaction on the performance of married female employees at PT.X, a household appliance manufacturing company in Medan. A quantitative research approach was employed using a saturated sampling technique involving 87 married female employees as respondents. Data were collected through questionnaires, interviews, documentation studies, and literature reviews. The data analysis technique used was multiple linear regression analysis with the assistance of SPSS version 20.0, including validity, reliability, normality, partial t-test, and simultaneous F-test analyses. The results indicate that job satisfaction has a positive and significant effect on employee performance with a t-value of 3.001 and a significance level of 0.004. Furthermore, work-life balance was found to have a stronger positive and significant influence on employee performance with a t-value of 4.923 and a significance value of 0.000. Simultaneously, job satisfaction and work-life balance significantly affect employee performance, as evidenced by an F-value of 30.942 with a significance level of 0.000. The findings suggest that organizations need to develop supportive policies related to employee welfare, fair compensation, and work-life balance to improve the performance of married female employees. This study contributes to the human resource management literature by highlighting the importance of balancing work and personal life in enhancing employee performance, particularly among women with dual roles in the workplace and family.

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Introduction

Gender equality has become a highly touted issue, especially among women who now strongly demand gender equality in the workplace. In the past in Indonesia, employment opportunities for women were very limited compared to men, and female workers received lower wages than men (Nuraeni and Suryono 2021). In the past, a woman's role was limited to being a housewife, where she only took care of household chores, children's needs, and other household matters. With the changing times, many women today have a high level of education, so many women have become

career women (Putri n.d.) . In this era, which increasingly promotes gender equality, job opportunities for women in Indonesia have also increased. Jobs are no longer focused only on men but also open opportunities for women to work (Ardelia et al. 2019) . This is evidenced by the increasing number of women in the workforce, both in the private and public sectors. (Diah et al. 2024) . However, problems arise when women who choose to pursue a career and get married

become career women with dual roles, where in addition to handling work-related issues at the office, these career women also sometimes have to manage household responsibilities. The weight of this responsibility requires support from many parties, especially the family, who must be able to support both the household chores and the mental well-being of a career woman. This issue also poses a significant challenge for a married career woman in maintaining good performance at the company (Sari and Sahrah 2023) . With *work-life balance*, married career women can divide their time between household chores and work, enabling them to achieve performance and commit to their company or organization (Chaniago and Rahmawati 2024) .

Employee performance is the most important thing for a company. When employee performance is good in terms of quantity, quality, and timeliness, the company's targets will also improve. (2025) . One of the factors that supports employee performance is the balance between work and personal life. Employees who can balance these two aspects can improve company performance. . A private company in Medan, PT.X, is engaged in the production of household appliances and employs many women as employees to support the company's performance. Where 54% of PT.X employees are dominated by married women. In running the company's activities, several problems were found based on interviews with the company's personnel department. One of the problems found was that some employees were unable to balance their personal and work lives, as most female employees had to complete household chores before going to work, such as preparing meals for the family and taking children to school. In addition, the author also interviewed employees who stated that many employees, especially married women, work to support their families' finances. In addition to having to deal with their work at the factory, they also have to do household chores. Sometimes, if either their activities at home or at work are not completed or there are problems, it will definitely affect one of the activities. As a result, the attendance rate of employees, especially women, is disrupted, with most of them arriving more than ten minutes late to work. In addition to this problem, conflicts between employees often occur, usually triggered by unresolved household issues that are brought to work.

To address these issues, *Work-Life Balance (WLB)* is needed as a way to balance work life and personal life. Work-life balance (WLB) is the most important thing for married people, especially women, in supporting their performance within the company (Isabella and Angin 2021) . (Darmawan 2023) married couples will find it difficult to achieve work-life balance, especially when they have a young child. Additionally, based on research conducted by (Wibowo et al. 2024) , career women are prone to experiencing conflicts from the dual roles they play, both as homemakers and as employees in companies or organizations. Inadequate resolution of family or organizational interests will lead to conflicts. Additionally, Work Interference With Personal Life (WIPL), which describes how much work interferes with one's personal life, is one of four dimensions of work-life balance, according to Ardelia et al. (2019). The degree to which a person's personal life interferes with their work is known as Personal Life Interference Work (PLIW). Lastly, Work Enhancement of Personal Life (WEPL) and Personal Life Enhancement of Work (PLEW), where an individual's personal life can enhance their performance, where work can improve a person's quality of life. The balance between personal life and work life is a very important consideration for companies in making policies to maintain employee performance, especially for married female employees (Diah et al. 2024) . Research conducted by Tampubolon reveals the importance of *Work Life Balance (WLB)*, where WLB has a positive and significant effect on employee performance. In addition, companies

must also be able to provide policies related to employee work balance so that employees feel supported by the company (Nurmala and Yusuf 2025) .

In addition to *work-life balance*, another factor that can improve performance is job satisfaction, as researched by several researchers (Aryani, Ismuni, and Rahayu 2025) , (states that job satisfaction is the most important factor in improving performance. This is because the more satisfied an employee is with what they get from the organization, whether it be *rewards*, facilities, or good coworkers, the more motivated they will be to improve their work performance. Conversely, if employees feel dissatisfied with their current job, it will also affect their performance. One of the consequences is that employees will definitely look for other opportunities outside of their current job, which will certainly disrupt the performance of both the employees and the company. . The reasons employees are dissatisfied with their jobs or organizations are related to the lack of rewards given by the organization when employees achieve or perform better than before. In addition to *rewards*, there are also factors such as the lack of facilities provided by the organization to support employees in performing their jobs better (Daniel, Jizat, and Areros 2023) . Therefore, companies must be able to provide job satisfaction for employees, especially married employees, particularly women. If they feel satisfied with what the company has provided, this can resolve existing work-related issues and reduce the burden of dual roles, especially the role as an employee in the company. Consequently, employee performance can improve and enhance the company's overall performance.

Research Method

The impact of work-life balance (WLB) and job satisfaction on female employees' performance is investigated in this study using a quantitative approach. This study uses complete sampling, where the entire sample consists of 87 married female employees. Interviews, documentation studies, and literature reviews are examples of data collection methods. Multiple linear regression analysis including validity tests, reliability tests, normality tests, partial t-tests, and simultaneous F-tests was the data analysis method employed in this study using SPSS Version 20.0 (GHOZALI 2022).

Results and Discussion

Based on the data processing results obtained using multiple linear regression analysis, the following results were obtained:

Table 1. Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.000	3.212		2,802	.006
Job satisfaction	.519	.173	.284	3.001	.004
WLB	.616	.125	.465	4,923	.000

a. Dependent Variable: PERFORMANCE

The following equation was derived from the data processing results for multiple linear regression analysis: $Y = 9,000 + 0.519X_1 + 0.616X_2$ with the following justification: The constant value of 9,000 indicates that performance has a value of 9,000 if the values of work-life balance (X_2) and job satisfaction (X_1) are both zero. Performance will rise by 0.519 for every unit increase in job satisfaction. Additionally, performance will rise by 0.616 if the Work Life Balance variable (X_2) is raised by one unit.

To determine the partial effect between variable X and variable Y, a partial t-test is used with the following results:

Table 2. Partial t-test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.000	3.212		2,802	.006
Job satisfaction	.519	.173	.284	3.001	.004
WLB	.616	.125	.465	4,923	.000

a. Dependent Variable: PERFORMANCE

The following conclusions were drawn from the data testing that was done: The t-value of 3.001 with a significance level of 0.004 for the work satisfaction variable (X_1) indicates that $t_{\text{calculated}} > t_{\text{table}}$ ($3.001 > 1.662$) with a significance level below 0.005, specifically 0.004. Thus, it can be said that employee performance is positively and significantly impacted by job satisfaction. The Work-Life Balance variable (X_2) has a tcount of 4.923 with a significance value of 0.000. This indicates that Work-Life Balance has a positive and significant impact on employee performance because $t_{\text{count}} > t_{\text{table}}$ ($4.923 > 1.662$) with a significance below 0.005, specifically 0.000.

Furthermore, to determine the simultaneous effect of variable X on variable Y, the F test (simultaneous) can be used.

Table 3. F test ANOVA^a

Modal	Sum of Squares	df	Mean Square	F	Sign.
1 Regression	493.956	2	246,978	30,942	.000 ^b
Residual	670,481	84	7,982		
Total	1,164,437	86			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), WLB, Job_satisfaction

Based on the results of the F test (simultaneous), the result of $F_{\text{calculated}}$ is 30.942 with a significance value of 0.000. With a sample size of 87 and a df value ($87-2-1=84$), the F_{table} is 3.105, so the result of $F_{\text{calculated}} > F_{\text{table}}$ ($30.942 > 3.105$) and the significance value is less than 0.005 ($0.005 < 0.000$), then simultaneously Job Satisfaction and *Work Life Balance* have a positive and significant effect on employee performance.

Discussion

The Influence of Job Satisfaction on the Performance of Married Female Employees

The results of the t-test (partial) of the job satisfaction variable on the performance of married female employees indicate that job satisfaction has a positive and significant impact on the performance of married female employees at PT.X, as $t_{\text{calculated}}$ is greater than t_{table} ($3.001 > 1.662$) with a significance value below 0.005. The results of this study are in line with research conducted by Aryani (Aryani et al. 2025) showing job satisfaction influences employee performance. (Nastiti and Surabaya 2022) (Alfaiz and Jamaludin 2025) also reported similar findings. Based on these results, companies are required to be able to provide satisfaction to employees, one of which is fair wages for employees. Based on the results of the questionnaire distributed, fair wages are one of the supporting factors that make employees satisfied with company management. With fair wages, employees will perform well (Yuliana and Fadhli 2023). The next factor is management fairness in

providing supervision. This factor is crucial when employees are treated differently from their colleagues or treated unfairly. This can cause job satisfaction to decline, which in turn causes the employee's performance to decline. A similar factor is job promotions, which must be carried out fairly. . Another factor is coworkers, as employees most often deal directly with coworkers. When conflicts arise with coworkers or relationships are poor, this will affect the employee's performance, leading to prolonged horizontal conflicts if not handled properly. Based on these results, the author recommends that companies accommodate employee job satisfaction as best as possible, especially for married female employees, considering the dual roles they play. Employees are prone to conflicts between roles when their work life is problematic, which will also impact their personal life. With job satisfaction, employees will be able to overcome the dual role problems of career women. Once the problems at work are resolved, career women can focus on their work and improve their performance.

The Effect of Work-Life Balance on the Performance of Married Female Employees

According to the partial research findings, the Work-Life Balance variable had a t-value of 4.923, which was higher than the t-table value of 1.662, with a significance value of less than 0.005—specifically, 0.000—indicating that Work-Life Balance had a favorable and significant impact on the productivity of married women workers. Similar results were also discovered in Isabela's research (Isabella and Angin 2021), where work-life balance has a positive and statistically significant impact on employee productivity, according to the author's study. Moreover, studies by (Diah et al. 2024), (Wibowo et al. 2024), and (Azzahrah et al. 2025) all showed that work-life balance is the most important determinant of employee performance. As a result of these data, work-life balance is essential for married workers, particularly women, since working women must strike a balance between their two responsibilities. Time management is crucial for balancing work and personal life, where work time should not interfere with personal time for female employees, and vice versa, personal time, such as managing household chores, should not hinder work time (Prasetyo 2025) . When one of these times is not balanced, compensation must be provided. For example, when working hours are outside or exceed working hours, the company must be able to provide appropriate compensation. In addition, personal lifestyle factors can also affect employee performance, where positive habits practiced by employees in their personal lives can be applied to their work. For example, the habit of being punctual in the family can be applied to work, and vice versa, positive habits learned at work can be applied to personal life, creating a balance between personal and work life. Based on the results of this study, employees are expected to be able to balance their personal and work lives so that a *work-life balance* can be created that can improve employee performance, especially for married female employees who really need an appropriate balance between their personal and work lives. Discipline is one example of a positive skill learned at work that may be used in family life. This can be used to create a better balance between work and personal life (Ardelia et al. 2019). Businesses must also consider the balance between their employees' work and personal lives to ensure that the work assigned to them does not intrude on their personal lives, particularly for married women.

Conclusion

This study demonstrates that job satisfaction and work-life balance are significant determinants of the performance of married female employees at PT.X. The findings of the multiple linear regression analysis reveal that both variables have positive and significant effects on employee performance, both partially and simultaneously. Work-life balance emerged as the more dominant factor, indicated by a higher regression coefficient and t-value compared to job satisfaction. These findings

confirm that the ability of married female employees to balance professional responsibilities and family obligations plays a crucial role in enhancing their work productivity, discipline, and overall organizational contribution. The results further indicate that job satisfaction contributes substantially to employee performance through fair compensation, equitable supervision, supportive coworker relationships, and transparent promotion opportunities. Employees who experience higher levels of satisfaction tend to demonstrate stronger motivation and greater commitment toward organizational goals. Conversely, dissatisfaction may lead to reduced productivity, interpersonal conflict, and decreased organizational engagement. Therefore, organizational policies aimed at improving employee welfare and psychological comfort are essential to sustaining high performance among married female employees. In addition, work-life balance was found to be highly relevant for married women who carry dual responsibilities as employees and homemakers. Effective time management, organizational support, and flexibility in balancing work and family demands enable employees to maintain emotional stability and work effectiveness. The findings suggest that organizations should formulate more adaptive human resource policies, such as flexible working arrangements, family-supportive programs, and balanced workload distribution, to minimize role conflict and improve employee well-being. Theoretically, this study enriches the literature on human resource management by emphasizing the strategic importance of work-life balance and job satisfaction in improving employee performance, particularly among married female employees in the manufacturing sector. Practically, the study provides managerial implications for companies to develop employee-centered policies that support both professional and personal well-being. Future studies are recommended to expand the research scope by involving different industrial sectors, increasing sample size, and incorporating additional variables such as organizational support, work stress, and employee engagement to obtain a more comprehensive understanding of factors influencing employee performance.

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