



# Explaining Factors that Determine Individual Satisfaction and Dissatisfaction Level at Work: Empirical Study on Working Women in Indonesia

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**Abstract.** This study aims to determine the effect of workload and supervisor support on job satisfaction, life satisfaction, anxiety, and depression with work-life balance as a mediator. The research data was collected using an online questionnaire and found 743 female workers in the Greater Jakarta area with a minimum working period of one year at their current workplace and having their direct supervisor in the research sample. However, the data that can be used for processing are only 714 samples due to incomplete data that cannot be used in research. Lisrel 8.8 was used for data processing using a structural equation modeling (SEM) approach. SEM results show that workload and supervisor support had a significant impact on work-life balance, and work-life balance had a negative impact on anxiety and depression while having a good impact on job satisfaction and life satisfaction. On the other hand, work-life balance effectively mediates the effects of workload and supervisor support on job satisfaction, life satisfaction, anxiety, and depression. The company needs to pay attention to the workload provided to female workers. Thus it is expected to support and maintain the satisfaction of the workers, which is also supported by work-life balance.

**Keywords:** Workload · Supervisor Support · Job Satisfaction · Life Satisfaction · Anxiety · Depression · Work-life Balance

## 1 Introduction

COVID-19 has demanded change for working women. Women experience a sense of economic insecurity and demands in their home life [1]. Working women must prioritize their family, work, and physical health, which necessitates motivation and support from their families [2]. Some women have to divide their time to take care of office work, dividing their focus between household work and taking care of children. During the pandemic, work-life balance is an important thing that can be seen in female workers, both unmarried and married.

Compared to male workers, the level of job satisfaction among female employees was higher [3]. This difference is caused by work orientation, in which female workers have

a more “dynamic” work orientation. Additionally, life satisfaction is a comprehensive cognitive evaluation of a person’s quality of life across various activities [4]. [5] stated that the COVID-19 pandemic has caused an increase in major depression and anxiety disorders among women due to the social and economic impacts they have experienced. The pandemic causes both men and women to endure psychological symptoms, but women are more likely than males to develop anxiety and sadness [6].

[7] defined anxiety as a low level of pleasure and high mental arousal. Female workers had higher levels of anxiety and stress than women who did not work [8]. [7] define depression as a condition in which the level of pleasure is low and mental arousal is low. The low work-life balance that is owned will encourage high or increasing levels of depression in individuals [9].

According to [10], a high workload can be associated with dissatisfaction with work-life balance and is the primary driver of job change intentions. Supervisor support is also crucial in female workers’ satisfaction and mental health. The relationship between supervisors and employees is one of the essential elements in the employee’s work environment, and reciprocity and smooth communication between superiors and employees are considered to improve employee abilities [11]. [12] stated that when the boss can make employees believe that the boss cares about the needs of the employee’s family, then the employee will give a more positive response and perception of the work environment, increase job satisfaction, and make the employee’s desire to stay bigger.

The research will focus on female workers who work in various sectors or industries as the object of research. Through this research, researchers want to see job satisfaction, life satisfaction, and mental health (anxiety and depression) of female workers in various sectors during the Covid-19 pandemic which are influenced by workload and supervisor support and the mediating role of work-life balance.

## **2 Research Method**

### **2.1 Procedure and Participants**

A quantitative research methodology was used in this study. To avoid bias and give everyone in the population an equal opportunity to participate in the survey, the samples were selected using non-probability sampling. The sample selected in this study was female workers actively working in various sectors with a minimum working period of one year in their unit or division in the Jabodetabek area. Data from respondents were gathered using a self-administered questionnaire approach, and Google Forms was used to distribute the questionnaire online. The 61-item survey was created using an adaptation of earlier studies on workers’ satisfaction and dissatisfaction. The workload (W) scale was adapted from [13]. The supervisor support (SS) scale was adapted from [14, 15]. Work-Life Balance (WLB) was adapted from [16]. The job Satisfaction (JS) scale was adapted from [17]. The life satisfaction (LS) scale was adapted from [18]. Anxiety (A) and depression (D) scales were both adapted from [7].

### **2.2 Data Analysis**

To observe and analyze the relationship among the variables in the study, the Lisrel 8.8 application, and the Structural Equation Modeling (SEM) method will be used in

this research. SEM is a branch of statistics that looks at the structure of relationships between numerous variables expressed as a sequence of equations [19]. In this research, the measurement model analysis, structural model, and direct and indirect effect analysis will be carried out.

### 2.3 Hypothesis

Based on the model proposed in the initial research, the researcher developed a hypothesis to examine how workload and supervisor support affect job satisfaction, life satisfaction, anxiety, and depression. The researcher also intended to look into the role of work-life balance, which served as a complete mediating factor among the independent and dependent variables. Women workers in the Greater Jakarta area are the main focus of the researchers.

Based on Fig. 1, there will be 14 hypotheses to be tested. Work-life balance is significantly and negatively impacted by workload [20]. [21] showed that each person's work-life balance is impacted differently by their workload. Lack of workload management is substantially connected with failure to attain work-life balance [22].

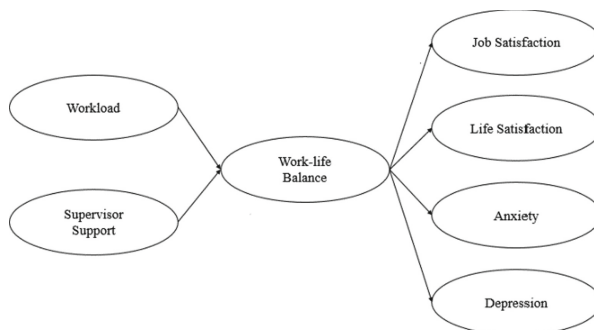
H1: Workload has a negative and significant effect on work-life balance

Support from supervisors has become the foundation for assisting employees in achieving work-life balance [23]. Supervisor support is proven to give positive results to employees with a satisfactory work-life balance [24].

H2: Supervisor support has a positive and significant effect on work-life balance

Job satisfaction is positively impacted by work-life balance [12, 25, 26]. According to [27], work-life balance has an impact on job satisfaction, which is a direct effect of a healthy work-life balance.

H3: Work-life balance has a positive and significant effect on job satisfaction



**Fig. 1.** Research Model

Life satisfaction is positively impacted by work-life balance [12, 25, 28, 29] explained that work-life balance has been shown to have positive effects on life satisfaction. Individuals who successfully balance work-life balance have reported greater life satisfaction.

H4: Work-life balance has a positive and significant effect on life satisfaction

A negative correlation exists between work-life balance and mental health, specifically anxiety and depression [25]. Work-life balance significantly contributes to stress levels. If an imbalance occurs, it can increase anxiety levels [30]. Research by [31] also shows that if an employee does not have a work-life balance, he or she has a high level of anxiety.

H5: Work-life balance has a negative and significant effect on anxiety

Depression is negatively impacted by work-life balance [25]. Work-life balance significantly contributes to stress levels, if an imbalance occurs, it can increase symptoms of depression [30].

H6: Work-life balance has a negative and significant effect on depression

Work-life balance is significantly and negatively impacted by workload [20]. Job satisfaction is positively associated with work-life balance [12, 25]. Support from supervisors was shown in [12] to be related to work-life balance and to have an impact on both job and life satisfaction. According to [25], work-life balance improves job and life satisfaction while decreasing anxiety and depression.

H7a: Work-life balance mediates the effect of workload on job satisfaction

H7b: Work-life balance mediates the effect of workload on life satisfaction

H7c: Work-life balance mediates the effect of workload on anxiety

H7d: Work-life balance mediates the effect of workload on depression

H7e: Work-life balance mediates the effect of supervisor support on job satisfaction

H7f: Work-life balance mediates the effect of supervisor support on life satisfaction

H7g: Work-life balance mediates the effect of supervisor support on anxiety

H7h: Work-life balance mediates the effect of supervisor support on depression

## 3 Result and Discussion

### 3.1 Descriptive Analysis

Through questionnaires distributed online, this study managed to get 743 respondents, and finally, only 714 respondents whose data could be processed. The respondents were 100% female. Dominated by 28 to 37 years old with 50,14%. Most respondents were single (62,89%) and working in staff positions (63,73%). Most respondents (73,25%) have bachelor's degrees as their most significant educational attainment. Most of the respondents work in Jakarta (76%).

The descriptive results tested on 7 variables in the study have shown mixed and good results. Very diverse perceptions among respondents are shown through the minimum and maximum values on all indicators, namely, 1 and 7. Each variable's average value or grand mean ranges from 2.96–4.59.

### 3.2 Statistical Analysis

An analysis of the measurement was done using structural equation modeling. The result of validity and reliability tests showed a good result. According to theory, a model is valid if both its average variance extracted (AVE) and standardized loading factor (SLF) are more than or equal to 0.5 [32]. However, based on the opinion of [32], indicators or research instruments can still be valid if the factor loading is  $>0.30$  or in the range of 0.30–0.40. In addition, according to [33], if the CR value is more than 0.60, a VE value of 0.40 is still acceptable. Statistical results show that all hypotheses are accepted and significant, with a t-value of more than 1.96 or less than  $-1.96$ .

Four indicators from Job Satisfaction have factor loading below 0.30, which are JS1, JS4, JS11, and JS15. Therefore, a retest of the validity of the Job satisfaction variable was carried out without involving the four indicators, and the results were that all indicators were valid.

The goodness of fit test was carried out to determine whether the model used was in accordance with the research data. The research model is said to be fit if it meets three to four goodness of fit criteria (GoF) [32]. According to the findings of the goodness of fit test, the RMSEA, GFI, NFI, CFI, IFI, and RFI all exhibit good fit.

#### **Direct Effect**

Workload and supervisor support cause satisfaction and dissatisfaction among female workers in the Jabodetabek area. Based on the t-value obtained from the statistical results, these results indicate that the supervisor support t-value (11.39) is greater than the workload ( $-8.62$ ). This showed that the influence of supervisor support on other variables is more significant. The results of the research by [23] state that supervisor support has become the basis for employees to attain work-life balance. Complemented by the research results of [34], this form of support can be in the form of a more flexible work schedule to help employees accommodate the needs of their families. So that when supervisors can pay attention to the needs of their employees, employees will be able to manage commitment to work and family better, which in turn can balance work-life balance (Table 1).

**Table 1.** Direct Effect

Hypotheses		T-value	Result	Conclusion
H1	W→WLB	-8.62	Significant and negative	Accepted
H2	SS→WLB	11.39	Significant and positive	Accepted
H3	WLB→JS	17.00	Significant and positive	Accepted
H4	WLB→LS	13.50	Significant and positive	Accepted
H5	WLB→A	-15.71	Significant and negative	Accepted
H6	WLB→D	-17.25	Significant and negative	Accepted

This variable, followed by workload, also significantly impacts other variables. With a t-value of  $(-8.62 - 1.96)$ , this research found that workload had a negative effect on work-life balance. These findings are consistent with earlier research, such as research by [21] which proves that each person's work-life balance is affected differently by their workload level. [22] explained that lack of workload management is strongly connected with difficulty achieving work-life balance. [35] stated that work-life balance is negatively impacted by factors including high job pressure, unsupportive management, excessive working hours, and a lack of control over one's workload.

Work-life balance has been proven to have a significant and positive impact on both life satisfaction and job satisfaction. Work-life balance's impact on job satisfaction is shown by the t-value  $(17.00 > 1.96)$  and the SFL value (0.81). Individuals who struggle to achieve a balance between their job and personal life can reduce individual satisfaction with their work and reduce their desire to pursue promotions [36]. In accordance with previous research, work-life balance's impact on life satisfaction is shown by the t-value  $(13.50 > 1.96)$  and the SFL value (0.59). [37] stated that when a person feels a high work-life balance, then it provides additional benefits to life satisfaction.

Anxiety has been proven to be negatively impacted by work-life balance, as indicated by the t-value  $(-15.71 < -1.96)$  and the SFL value  $(-0.64)$ . According to [38], work-life balance can increase anxiety when individuals believe they are unable to meet expectations as perfect workers and families. Likewise, with work-life balance on depression, there is a negative relationship between the t-value  $(-17.25 < -1.96)$  and the SFL value  $(-0.70)$ . [39] stated that employees who can maintain a healthy work-life balance will be more productive and less likely to experience depression because they have more quality time for themselves and their families.

### Mediating Effect

The results of the t-value were obtained through the Sobel Test. Table 2 shows that eight mediation variables influence relationships and show significant results. As indicated by the findings of the mediation analysis, there was a significant indirect and direct impact and showed the same direction, so the results of the analysis were full mediation.

**Table 2.** Mediating Effect

Hypotheses		T-value	Result	Conclusion
H7a	W→WLB→JS	-7.68	Significant and negative	Accepted
H7b	W→WLB→LS	-7.81	Significant and negative	Accepted
H7c	W→WLB→A	7.55	Significant and positive	Accepted
H7d	W→WLB→D	7.74	Significant and positive	Accepted
H7e	SS→WLB→JS	9.50	Significant and positive	Accepted
H7f	W→WLB→LS	8.72	Significant and positive	Accepted
H7g	W→WLB→A	-9.25	Significant and negative	Accepted
H7h	W→WLB→D	-9.61	Significant and negative	Accepted

## 4 Conclusion

In the end, this study's findings show that workload has been found to have a negative impact. Therefore, companies, especially managers, need to pay attention to and regulate their employees' workload. When employees' time pressure in completing their work is unrealistic, it can reduce the work-life balance and increase levels of anxiety and depression. Thus, companies need to manage the amount of workload for each employee and ensure that the time pressure given is realistic. In addition, it helps employees to be able to carry out other activities besides just doing their jobs. Supervisor support shows a greater and significant influence on other variables, so it can be said that the presence of supervisor support is vital for employees to achieve satisfaction. In addition, the presence of supervisor support greatly encourages a high work-life balance which can also have a positive influence on job satisfaction and life satisfaction, which of course, can reduce anxiety and depression levels. Companies must be able to present supervisors who can understand the needs and problems faced by their employees.

Following the findings, obtaining WLB may be the key to improving both job and life satisfaction, as well as reducing mental health issues like anxiety and depression, which are a sign of dissatisfaction. Therefore, companies must be able to ensure and measure the level of work-life balance owned by their employees. Work-life policies should be implemented by businesses to promote work-life balance or programs that minimize the presence of work that interferes with personal life, such as paying attention to the workload assigned to employees and providing a work environment that supports employees and motivates them to make use of the organization's work-life policy.

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