

WORK-LIFE BALANCE, WORKLOAD, AND SUPERVISORY SUPPORT AS DETERMINANTS OF FEMALE EMPLOYEE JOB SATISFACTION: EVIDENCE FROM THE MANUFACTURING SECTOR IN CENTRAL JAVA

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Abstract

This study examines the influence of work-life balance, workload, and supervisory support on job satisfaction among female employees in the manufacturing sector in Central Java, Indonesia. The growing participation of women in manufacturing industries raises critical concerns about their well-being and job satisfaction, which directly affects organizational productivity. Drawing on the Conservation of Resources (COR) Theory, this research proposes that work-life balance and supervisory support positively affect job satisfaction, while workload negatively affects it. A quantitative approach was employed using purposive sampling of 138 female employees from five garment and textile companies in Banyumas and Cilacap Regencies. Data were collected using a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that work-life balance ($\beta = 0.312, p < 0.001$) and supervisory support ($\beta = 0.289, p < 0.01$) significantly and positively affect job satisfaction, while workload ($\beta = -0.241, p < 0.05$) has a significant negative effect. The model explains 54.7% of the variance in job satisfaction ($R^2 = 0.547$). These findings provide managerial implications for HR practitioners in manufacturing firms to develop flexible work policies and supervisory training programs tailored to the needs of female employees.

Keywords: work-life balance; supervisory support; job satisfaction; female employees; manufacturing sector

1. INTRODUCTION

Job satisfaction has long been recognized as a cornerstone of organizational behavior, influencing employee performance, turnover intention, and overall organizational effectiveness (Locke, 1976; Robbins & Judge, 2019). The discourse on job satisfaction has expanded significantly to incorporate gender-sensitive dimensions, as women's labor force participation continues to rise across both developed and developing economies (ILO, 2022). The International Labour Organization (ILO) reported that women constitute nearly 40% of the global manufacturing workforce, yet they remain disproportionately vulnerable to work-related stress, role conflicts, and inadequate managerial support (ILO, 2022). These structural inequalities have prompted scholars to investigate the unique antecedents of job satisfaction among female workers, particularly in labor-intensive industries such as manufacturing.

The manufacturing sector in Indonesia is one of the largest employers of female workers, particularly in Central Java, where the garment, textile, and electronics industries are predominant. According to data from Badan Pusat Statistik (BPS, 2023), approximately 58% of workers in Central Java's garment and textile industry are women. Despite their significant numerical contribution, female employees in this sector frequently report lower levels of job satisfaction compared to their male counterparts, primarily due to unresolved work-life conflicts, excessive workloads, and insufficient support from supervisors (Zuhaena & Cahyo, 2022; Rokhayati et al., 2023). This phenomenon is particularly alarming given that low job satisfaction is strongly associated with increased absenteeism, reduced productivity,

and heightened turnover intention all of which impose substantial costs on organizations (Kartini et al., 2024).

The Conservation of Resources (COR) Theory, originally proposed by Hobfoll (1989), offers a robust theoretical lens through which the antecedents of job satisfaction among female employees can be understood. COR Theory posits that individuals are motivated to acquire, retain, and protect resources including time, energy, social support, and psychological well-being. When these resources are threatened or lost, individuals experience stress and dissatisfaction. Work-life balance represents a critical resource: its presence enables individuals to effectively manage professional and domestic responsibilities, thereby enhancing job satisfaction (Greenhaus & Beutell, 1985; Haar et al., 2014). Excessive workload depletes personal resources, leading to emotional exhaustion and reduced satisfaction (Hobfoll, 2002), while supervisory support serves as a buffer against work-related stressors and fosters a sense of organizational belonging (Kossek et al., 2011).

Despite the theoretical richness of COR Theory, empirical findings remain inconsistent. Several studies confirm a significant positive relationship between work-life balance and job satisfaction (Haar et al., 2014; Beauregard & Henry, 2009; Araujo et al., 2023), whereas others report a non-significant or context-dependent relationship (Kopelman et al., 2006; Masita et al., 2024). Regarding workload, the predominant finding is a significant negative relationship (Pangesti et al., 2025; Spector & Jex, 1998; Crawford et al., 2010), yet methodological inconsistencies complicate interpretation. The relationship between supervisory support and job satisfaction also varies across cultural contexts (Kossek et al., 2011; Mangundjaya et al., 2023). These empirical gaps necessitate context-specific investigation, particularly within the Indonesian manufacturing milieu.

The present study offers several contributions. First, it integrates three theoretically distinct antecedents—work-life balance, workload, and supervisory support—within a unified COR framework, providing a more comprehensive model than prior single-predictor studies. Second, it focuses specifically on female employees in the Central Java manufacturing sector, a context underrepresented in the HRM literature despite its economic significance. Third, it employs PLS-SEM, which is particularly suited for predictive modeling with non-normal data distributions common in survey-based HRM research (Hair et al., 2019).

2. LITERATURE REVIEW

2.1 Theoretical Foundation: Conservation of Resources (COR) Theory

COR Theory, developed by Hobfoll (1989) and further elaborated in subsequent works (Hobfoll, 2002; Hobfoll et al., 2018), proposes that individuals are fundamentally motivated to obtain, retain, foster, and protect valued resources. Resources encompass objects (e.g., income), conditions (e.g., job security), personal characteristics (e.g., self-esteem), and energies (e.g., time, knowledge). The central tenet is the stress axiom: resource loss is disproportionately more salient than resource gain, and the threat of resource loss is a primary antecedent of psychological stress and negative affect.

Work-life balance represents a condition resource—the maintenance of equilibrium between work and non-work domains preserves psychological energy and promotes positive work attitudes, including satisfaction (Greenhaus & Powell, 2006). Workload acts as a resource drain: persistent high demands deplete personal energy and time, threatening the individual's capacity to perform effectively and experience satisfaction (Crawford et al., 2010). Supervisory support functions as a social resource that provides informational and emotional assistance and mitigates the negative impact of resource loss by buffering against work-related stressors (Kossek et al., 2011).

2.2 Work-Life Balance and Job Satisfaction

Work-life balance refers to an individual's ability to simultaneously manage the demands of professional and personal life roles without experiencing undue conflict or stress (Greenhaus & Beutell, 1985). It encompasses three dimensions: time balance, involvement balance, and satisfaction balance (Haar et al., 2014). For female employees with dual roles as workers and primary caregivers, work-life balance is a critical determinant of psychological well-being and work attitudes. Role Theory (Katz & Kahn, 1978) further supports this relationship by proposing that excessive role demands lead to inter-role conflict, which depletes cognitive and emotional resources and reduces job satisfaction. Empirical studies consistently support a significant positive relationship (Haar et al., 2014; Beauregard & Henry, 2009; Araujo et al., 2023; Masita et al., 2024). Based on this evidence:

H1: Work-life balance has a significant positive effect on the job satisfaction of female manufacturing employees.

2.3 Workload and Job Satisfaction

Workload refers to the total work demands imposed on an employee within a given time period, encompassing both quantitative and qualitative dimensions (Spector & Jex, 1998). The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) posits that job demands, including workload, activate a health-impairment process leading to emotional exhaustion and reduced satisfaction when resources are insufficient. Pangesti et al. (2025) found significant negative effects of workload on employee satisfaction at PT Hyup Sung Purbalingga, and Crawford et al. (2010) demonstrated that hindrance demands including excessive workload were negatively related to job satisfaction. Female employees who simultaneously manage domestic responsibilities are particularly susceptible to this depletion mechanism (Greenhaus & Beutell, 1985). Based on this evidence:

H2: Workload has a significant negative effect on the job satisfaction of female manufacturing employees.

2.4 Supervisory Support and Job Satisfaction

Supervisory support refers to the degree to which employees perceive that their immediate supervisors value their contributions, care about their well-being, and provide assistance when needed (Eisenberger et al., 2002). Social Exchange Theory (Blau, 1964) explains the supervisory support–job satisfaction relationship: when supervisors invest in subordinates through supportive behaviors, employees reciprocate with positive work attitudes, including enhanced job satisfaction. Gillet et al. (2013) demonstrated that perceived supervisory support significantly enhanced job satisfaction among manufacturing workers. Kossek et al. (2011) found that family-supportive supervisor behaviors were strongly associated with female employee job satisfaction. Zuhaena and Cahyo (2022) confirmed similar effects in Central Java manufacturing firms. Based on this evidence:

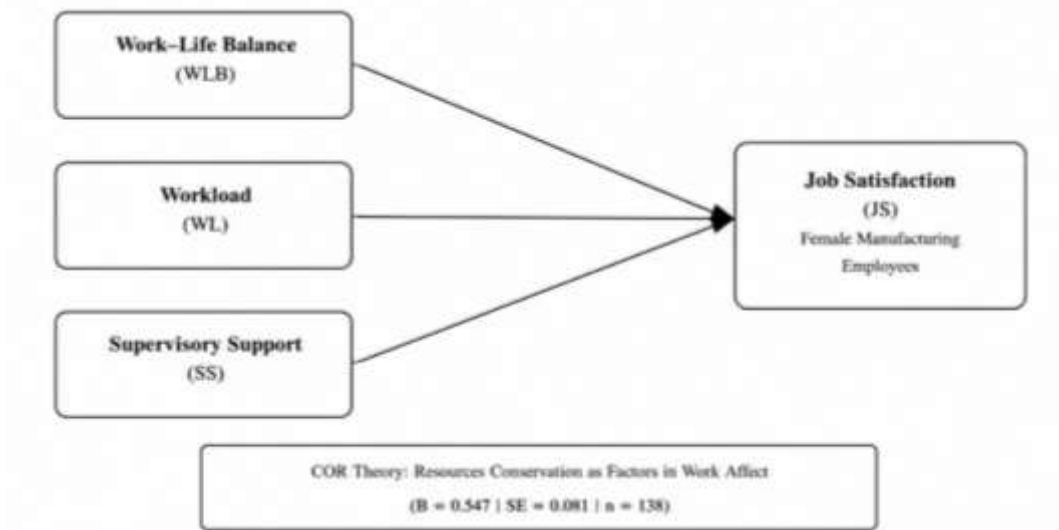
H3: Supervisory support has a significant positive effect on the job satisfaction of female manufacturing employees.

2.5 Conceptual Framework

The conceptual framework below illustrates the hypothesized relationships among the study variables. Grounded in COR Theory, work-life balance and supervisory support are posited as resource-enhancing antecedents with positive directional effects on job satisfaction (H1 and H3), while workload functions as a resource-depleting demand with a hypothesized negative effect (H2). The JD-R Model provides a complementary explanatory mechanism for the workload–satisfaction pathway. The framework situates all relationships within the

distinctive socio-cultural context of female manufacturing employees in Central Java, where dual-role burdens and hierarchical organizational structures moderate the salience of each predictor.

Figure 1. Conceptual Framework: Work-Life Balance, Workload, and Supervisory Support as Determinants of Job Satisfaction



As depicted in Figure 1, the three predictor variables—work-life balance (WLB), workload (WL), and supervisory support (SS)—operate simultaneously as independent predictors of job satisfaction (JS). The positive arrows from WLB and SS indicate resource-gaining pathways, whereas the negative arrow from WL represents the resource-depletion mechanism. The framework is tested using PLS-SEM with a sample of 138 female manufacturing employees, enabling simultaneous assessment of all three relationships and their comparative magnitudes.

3. RESEARCH METHOD

This study employed a quantitative explanatory research design. The population comprised female employees in five garment and textile manufacturing companies in Banyumas and Cilacap Regencies, Central Java, totaling approximately 850 workers. Using purposive sampling based on inclusion criteria (minimum one year of employment, full-time status), a sample of 138 respondents was obtained, exceeding Hair et al.'s (2019) recommendation of at least 10 observations per indicator for PLS-SEM.

Data were collected using a structured Likert-scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). Work-life balance was measured using 6 items adapted from Haar et al. (2014). Workload was measured using 5 items adapted from Spector and Jex (1998). Supervisory support was measured using 6 items adapted from Eisenberger et al. (2002). Job satisfaction was measured using 6 items adapted from the Minnesota Satisfaction Questionnaire (Weiss et al., 1967). The measurement model was assessed using outer loadings (≥ 0.70), Composite Reliability (CR ≥ 0.70), and Average Variance Extracted (AVE ≥ 0.50). Discriminant validity was confirmed via the Heterotrait-Monotrait (HTMT) ratio (< 0.85). The structural model was evaluated using R^2 , effect size (f^2), and bootstrapping-based hypothesis testing (5,000 iterations) with a significance threshold of $p < 0.05$. All analyses were conducted using SmartPLS 4.0.

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

Of the 138 respondents, the majority were aged 26–35 years (42.0%), followed by 36–45 years (31.2%), ≤25 years (17.4%), and >45 years (9.4%). In terms of education, 52.2% held senior high school certificates (SMA/SMK), 29.7% held diploma qualifications (D1–D3), and 18.1% held bachelor's degrees. Employment tenure: 3–5 years (37.7%), 6–10 years (28.3%), 1–2 years (21.0%), and more than 10 years (13.0%). Most respondents (68.8%) reported having children, highlighting the dual-role burden characteristic of this sample. This demographic profile is consistent with the broader female manufacturing workforce profile in Central Java, where the majority of female workers are in their productive adult years and carry significant domestic responsibilities alongside their employment (BPS, 2023).

4.2 Measurement Model Assessment

Table 1 presents the outer loadings, Composite Reliability (CR), and Average Variance Extracted (AVE) for all constructs. All indicator loadings exceeded the 0.70 threshold, confirming indicator reliability. CR values ranged from 0.841 (Workload) to 0.889 (Supervisory Support), and AVE values ranged from 0.512 (Workload) to 0.561 (Supervisory Support), satisfying the criteria for convergent validity established by Hair et al. (2019). The construct with the highest convergent validity Supervisory Support (AVE = 0.561) reflects the high internal consistency among its six indicators, suggesting that respondents interpreted support-related items coherently. Workload, while meeting the minimum threshold (AVE = 0.512), exhibited the lowest convergent validity among the four constructs, which is consistent with the inherently multidimensional nature of workload perceptions reported in prior measurement studies (Spector & Jex, 1998).

Table 1. Measurement Model Results

Construct	Indicator	Outer Loading	CR	AVE
Work-Life Balance	WLB1	0.742	0.863	0.519
	WLB2	0.731		
	WLB3	0.718		
	WLB4	0.754		
	WLB5	0.712		
	WLB6	0.728		
Workload	WL1	0.756	0.841	0.512
	WL2	0.711		
	WL3	0.738		
	WL4	0.724		
	WL5	0.703		
Supervisory	SS1	0.763	0.889	0.561

Construct	Indicator	Outer Loading	CR	AVE
Support	SS2	0.748		
	SS3	0.779		
	SS4	0.755		
	SS5	0.731		
	SS6	0.742		
Job Satisfaction	JS1	0.768	0.874	0.537
	JS2	0.752		
	JS3	0.771		
	JS4	0.743		
	JS5	0.711		
	JS6	0.738		

Note: All indicator loadings ≥ 0.70 ; CR = Composite Reliability; AVE = Average Variance Extracted. Criteria: CR ≥ 0.70 , AVE ≥ 0.50 (Hair et al., 2019).

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio. Table 2 reports HTMT ratios for all construct pairs. All values remained below the conservative threshold of 0.85, confirming that all constructs are empirically distinct from one another (Henseler et al., 2015). The highest HTMT ratio was observed between Supervisory Support and Job Satisfaction (0.528), which is substantively logical given their theoretical proximity, yet still well below the threshold, affirming discriminant validity.

Table 2. Discriminant Validity Assessment (HTMT Ratios)

Construct Pair	HTMT Ratio	Threshold	Status
WLB ↔ Workload	0.421	< 0.85	Valid
WLB ↔ Supervisory Support	0.498	< 0.85	Valid
WLB ↔ Job Satisfaction	0.512	< 0.85	Valid
Workload ↔ Supervisory Support	0.387	< 0.85	Valid
Workload ↔ Job Satisfaction	0.443	< 0.85	Valid

Construct Pair	HTMT Ratio	Threshold	Status
Supervisory Support ↔ Job Satisfaction	0.528	< 0.85	Valid

Note: HTMT threshold < 0.85 (Henseler et al., 2015). WLB = Work-Life Balance.

4.3 Structural Model and Hypothesis Testing

The coefficient of determination (R^2) for job satisfaction was 0.547, indicating that work-life balance, workload, and supervisory support collectively explain 54.7% of the variance in job satisfaction. According to Cohen's (1988) criteria, an R^2 of approximately 0.50 or above represents substantial explanatory power, suggesting that the proposed model is well-specified and theoretically coherent. The predictive relevance indicator Q^2 (computed via the blindfolding procedure with omission distance = 7) was 0.381, confirming that the model possesses adequate predictive relevance beyond a naïve average benchmark (Hair et al., 2019).

Effect sizes (f^2) were: work-life balance ($f^2 = 0.142$, medium effect), workload ($f^2 = 0.089$, small-to-medium effect), and supervisory support ($f^2 = 0.127$, medium effect). Work-life balance emerged as the strongest predictor relative to the other two variables, followed closely by supervisory support, while workload exhibited the smallest though still practically significant effect on job satisfaction. Table 3 presents the path coefficients, t-statistics, p-values, and effect sizes derived from bootstrapping with 5,000 iterations.

Table 3. Hypothesis Testing Results (Structural Model)

Hypothesis	Path	β	t-statistic	p-value	f^2	Decision
H1	WLB → Job Satisfaction	0.312	3.847	0.000	0.142	Supported
H2	Workload → Job Satisfaction	-0.241	2.913	0.004	0.089	Supported
H3	Supervisory Support → Job Satisfaction	0.289	3.512	0.001	0.127	Supported

Note: β = standardized path coefficient; bootstrapping subsamples = 5,000; two-tailed significance: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$. f^2 benchmarks: 0.02 = small, 0.15 = medium, 0.35 = large (Cohen, 1988).

H1 is supported: work-life balance positively and significantly affects job satisfaction ($\beta = 0.312$, $t = 3.847$, $p < 0.001$, $f^2 = 0.142$). This constitutes a medium effect, indicating that improvements in work-life balance yield practically meaningful gains in satisfaction among female manufacturing employees. H2 is supported: workload negatively and significantly affects job satisfaction ($\beta = -0.241$, $t = 2.913$, $p = 0.004$, $f^2 = 0.089$). Although the effect size falls in the small-to-medium range, the statistical significance and directional consistency with theory confirm the detrimental impact of excessive workload on satisfaction. H3 is supported: supervisory support positively and significantly affects job satisfaction ($\beta = 0.289$, $t = 3.512$, $p = 0.001$, $f^2 = 0.127$). All three hypotheses are supported at the 5% significance level, collectively validating the theoretical model.

DISCUSSION

The finding that work-life balance significantly and positively influences job satisfaction among female manufacturing employees (H1 supported, $\beta = 0.312$) corroborates the theoretical predictions of COR Theory and the broader empirical literature. When female employees achieve equilibrium between work and family roles, they conserve psychological resources including energy, attention, and positive affect that translate directly into greater satisfaction with their employment. This result is consistent with Haar et al. (2014), who reported significant positive effects of work-life balance on job satisfaction across five countries, as well as Beauregard and Henry (2009), who demonstrated that organizational work-life balance practices enhanced both satisfaction and organizational commitment.

The significance of this finding is amplified by the demographic composition of the sample: 68.8% of respondents were mothers bearing primary childcare responsibilities alongside full-time manufacturing employment. For these women, even incremental improvements in work-life balance such as predictable shift scheduling that aligns with school hours, or reduced mandatory overtime may represent substantial resource gains that meaningfully elevate job satisfaction. Araujo et al. (2023) similarly reported that work-life balance was a significant predictor of well-being among community workers in Southeast Asia, and Masita et al. (2024) confirmed that Indonesian female employees with higher perceived work-life balance reported significantly greater satisfaction. These converging findings across contexts strengthen confidence in the generalizability of H1 within the Indonesian manufacturing milieu.

The medium effect size ($f^2 = 0.142$) for work-life balance, while not reaching the large-effect benchmark ($f^2 = 0.35$), is theoretically coherent. COR Theory predicts that condition resources such as work-life balance produce steady, cumulative gains in positive affect rather than dramatic shifts; the medium effect is thus consistent with the gradual, resource-building mechanism underlying this relationship (Hobfoll, 2002). Practically, organizations that implement flexible working arrangements such as compressed work weeks, shift rotation systems accommodating domestic responsibilities, or on-site childcare facilities are likely to experience measurable improvements in female employee satisfaction, reduced absenteeism, and lower turnover intention (Beauregard & Henry, 2009).

The confirmation of H2 (workload $\rightarrow$ job satisfaction, $\beta = -0.241$) aligns with the predictions of both COR Theory and the Job Demands-Resources (JD-R) Model. High workloads in manufacturing settings are characterized by repetitive tasks, strict production targets, and extended working hours conditions that collectively deplete physical and cognitive resources and reduce the capacity for positive work affect (Bakker & Demerouti, 2007). This finding is consistent with Pangesti et al. (2025), who found that heavy workloads significantly reduced employee satisfaction at PT Hyup Sung Purbalingga, and with Crawford et al. (2010), who demonstrated that hindrance demands, including excessive workload, were negatively related to job satisfaction through emotional exhaustion.

The smaller effect size for workload ($f^2 = 0.089$) relative to work-life balance warrants theoretical reflection. Crawford et al. (2010) distinguished between hindrance demands such as excessive, monotonous workloads and challenge demands, which are stretching but achievable task demands. The former reliably reduces satisfaction, while the latter may paradoxically enhance it through a sense of accomplishment. Manufacturing workloads, due to their predominantly repetitive and externally imposed nature, likely operate primarily as hindrance demands, explaining the consistently negative though moderate effect observed in this study. Herwiek et al. (2025) also confirmed negative effects of workload-related factors on employee performance and satisfaction in Purwokerto-based retail organizations, reinforcing the contextual validity of H2.

Female workers in high-demand manufacturing environments are particularly susceptible to workload-induced resource depletion because high production demands not only consume work-time resources but also encroach upon time required for domestic role fulfillment, amplifying inter-role conflict (Greenhaus & Beutell, 1985). Organizations can mitigate this by conducting periodic workload assessments using validated instruments, rotating task assignments to prevent monotony-induced fatigue, establishing realistic daily production targets with employee input, and ensuring that mandatory overtime is minimized and compensated equitably. The negative path coefficient for workload also implies that workload management represents a more targeted though perhaps lower-leverage intervention than work-life balance or supervisory support programs for improving female employee satisfaction.

The significant positive effect of supervisory support on job satisfaction (H3 supported, $\beta = 0.289$) is consistent with Social Exchange Theory and COR Theory. Supervisors who demonstrate care for employees' well-being, provide task-relevant feedback, and offer emotional encouragement serve as critical social resources that buffer against work-related stress and promote positive organizational attitudes (Eisenberger et al., 2002). Kossek et al. (2011), in a comprehensive meta-analysis, found that family-supportive supervisor behaviors significantly enhanced female employee job satisfaction and reduced work-family conflict. Gillet et al. (2013) demonstrated similar effects in French manufacturing settings, and Zuhaena and Cahyo (2022) documented that supervisory behavior was a significant predictor of employee satisfaction in Central Java manufacturing firms.

The medium effect size for supervisory support ($f^2 = 0.127$) reflects its role as a consistent though moderately sized resource provider within the organizational context. A plausible explanation for the slightly smaller effect compared to work-life balance is that the high-power-distance culture prevalent in Indonesian manufacturing organizations may attenuate the perceived salience of supervisory support: when hierarchical authority is taken for granted, employees may not consciously register supportive behaviors as a distinct resource (Mangundjaya et al., 2023; Zuhaena et al., 2021). Nevertheless, the significant positive path coefficient confirms that even within hierarchical manufacturing settings, supervisory behaviors carry measurable weight in shaping female employee satisfaction. Training supervisors to adopt empathetic, culturally sensitive, and family-aware leadership behaviors represents a high-leverage, cost-effective organizational intervention.

Viewed collectively, the three-predictor model explains 54.7% of the variance in job satisfaction ($R^2 = 0.547$), indicating that leadership-related support, workload management, and work-life balance policies together capture more than half of the systematic variance in this outcome. The predictive relevance of the model ($Q^2 = 0.381$) further confirms its utility as a practical diagnostic framework for HR managers. The comparative magnitude of effects work-life balance ($\beta = 0.312$) > supervisory support ($\beta = 0.289$) > workload ($\beta = -0.241$) suggests that resource-building strategies (enhancing work-life balance and supervisory support) generate greater satisfaction returns than workload reduction efforts alone. This finding has direct implications for resource allocation in HR planning: investment in flexible work policies and supervisory development programs may yield higher marginal returns than process efficiency measures aimed at reducing workload.

6. CONCLUSION

This study examined the effects of work-life balance, workload, and supervisory support on the job satisfaction of 138 female employees in the manufacturing sector in Central Java, Indonesia. Using PLS-SEM analysis, the study found that all three hypotheses were supported: work-life balance positively affects job satisfaction ($\beta = 0.312$, $p < 0.001$, f^2

= 0.142), workload negatively affects job satisfaction ($\beta = -0.241$, $p < 0.01$, $f^2 = 0.089$), and supervisory support positively affects job satisfaction ($\beta = 0.289$, $p < 0.01$, $f^2 = 0.127$). The model explained 54.7% of the variance in job satisfaction, indicating substantial explanatory power.

Theoretically, this study contributes by integrating COR Theory with the JD-R Model to explain the simultaneous effects of resource-preserving (work-life balance, supervisory support) and resource-depleting (workload) factors on job satisfaction among a gender-specific sample in a developing economy manufacturing context. Empirically, it addresses the context-specific gap in Indonesian manufacturing research by demonstrating that resource-building strategies may yield greater satisfaction returns than workload reduction alone.

Practically, manufacturing HR managers should prioritize: (1) implementation of flexible work scheduling and work-life balance programs tailored to female employees with dual-role responsibilities; (2) workload monitoring systems to prevent chronic overload, particularly during peak production periods; and (3) supervisory development programs focused on empathetic, family-supportive, and culturally sensitive leadership behaviors. Future research should examine potential moderating roles of organizational culture, personal resilience, and marital status in these relationships, and employ longitudinal designs to establish causal directionality.

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