

## **FACTOR ANALYSIS OF WORK-LIFE BALANCE DETERMINANTS AMONG EMPLOYEES OF THE OFFICE OF WOMEN'S EMPOWERMENT AND CHILD PROTECTION IN KENDARI CITY**

**Nurwati\***

Haluoleo University, Kendari, Southeast Sulawesi, Indonesia

[\\*professornurwati@gmail.com](mailto:professornurwati@gmail.com)

Received: 28-05- 2025

Revised: 10-07-2025

Approved: 18-07-2025

### **ABSTRACT**

*This study aims to identify and analyze the key factors influencing the work-life balance of married female employees at the Office of Women's Empowerment and Child Protection in Kendari City. The research investigates five variables: personality traits, demographic characteristics, job characteristics, personal meaning of work, and family support. The study adopts a quantitative approach with an exploratory design. The population consists of 60 married female employees, and due to the limited population size, a census sampling technique was employed, involving all members of the population as respondents. Data were collected using a structured questionnaire and analyzed using Exploratory Factor Analysis (EFA) with the assistance of IBM SPSS Statistics version 23. The analysis resulted in the emergence of three dominant factors that significantly influence work-life balance: job characteristics, personal meaning of work, and family support. Among these, the personal meaning of work emerged as the most influential factor. This suggests that employees who perceive their work as meaningful are more capable of balancing their professional responsibilities with their domestic roles. In contrast, family support was identified as the least influential factor, potentially due to its interaction with personality traits or being moderated by external social factors such as societal expectations and status-related concerns. These findings highlight the importance of intrinsic motivation and job fulfillment in enabling female employees to manage dual roles effectively. The study recommends organizational support that enhances the meaningfulness of work and considers individual differences in addressing work-life balance challenges.*

**Keywords:** *Personality, Demography, Job, Meaning, Family*

### **INTRODUCTION**

Work is a fundamental need for individuals as it brings them toward a more satisfying state than before. In addition, individuals are expected to continuously improve and develop their quality and potential in terms of performance and productivity within their institution (Martela et al., 2021). This becomes a benchmark of success and a means of competing with others in the professional sphere.

One crucial factor that institutions must pay attention to in meeting work demands is human resources (HR). Human beings are the driving force of any organization; the existence and success of an institution depend on the people behind it (Apascaritei & Elvira, 2022). Therefore, achieving institutional goals requires competent human resources capable of carrying out their duties effectively. Institutions must give attention to the conditions and well-being of their employees in performing assigned tasks (Tanjung, 2020).

Human resources are considered one of the key elements of an institution as they function as the mechanism through which organizational goals are achieved. For institutions to realize these goals, they must have employees who are not only competent but also loyal and committed (Cayrat & Boxall, 2023).

An employee's life is essentially divided into two realms. On one hand, they dedicate themselves to work to earn a living, and on the other hand, they have a family to care for (Gürler et al., 2022). Therefore, employees must manage their time, focus,

and responsibilities to maintain a balance between both. This balance implies that work should support, and be supported by, family life. When employees fail to maintain this balance and are overwhelmed by work, it can lead to psychological distress and behavioral issues, ultimately decreasing productivity and disrupting their work-life balance (Gawande, 2024).

Work-life balance refers to an employee's ability to manage work pressures without neglecting other important aspects of personal life. It is a condition where employees can fulfill work demands while also meeting family responsibilities and other personal or social needs (Brough et al., 2020).

Work and family are two of the most important components of a person's life. Balancing these two areas is crucial to an employee's well-being. Work-life balance is defined as the extent to which a person can simultaneously manage emotional, behavioral, and time demands from paid work, personal obligations, and family responsibilities (Handelzalts et al., 2024).

Several factors contribute to the achievement of work-life balance. The first is personality characteristics, which influence both work and non-work life. The second is demographic characteristics, including years of service and number of dependents (Brough et al., 2020). Longer years of service may lead to fatigue or boredom, while having more dependents may increase motivation and effective use of time. The third is job characteristics, such as workload, work patterns, and time demands, which can trigger conflict when work intrudes on personal and family life. The fourth factor is the personal meaning of work, where work is not merely a source of income but also a means of fulfilling social needs, gaining self-esteem, and achieving personal growth. The fifth factor is family support, which refers to the employee's perception of the emotional and practical support provided by their family while fulfilling their role as both a civil servant and a homemaker (J. Li et al., 2024).

The Women's Empowerment and Child Protection Office of Kendari City is tasked with assisting the mayor in handling governmental matters related to women's empowerment and child protection. Employees are expected to serve the public with friendliness and dedication. Such behavior can only be sustained if there is a healthy work-life balance. Achieving the institution's vision and mission thus requires attention to factors that influence this balance, as they significantly impact employee performance (Bouwmeester et al., 2021).

Recent studies consistently highlight that women in the public sector face significant challenges in maintaining work-life balance. The imbalance is often driven by work demands that interfere with personal life, indicating a low level of harmony between professional and domestic roles (Marthalina et al., 2025). Additionally, supervisory support has been found to play a crucial role in enhancing employees' well-being and their ability to balance work and family responsibilities. Organizational support and cultural norms also significantly influence how female employees perceive and manage their work-life balance (Siddiqi et al., 2024). Overall, these findings suggest that job interference with personal life, managerial support, and organizational culture are key determinants that must be considered when analyzing work-life balance among female public sector employees (Begum et al., 2024).

Based on interviews with employees at the Women's Empowerment and Child Protection Office in Kendari City, several key aspects influence their work-life balance. First, with regard to personality characteristics, although various tools like management review meetings are provided to support personal development, further assessment is

needed to understand their actual effectiveness in achieving balance. Second, in terms of demographics, longer tenure may lead to job fatigue, while having more dependents may increase motivation to manage time efficiently. Third, under job characteristics, issues such as urgent task deadlines that must be completed at home and meetings that extend late into the night often interfere with personal and family needs.

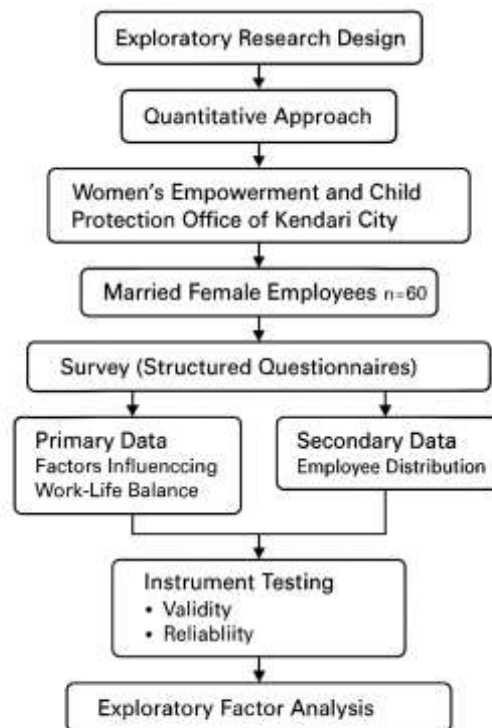
Fourth, in relation to the meaning of work, work activities are shaped by personal experience and environment. Work is seen not only as a source of income but also as a means to fulfill social needs, self-worth, and personal actualization. Finally, regarding family support, some employees face challenges when their spouses or children do not permit them to travel for work, which can hinder their ability to maintain work-life balance (Ward & King, 2017).

In practice, many institutions tend to focus solely on their expectations of employees while neglecting to accommodate the individual demands and needs of those employees. Therefore, it is crucial for institutions to understand that outstanding performance and achievement are not solely the result of skills and competencies, but also of the employee's ability to manage their personal quality of life alongside work demands (Smollan & Mooney, 2024).

Without proper attention to work-life balance, excessive workloads can lead to stress, reduced productivity, and job dissatisfaction. A healthy work-life balance helps employees manage their professional and family responsibilities, enhances overall well-being, and ultimately benefits the institution. Based on the above background, the researcher is interested in conducting a study entitled: "An Analysis of Work-Life Balance Factors Among Employees of the Women's Empowerment and Child Protection Office in Kendari City."

## **RESEARCH METHODS**

This study employed an exploratory research design with a quantitative approach, focusing on the Women's Empowerment and Child Protection Office of Kendari City. The population consisted of 60 married female employees, all of whom were included as respondents due to the limited size of the population. Primary data were obtained through structured questionnaires addressing factors influencing work-life balance, while secondary data were gathered from institutional records detailing employee distribution. Data collection was conducted using a survey method with closed-ended questions, measured on a 5-point rating scale ranging from "Very Poor" to "Very Good" to capture respondents' perceptions. Instrument testing included both validity testing (with a minimum item correlation of  $\geq 0.30$ ) and reliability testing using Cronbach's Alpha (acceptable if  $\geq 0.70$ ). For data analysis, the study utilized Exploratory Factor Analysis (EFA) with the support of IBM SPSS Version 23 and Microsoft Excel 2010, aiming to identify the underlying factor structures without determining the number of factors in advance. The EFA process sought to extract factors that could best explain the variance in the original variables and fulfill the research objectives (Kpolovie, 2017).



Research methodology

The substance of Figure 1 illustrates the flow of an exploratory quantitative study conducted on 60 married female employees at a specific institution. Data were collected using structured questionnaires, followed by validity and reliability testing. The data were then analyzed using Exploratory Factor Analysis (EFA) to identify the underlying factors influencing work-life balance.

## RESULTS AND DISCUSSION

### Exploratory Factor Analysis (EFA) Summary

To identify the underlying factors that explain the variation among the five studied variables, namely Personality Characteristics, Demographic Characteristics, Job Characteristics, Meaning of Work to Self, and Family Support, an Exploratory Factor Analysis was conducted. The suitability of the data for this analysis was first assessed using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. Following this, factor extraction and interpretation were carried out to understand the core dimensions influencing employees' work-life balance.

| Aspect                | Brief Explanation   |
|-----------------------|---|
| KMO & Bartlett's Test | KMO = 0.681 ( $> 0.5$ ), Bartlett's significance = 0.008 ( $< 0.05$ ); data is adequate for factor analysis                                 |
| Communalities         | Four variables (Personality, Job, Meaning of Work, Family Support) show strong factor loadings ( $> 0.5$ ); Demographics do not ( $< 0.5$ ) |
| Number of Factors     | Three factors identified (Eigenvalues $> 1$ ), explaining 67.88%  |

| Aspect                            | Brief Explanation  |
|-----------------------------------|--|
| Extracted                         | of total variance  |
| Factor 1: Job Characteristics     | Highest loading 0.833; represents high needs, skills, and job satisfaction                                       |
| Factor 2: Meaning of Work to Self | Highest loading 0.922; reflects employee engagement and emotional commitment to work                             |
| Factor 3: Family Support          | Highest loading 0.764; captures emotional, instrumental, informational, and appraisal support from family        |
| Component Transformation Matrix   | All three components have correlations > 0.5 (0.881, 0.682, 0.757), confirming the validity of extracted factors |

Thus, the research findings can be interpreted as follows:

1. The Exploratory Factor Analysis identified three key factors explaining 67.88% of the total variance among variables.
2. Job Characteristics is the first and strongest factor, reflecting employees' skills, needs, and job satisfaction.
3. Meaning of Work to Self is the second factor, representing employees' engagement and emotional commitment to their work.
4. Family Support is the third factor, encompassing emotional, instrumental, informational, and appraisal support from family.
5. Demographic Characteristics showed low factor loading and were not significant in explaining variations.
6. These results confirm that job-related factors, personal work meaning, and family support are the main influences on employees' work-life balance in this organization.

### **Exploratory Factor Analysis (EFA) Summary**

Exploratory Factor Analysis (EFA) was conducted to examine the underlying structure of the measured variables. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity were used to assess the adequacy of the data for factor analysis. The analysis yielded three distinct factors with eigenvalues greater than 1, confirmed by the Scree Plot. The total variance explained by these factors is 67.876%, indicating a satisfactory level of explanation for the observed data. The rotated component matrix (Varimax) was used to interpret the factor loadings and identify the grouping of variables. A detailed summary of the results is presented in Table below.

**Table: Summary of Exploratory Factor Analysis (EFA) Results**

| Aspect                           | Result/Findings | Remarks  |
|----------------------------------|-----------------|--|
| KMO Measure of Sampling Adequacy | 0.681           | Acceptable (KMO > 0.50), analysis can proceed                    |
| Bartlett's Test of Sphericity    | Sig. 0.008      | Significant ( $p < 0.05$ ), data is suitable for factor analysis |



| Aspect  | Result/Findings  | Remarks   |
|---|--|---|
| MSA (Measure of Sampling Adequacy) per Variable | KP: 0.693<br>KD: 0.721<br>JP: 0.659<br>MW: 0.657<br>FS: 0.657  | All values > 0.50 → Adequate for analysis           |
| Communalities (Extraction)                      | KP: 0.713<br>KD: 0.484<br>JP: 0.751<br>MW: 0.852<br>FS: 0.695  | KD < 0.50 → Weak contribution to factor explanation |
| Number of Extracted Factors                     | 3 Factors  | Based on eigenvalue > 1 and Scree Plot              |
| Total Variance Explained                        | Factor 1: 25.530%<br>Factor 2: 21.989%<br>Factor 3: 20.357%<br>Total: 67.876%  | The three factors explain 67.876% of total variance |
| Rotated Component Matrix (Varimax)              | Factor 1 (Job Characteristics): 0.833<br>Factor 2 (Meaning of Work to Self): 0.922<br>Factor 3 (Family Support): 0.764 | Variables grouped based on highest factor loadings  |
| Transformation Matrix                           | Comp. 1: 0.881<br>Comp. 2: 0.682<br>Comp. 3: 0.757   | All > 0.5 → Suitable for data summarization         |

**Abbreviations:**

KP = Personality Characteristics  
 KD = Demographic Characteristics  
 JP = Job Characteristics  
 MW = Meaning of Work to Self  
 FS = Family Support

The results of the Exploratory Factor Analysis (EFA) indicate that the data is suitable for factor analysis, as shown by a KMO value of 0.681 and a significant Bartlett's Test ( $p = 0.008$ ). All variables met the minimum Measure of Sampling Adequacy ( $MSA > 0.50$ ), although Demographic Characteristics (KD) had a relatively low communality (0.484), suggesting a weak contribution to the overall factor structure. Three factors were extracted based on eigenvalues greater than 1 and the Scree Plot, collectively explaining 67.876% of the total variance. The rotated component matrix identified clear factor groupings: Job Characteristics, Meaning of Work to Self, and Family Support. Furthermore, the transformation matrix values ( $> 0.5$ ) support the suitability of the extracted components for summarizing the data.

## **DISCUSSION OF RESEARCH RESULTS**

### **Personality Characteristics**

Personality is understood as an individual's evaluative perception of themselves within both social and professional contexts. According to Colquitt, Hill & Edmonds, (2017), personality comprises fundamental traits such as conscientiousness, agreeableness, emotional stability (neuroticism), openness to experience, and extraversion. These traits influence how employees engage with colleagues and handle the demands of their workplace, thereby affecting their overall job performance and well-being.

Research in occupational psychology emphasizes the significant role personality plays in work-life balance. Schabracq, Winnubst, and Cooper, as noted in *The Handbook of Work and Health Psychology*, explain that personality traits not only shape work behavior but also impact an individual's capacity to manage stress and achieve a healthy balance between professional and personal life (Törnroos et al., 2019). For instance, employees with high conscientiousness typically exhibit superior time management skills, whereas those with openness tend to adapt more easily to change (Sun et al., 2024).

A study conducted by Sulaiman, (2024) involving Nigerian government organizations demonstrated that personality characteristics have a meaningful effect on employee satisfaction and performance. These traits influence how employees perceive work demands and cope with challenges in their personal lives. The study suggested that organizations might benefit from incorporating personality assessments to develop more effective work-life balance programs (Laguía et al., 2024).

In the present study, employees from the Women's Empowerment and Child Protection Agency in Kendari generally displayed positive personality traits such as assertiveness, emotional stability, openness, and an optimistic disposition (Widiastuti et al., 2024). These traits theoretically contribute to a more favorable work-life balance. However, the results of the factor analysis indicated that personality traits were not the most significant determinants of work-life balance in this particular setting (Zaitouni et al., 2024).

This finding suggests that the influence of personality may be indirect or overshadowed by other factors that have a stronger impact, such as the characteristics of the job itself (Kandler et al., 2021). It is also possible that personality traits are embedded within broader psychological constructs like self-actualization or self-confidence, which are in turn shaped by factors such as educational background and professional experience. Consequently, personality alone may not fully account for the variations in work-life balance observed among these employees (Daly, 2021).

Furthermore, the organizational culture and work environment may moderate the effect of personality on work-life balance. In environments where job demands and support systems are highly structured, individual personality differences might have less influence compared to external factors like job design and family support. Additionally, employees who have developed effective coping mechanisms over time may mitigate the impact of personality traits on their work-life integration (Müller & Kubátová, 2025).

Overall, while personality remains an important aspect of understanding employee behavior, this study underscores the need to consider a more

comprehensive range of factors when addressing work-life balance. Organizations should therefore focus not only on individual traits but also on creating supportive work conditions that enhance employees' capacity to manage both professional and personal responsibilities effectively (Tett & Fisher, 2021).

### **Demographic Characteristics**

Demographic factors, such as tenure and family responsibilities, are commonly acknowledged as significant influences on employees' experiences and their ability to maintain work-life balance. Sesen & Ertan, (2023) asserts that tenure represents the accumulation of knowledge, skills, and familiarity with job tasks, which can enhance an employee's competence and efficiency. This increased proficiency may reduce occupational stress and facilitate a better balance between work and personal life. Additionally, the number of dependents is a crucial factor that shapes the extent of personal obligations, thereby affecting how much time and energy employees can dedicate to their professional roles.

Several empirical studies reinforce the positive link between tenure and work-life balance. For example, research by Majumder, Jiang et al., (2018) indicates that employees with longer tenure tend to manage their dual roles more effectively, while those with greater family responsibilities often develop more disciplined time management strategies. Together, these factors improve employees' ability to meet the demands of both their work and family environments, contributing to a healthier work-life integration.

Contrary to these general observations, the current study revealed that demographic characteristics exerted minimal influence on work-life balance among employees at the Women's Empowerment and Child Protection Agency in Kendari. Respondents reported relatively brief tenure periods and a small number of dependents, which corresponded with low ratings on this variable and weak factor loadings in the exploratory analysis.

This finding suggests that the workforce in this agency primarily consists of younger or less experienced employees with limited family responsibilities. As a result, demographic factors such as length of service and number of dependents may not significantly impact their work-life balance (Barakovic Husic et al., 2020). Instead, these employees might depend more heavily on organizational structures, job characteristics, and available support systems to manage their professional and personal commitments effectively.

Moreover, it is important to consider that demographic factors may evolve in their influence over time. As employees progress in their careers and assume greater family responsibilities, such as caregiving or parenting, the impact of tenure and dependents on work-life balance is likely to increase. This highlights the value of longitudinal research designs to observe how demographic variables shape employees' work-life experiences across different stages of their professional and personal lives (Eleonora Casandra Dobre, 2025).

Another consideration is the potential moderating role of organizational policies and workplace culture. In environments where there is strong institutional support for flexible work arrangements, family leave, and employee assistance programs, the negative effects of demographic pressures may be alleviated. Conversely, in less supportive workplaces, demographic challenges could become



more pronounced, making it harder for employees with longer tenures or heavier family burdens to achieve balance (Rasool et al., 2021).

Finally, the minimal influence of demographic variables in this study underscores the need for a comprehensive approach to understanding work-life balance. Rather than focusing solely on personal characteristics, it is essential to examine how job design, social support, and organizational practices collectively contribute to employees' capacity to harmonize their work and family roles (Fassett et al., 2022).

### **Job Characteristics**

Job characteristics represent intrinsic aspects of work that shape employee motivation, job satisfaction, and psychological engagement. According to Cotič et al., (2025) Job Characteristics Model, there are five core dimensions: skill variety, task identity, task significance, autonomy, and feedback. These components determine how meaningful and motivating a job is perceived to be. They influence not only the quality of work output but also the psychological state of employees, including their sense of purpose, responsibility, and growth. When these job attributes are well established, employees are more likely to experience a sense of fulfillment that supports both professional productivity and personal well-being.

Extensive literature affirms the significant role of job characteristics in facilitating work-life balance. Zhang & Liu, (2022) argue that meaningful and well-structured jobs enhance intrinsic motivation, reducing the likelihood of role conflict and psychological strain. In a similar vein, Cotič et al., (2025) suggests that job autonomy, meaningful tasks, and constructive feedback foster a supportive work environment that allows employees to navigate their personal and professional responsibilities more effectively. A job that offers opportunities for autonomy and development not only increases satisfaction but also encourages proactive management of work and life roles, leading to improved overall well-being.

The findings of this study strongly support these theoretical assertions. Among all variables assessed, job characteristics emerged as the most influential factor determining work-life balance for employees at the Women's Empowerment and Child Protection Agency in Kendari. Respondents consistently reported high satisfaction with aspects of their job such as the diversity of tasks, personal ownership over work activities, and the perceived value and impact of their contributions. Additionally, the presence of autonomy, allowing employees to set their own schedules and make independent decisions, enabled them to exercise greater control over their work, which likely reduced stress and increased flexibility to attend to personal responsibilities.

Feedback mechanisms also appeared to be a significant contributor to this positive outcome. Employees indicated that they receive regular and constructive input about their performance, allowing for continuous improvement and a clear understanding of expectations. This fosters a sense of progress and accountability while simultaneously reducing ambiguity and workplace anxiety. When employees are confident in their ability to perform their tasks and are recognized for their efforts, it builds psychological resilience and enhances their capacity to manage multiple life domains without conflict (Gnepp et al., 2020).

Furthermore, the high factor loadings of job characteristics in the rotated component matrix analysis substantiate their central role in shaping work-life

dynamics within the agency. These findings are consistent with the results of Ibrahim & Hussein, (2024), who identified a strong relationship between well-structured job designs and job satisfaction among university lecturers, mediated through reduced work-family conflict. In essence, the current study reinforces the notion that job characteristics are not merely technical elements of job design but are foundational to employees' psychological adjustment and balance between work and life roles.

In summary, the quality of job design, especially when aligned with employees' skills, values, and autonomy, emerges as a cornerstone of effective work-life balance. For the agency in Kendari, fostering job environments that promote autonomy, task relevance, and feedback loops appears to have significantly contributed to employees' well-being. This underscores the importance of organizational strategies that prioritize thoughtful job structuring, as these can yield both individual and institutional benefits in terms of motivation, performance, and overall quality of life.

### **Meaning of Work to Self**

The meaning of work to the individual, frequently referred to as work commitment or involvement, captures how deeply employees identify with and internalize their roles within the organization. According to Kanungo and Wiley's theoretical framework, this concept includes both cognitive dimensions, such as an individual's belief in the significance of their job, and emotional elements, including the energy and persistence directed toward achieving organizational goals. These dual aspects of involvement represent more than just a sense of duty; they reflect a profound psychological investment in one's work that shapes motivation and behavior (Haller et al., 2023).

Research consistently supports the connection between meaningful work and enhanced psychological well-being. Tang & Vandenberghe, (2020) emphasize that employees with strong work commitment are more likely to internalize organizational objectives, align their efforts with institutional missions, and remain loyal over time. High commitment also reduces job dissatisfaction, mitigates emotional exhaustion, and strengthens one's capacity to navigate occupational stress, thereby indirectly contributing to improved balance between professional and personal responsibilities. Moreover, when employees find meaning in their roles, they tend to exhibit proactive behavior, resilience, and satisfaction independent of external incentives.

The findings of this study confirm the importance of the meaning of work as a significant contributor to the balance between professional and personal life among staff at the Women's Empowerment and Child Protection Agency in Kendari. Many participants expressed a personal connection to their work, characterized by emotional comfort, a strong sense of belonging, and alignment with the agency's values (Martela et al., 2021). This internal motivation appeared to transcend typical external rewards such as salary or hierarchical advancement. The sense of purpose derived from helping vulnerable populations likely reinforces their commitment and strengthens their capacity to integrate occupational responsibilities with individual well-being (Ryan & Deci, 2020).

This deep-rooted connection to one's job acts as a psychological resource that buffers against role overload and fatigue. Employees who find intrinsic value in

their tasks are more likely to approach challenges with optimism and resolve, making it easier to manage both professional and domestic demands (Monje-Amor et al., 2021; Saprilliani et al., 2018). Furthermore, strong emotional commitment can foster positive interpersonal relationships in the workplace, enhancing cooperation and reducing relational strain, which further supports a stable and fulfilling work environment (Men & Yue, 2019).

Supporting these observations, Bora Ly, (2024) emphasized that work commitment serves as a core component of organizational strategies aimed at enhancing employee performance and satisfaction. Their study in public sector institutions highlighted how internalized work meaning contributes directly to employee engagement and indirectly to balance between occupational and personal domains. These findings parallel the current research by demonstrating that fostering a culture of purpose and emotional investment can yield both individual and organizational benefits. For the Kendari agency, nurturing such commitment may be instrumental in retaining staff, sustaining morale, and supporting enduring employee well-being..

### **Family Support**

Family support encompasses emotional, instrumental, informational, and appraisal assistance that employees receive from their family, which is critical for managing work and personal demands. An et al, (2024) emphasize that family support provides comfort, care, acceptance, and practical help, contributing to feelings of being valued and loved. These forms of support act as emotional anchors that reinforce employees' psychological well-being, particularly in demanding professional environments.

From a theoretical standpoint, social support theories, including those articulated by Ora & Maya (2025), suggest that family support serves as a vital coping mechanism. It buffers the adverse effects of occupational stress and enhances employees' capacity to adapt to multiple role demands. When individuals receive consistent encouragement, empathy, and assistance from close family members, their ability to maintain balance across life domains significantly improves. Family support not only facilitates emotional resilience but also strengthens cognitive clarity and decision-making in work settings.

Empirical evidence further supports these claims. In the current study, family support emerged as the third most important factor contributing to work-life balance among employees at the Women's Empowerment and Child Protection Agency in Kendari. Many respondents reported receiving strong family backing that included emotional empathy, guidance, appreciation, and tangible forms of help. These resources were perceived as essential in alleviating work strain and maintaining motivation. Employees expressed that knowing their families were understanding and involved created a sense of stability and assurance in managing professional responsibilities.

Moreover, the presence of strong family support likely fosters greater job engagement and reduces the risk of burnout. Emotional security at home provides a foundation that allows employees to recharge and return to work with a clearer focus. In dual-income or caregiving households, the equitable distribution of domestic responsibilities can also increase time efficiency, enabling better

performance in both personal and work domains. This reciprocal dynamic enhances role satisfaction and promotes psychological flourishing (W. Li et al., 2024).

Supporting these observations, Orellana et al., (2023) highlight the interdependence of family dynamics and occupational satisfaction. Their study illustrates that work-family conflict and family satisfaction are not isolated experiences, but rather interconnected phenomena that affect all members of the household. Employees with supportive family environments demonstrate improved well-being, higher job satisfaction, and greater ability to manage competing demands. In the context of the Kendari agency, this underscores the need for policies that not only consider the individual employee but also acknowledge the integral role of familial systems in promoting sustainable workforce performance.

Overall, the findings reinforce the critical role of family support as a buffer against work-related stress and a key facilitator of healthy work-life integration. Recognizing and encouraging family-inclusive support systems may enhance employee resilience, improve retention, and foster a more humane and sustainable organizational culture. Institutions aiming to improve employee satisfaction and well-being should consider not only workplace interventions but also strategies that engage family support as a collaborative resource.

## **CONCLUSION**

1. The Exploratory Factor Analysis identified three main factors that significantly influence work-life balance among employees at the Women's Empowerment and Child Protection Office of Kendari City:
  - a. Job Characteristics
  - b. Personal Meaning of Work
  - c. Family Support
2. These three factors collectively account for approximately 68% of the variance, indicating a strong explanatory power in understanding employees' work-life balance.
3. Demographic characteristics were found to have low communalities, suggesting minimal influence in explaining work-life balance in this context.
4. The employees generally exhibit positive personality traits, strong job characteristics, and high levels of perceived meaning and support, which together contribute positively to their ability to balance work and personal life.

## **RECOMMENDATIONS**

1. Enhance job design to support work-life balance by ensuring task clarity, manageable workload, and autonomy, which contribute to more favorable job characteristics.
2. Foster a sense of purpose in work by aligning job roles with employees' personal values and promoting recognition of their contributions, which enhances the personal meaning of work.
3. Strengthen family-friendly policies, such as flexible working hours and parental leave support, to reinforce the role of family support in employee well-being.
4. Although demographic factors were not significant, further research is recommended to explore their indirect effects or potential role in specific subgroups.

5. Integrate these findings into employee development programs and organizational policy-making to improve overall productivity, satisfaction, and retention.

## REFERENCE

- An, J., Zhu, X., Shi, Z., & An, J. (2024). A serial mediating effect of perceived family support on psychological well-being. *BMC Public Health*, 24(1), 940. <https://doi.org/10.1186/s12889-024-18476-z>
- Apascaritei, P., & Elvira, M. M. (2022). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32(4), 100878. <https://doi.org/https://doi.org/10.1016/j.hrmr.2021.100878>
- Barakovic Husic, J., Melero, F. J., Barakovic, S., Lameski, P., Zdravevski, E., Maresova, P., Krejcar, O., Chorbev, I., Garcia, N. M., & Trajkovic, V. (2020). Aging at Work: A Review of Recent Trends and Future Directions. *International Journal of Environmental Research and Public Health*, 17(20). <https://doi.org/10.3390/ijerph17207659>
- Begum, V., Anwer Arshi, T., Said Arman, A., Saleem Butt, A., & Latheef, S. (2024). A study on work-family life imbalance among women administrators in UAE higher education institutions. *Heliyon*, 10(6), e28286. <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e28286>
- Bouwmeester, O., Atkinson, R., Noury, L., & Ruotsalainen, R. (2021). Work-life balance policies in high performance organisations: A comparative interview study with millennials in Dutch consultancies. *German Journal of Human Resource Management*, 35(1), 6–32. <https://doi.org/10.1177/2397002220952738>
- Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). *Work-Life Balance: Definitions, Causes, and Consequences BT - Handbook of Socioeconomic Determinants of Occupational Health: From Macro-level to Micro-level Evidence* (T. Theorell (ed.)). Springer International Publishing. [https://doi.org/10.1007/978-3-030-31438-5\\_20](https://doi.org/10.1007/978-3-030-31438-5_20)
- Cayrat, C., & Boxall, P. (2023). The roles of the HR function: A systematic review of tensions, continuity and change. *Human Resource Management Review*, 33(4), 100984. <https://doi.org/https://doi.org/10.1016/j.hrmr.2023.100984>
- Cotić, L. P., Man, M. M. K., Soga, L. R., Konstantopoulou, A., & Lodorfos, G. (2025). Job Characteristics for Work Engagement: Autonomy, Feedback, Skill Variety, Task Identity, and Task Significance. *Global Business and Organizational Excellence*, 44(5), 75–85. <https://doi.org/10.1002/joe.22295>
- Daly, M. (2021). *Personality Traits and Social Structure BT - Macropsychology: A Population Science for Sustainable Development Goals* (M. MacLachlan & J. McVeigh (eds.)). Springer International Publishing. [https://doi.org/10.1007/978-3-030-50176-1\\_4](https://doi.org/10.1007/978-3-030-50176-1_4)
- Eleonora Casandra Dobre. (2025). The Impact of Demographic Changes on HR Processes: A Highlight on Management of Multigenerational Workforce. *China-USA Business Review*, 24(1), 19–28. <https://doi.org/10.17265/1537-1514/2025.01.002>
- Fassett, K. T., Wolcott, M. D., Harpe, S. E., & McLaughlin, J. E. (2022). Considerations for writing and including demographic variables in education research. *Currents in Pharmacy Teaching and Learning*, 14(8), 1068–1078. <https://doi.org/https://doi.org/10.1016/j.cptl.2022.07.022>
- Gawande, R. (2024). *WORK-LIFE BALANCE AND ITS IMPACT ON EMPLOYEES:*



*NAVIGATING STRATEGIES FOR BETTER WORK-LIFE BALANCE AT WORKPLACE. 20, 130.*

- Gnepp, J., Klayman, J., Williamson, I. O., & Barlas, S. (2020). The future of feedback: Motivating performance improvement through future-focused feedback. *PloS One*, 15(6), e0234444. <https://doi.org/10.1371/journal.pone.0234444>
- Gürler, G., Polat, F., & Özdemir, Y. (2022). *A Proposal of Employee Life Cycle within the Context of Individual and Organization*.
- Haller, Max, Klösch, Beate, & Hadler, Markus. (2023). The Centrality of Work: A Comparative Analysis of Work Commitment and Work Orientation in Present-Day Societies. *SAGE Open*, 13(3), 21582440231192110. <https://doi.org/10.1177/21582440231192114>
- Handelzalts, J. E., Kalfon-Hakhmigari, M., & Garthus-Niegel, S. (2024). Work-family conflict: emphasis on families in modern work environments. *Journal of Reproductive and Infant Psychology*, 42(2), 139–141. <https://doi.org/10.1080/02646838.2024.2303870>
- Hill, P. L., & Edmonds, G. W. (2017). *3 - Personality development in adolescence* (J. B. T.-P. D. A. the L. Specht (ed.)). Academic Press. <https://doi.org/https://doi.org/10.1016/B978-0-12-804674-6.00003-X>
- Ibrahim, B. A., & Hussein, S. M. (2024). Relationship between resilience at work, work engagement and job satisfaction among engineers: a cross-sectional study. *BMC Public Health*, 24(1), 1077. <https://doi.org/10.1186/s12889-024-18507-9>
- Jiang, Z., Hu, X., & Wang, Z. (2018). Career adaptability and plateaus: The moderating effects of tenure and job self-efficacy. *Journal of Vocational Behavior*, 104, 59–71. <https://doi.org/https://doi.org/10.1016/j.jvb.2017.10.006>
- Kandler, C., Bratko, D., Butković, A., Hlupić, T. V., Tybur, J. M., Wesseldijk, L. W., de Vries, R. E., Jern, P., & Lewis, G. J. (2021). How genetic and environmental variance in personality traits shift across the life span: Evidence from a cross-national twin study. *Journal of Personality and Social Psychology*, 121(5), 1079–1094. <https://doi.org/10.1037/pspp0000366>
- Kpolovie, P. (2017). *STATISTICAL ANALYSIS WITH SPSS FOR RESEARCH*.
- Laguía, A., Topa, G., Pocinho, R. F. D. S., & Fernández Muñoz, J. J. (2024). Direct effect of personality traits and work engagement on job crafting: A structural model. *Personality and Individual Differences*, 220, 112518. <https://doi.org/https://doi.org/10.1016/j.paid.2023.112518>
- Li, J., Kaltiainen, J., & Hakanen, J. J. (2024). Job boredom as an antecedent of four states of mental health: life satisfaction, positive functioning, anxiety, and depression symptoms among young employees – a latent change score approach. *BMC Public Health*, 24(1), 907. <https://doi.org/10.1186/s12889-024-18430-z>
- Li, W., Zhang, J., Zhang, Y., & Xia, Y. (2024). Striving for family in the workplace: how family functioning facilitates family motivation and compensates for job autonomy. *Current Psychology*, 43(32), 26427–26437. <https://doi.org/10.1007/s12144-024-06303-y>
- Ly, B. (2024). Inclusion leadership and employee work engagement: The role of organizational commitment in Cambodian public organization. *Asia Pacific Management Review*, 29(1), 44–52. <https://doi.org/https://doi.org/10.1016/j.apmr.2023.06.003>
- Martela, F., Gómez, M., Unanue, W., Araya, S., Bravo, D., & Espejo, A. (2021). What makes work meaningful? Longitudinal evidence for the importance of autonomy and

- beneficence for meaningful work. *Journal of Vocational Behavior*, 131, 103631. <https://doi.org/https://doi.org/10.1016/j.jvb.2021.103631>
- Marthalina, M., Joeliaty, J., Yunizar, Y., & Soemaryani, I. (2025). Work-life balance woman working in the government sector. *International Journal of Organizational Analysis*, April. <https://doi.org/10.1108/IJOA-03-2024-4372>
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3), 101764. <https://doi.org/https://doi.org/10.1016/j.pubrev.2019.03.001>
- Monje-Amor, A., Xanthopoulou, D., Calvo, N., & Abeal Vázquez, J. P. (2021). Structural empowerment, psychological empowerment, and work engagement: A cross-country study. *European Management Journal*, 39(6), 779–789. <https://doi.org/https://doi.org/10.1016/j.emj.2021.01.005>
- Müller, Michal, & Kubátová, Jaroslava. (2025). A systematic review of managerial burnout and personal crisis: Navigating the interplay of individual, organizational, and environmental factors. *German Journal of Human Resource Management*, 23970022251315650. <https://doi.org/10.1177/23970022251315650>
- Orellana, L., Schnettler, B., Miranda-Zapata, E., Saracostti, M., Poblete, H., Lobos, G., Adasme-Berrios, C., Lapo, M., & Concha-Salgado, A. (2023). Job satisfaction as a mediator between family-to-work conflict and satisfaction with family life: a dyadic analysis in dual-earner parents. *Applied Research in Quality of Life*, 18(1), 491–520. <https://doi.org/10.1007/s11482-022-10082-8>
- Peleg, O., & Peleg, M. (2025). Is Resilience the Bridge Connecting Social and Family Factors to Mental Well-Being and Life Satisfaction? *Contemporary Family Therapy*, 47(1), 87–101. <https://doi.org/10.1007/s10591-024-09707-x>
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(5). <https://doi.org/10.3390/ijerph18052294>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/https://doi.org/10.1016/j.cedpsych.2020.101860>
- Sapriilliani, Ginting, R., & Girsang, E. (2018). Faktor-Faktor Yang Mempengaruhi Angka Rujukan Pasien Peserta Kartu Indonesia Sehat (KIS) Di Puskesmas Tanah Tinggi Kecamatan Binjai Timur Kota Binjai Tahun 2018. *Jurnal Kesehatan Masyarakat Dan Lingkungan Hidup*, 1(1), 1–15. <http://www.fao.org/3/I8739EN/i8739en.pdf%0Ahttp://dx.doi.org/10.1016/j.adolescence.2017.01.003%0Ahttp://dx.doi.org/10.1016/j.chilyouth.2011.10.007%0Ahttps://www.tandfonline.com/doi/full/10.1080/23288604.2016.1224023%0Ahttp://px.sagepub.com/lookup/doi/10>
- Sesen, H., & Ertan, S. S. (2023). Does Organizational Tenure Matter? The Relationship between Perceived Overqualification and Extra-Role Behaviours. *Employee Responsibilities and Rights Journal*, 35(1), 77–94. <https://doi.org/10.1007/s10672-022-09403-8>
- Siddiqi, K. O., Rahman, M. H., Esquivias, M. A., & Hutapea, L. M. N. (2024). The effect of perceived organizational and supervisor support on nurses' turnover intention in

- Bangladesh: Does work-family conflict play a role? *Social Sciences & Humanities Open*, 10, 100992. <https://doi.org/https://doi.org/10.1016/j.ssaho.2024.100992>
- Smollan, R. K., & Mooney, S. K. (2024). The bright side and dark side of performance expectations: the role of organizational culture and the impact on employee performance and wellbeing. *International Studies of Management & Organization*, 54(3), 218–237. <https://doi.org/10.1080/00208825.2024.2320580>
- Sulaiman, A. A. (2024). *Relationships between self-efficacy , autonomy , employee engagement , and performance in Nigerian public sector organizations*. 16(4), 1188–1204.
- Sun, H., Wang, S., Zhang, W., & Sun, L. (2024). Do conscientious employees have a high level of work engagement? The roles of presenteeism and perceived organizational support. *Frontiers in Psychology*, 15, 1485025. <https://doi.org/10.3389/fpsyg.2024.1485025>
- Tang, W.-G., & Vandenberghe, C. (2020). Is affective commitment always good? A look at within-person effects on needs satisfaction and emotional exhaustion. *Journal of Vocational Behavior*, 119, 103411. <https://doi.org/https://doi.org/10.1016/j.jvb.2020.103411>
- Tanjung, B. N. (2020). Human Resources (HR) In Education Management. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal*, 3(2), 1240–1249. <https://doi.org/10.33258/birle.v3i2.1056>
- Tett, R. P., & Fisher, D. M. (2021). *Chapter 41 - Personality dynamics in the workplace: An overview of emerging literatures and future research needs* (J. F. B. T.-T. H. of P. D. and P. Rauthmann (ed.)). Academic Press. <https://doi.org/https://doi.org/10.1016/B978-0-12-813995-0.00041-8>
- Törnroos, M., Jokela, M., & Hakulinen, C. (2019). The relationship between personality and job satisfaction across occupations. *Personality and Individual Differences*, 145, 82–88. <https://doi.org/https://doi.org/10.1016/j.paid.2019.03.027>
- Ward, S. J., & King, L. A. (2017). Work and the good life: How work contributes to meaning in life. *Research in Organizational Behavior*, 37, 59–82. <https://doi.org/https://doi.org/10.1016/j.riob.2017.10.001>
- Widiastuti, T., Al-shami, S. A., Mawardi, I., Zulaikha, S., Haron, R., Kasri, R. A., Mustofa, M. U. Al, & Dewi, E. P. (2024). Capturing the barriers and strategic solutions for women empowerment: Delphy analytical network process. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100345. <https://doi.org/https://doi.org/10.1016/j.joitmc.2024.100345>
- Zaitouni, M., Hewapathirana, G., Mostafa, M., Al Hajj, R., & ElMelegy, A. R. (2024). Work-life balance: A landscape mapping of two decades of scholarly research. *Heliyon*, 10(14), e34084. <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e34084>
- Zhang, Y., & Liu, S.-M. (2022). Balancing employees' extrinsic requirements and intrinsic motivation: A paradoxical leader behaviour perspective. *European Management Journal*, 40(1), 127–136. <https://doi.org/https://doi.org/10.1016/j.emj.2021.11.008>