

# How Work From Home Boost Job Satisfaction on Women Workers? The Role of Work Life Balance as Mediating Variable

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**Abstract.** *The phenomenon of working women and working at home in Jakarta is Increasing. Previous study finds inconsistent the effects of work from home positively and negatively. This study investigates the effect of the work from home system on job satisfaction mediated by work life balance among female workers in Jakarta. This research using Social Exchange Theory (SET) as the grand theory. The study employs a quantitative approach with a causal research design involving 153 married female employees working remotely in Jakarta. Data were collected using google forms questionnaires and analyzed using SEM-PLS. The results reveal that work from home has a significant positive effect on job satisfaction and work life balance. Furthermore, work life balance significantly mediates the relationship between work from home and job satisfaction. These findings suggest that providing flexibility through work from home arrangements can enhance female employees' work-life balance, leading to improved job satisfaction.*

**Keywords:** *Job Satisfaction, Work from Home, Work Life Balance, Female Workers, SET*

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## INTRODUCTION

The phenomenon of working women in Jakarta is increasing due to economic demands and the level of education of women (Ananta, 1990; Dalilah, 2021). According to data Badan Pusat Statistik Provinsi Jakarta (2024), the level of the female labor force in the workforce in Jakarta increased in 2023 from 2,012,407 people, increasing to 2,100,993 people in 2024. On the other hand, the number of female workers in the city of Jakarta in 2024 reached 1,935,661 people. Moreover, development of the level of female workers and the number of women working in Jakarta, especially those married female workers who juggle household responsibilities, raises critical questions about how work life balance affect their satisfaction.

Job satisfaction is a key aspect of organizational success and can be influence by work life balance. When female employees do their work in the office, the boundaries between work time, personal time, and homework time become increasingly thin (Glavin & Schieman, 2012), which can trigger imbalances in employees' personal and work lives. Managing work and household causes women to look for ways to balance the two roles.

Some cases in the practice of work from home in companies, companies often do not pay attention to how working hours, workload, the number of tasks assigned and the circumstances

of female employees. This has an impact on fatigue, stress, loss of motivation, decreased work performance and affects the balance between personal life and professional work of employees and job satisfaction of female employees. Moreover Adisa et al., (2017) found a negative influence between work from home and work life balance such as imbalance of personal and work life, conflict and tension during work from home. it is caused by the difficulty of managing professional work and homework simultaneously.

Furthermore, previous research findings are inconsistent. Some studies finds that work from home improves flexibility (Bloom et al., 2015), work life balance (Ellis & Webster, 1998; Fonner & Roloff, 2010; Dockery & Bawa, 2014; Fedáková & Ištoňová, 2017; Kumar & Mokashi, 2020; Putri & Amran, 2021; Talukder & Galang, 2021), performance and job satisfaction also reduces stress (Coenen & Kok, 2014; Vega et al., 2015; Anderson et al., 2015; Contreras et al., 2020). However, others study show that implemented of work from home may blur boundaries between personal and professional life, especially for married women.

Homans' Social Exchange Theory is highly relevant to this research. According to this theory, every social behavior and social interaction is influenced by the principle of reciprocity. In addition, it is influenced by the desire to gain the maximum possible benefit, including in employment relationships. Based on Social Exchange Theory (SET), which emphasizes reciprocal relationships, employees who receive flexibility through work from home may respond with increased satisfaction and productivity. However, the ability to balance work and personal life (WLB) becomes a crucial mediating factor.

## LITERATURE REVIEW

### ***Social Exchange Theory (SET)***

Social Exchange Theory (SET) was introduced by George Caspar Homans (1958), explaining social behavior in terms of an exchange process. According to Homans, individuals engage in social interactions to maximize benefits and minimize costs. Homans also explained that social behavior and social interaction are influenced by the principle of reciprocity, includes work relationships. In workplace settings, when companies offer supportive practices such as flexible working hours, employees are likely to reciprocate with loyalty, satisfaction, and improved performance. The balance of contributions and rewards strengthens workplace relationships. Social exchange theory underpins this research by explaining how perceived organizational support through work from home can increase job satisfaction, particularly when mediated by work life balance.

### ***Job Satisfaction***

Job satisfaction reflects employees' emotional responses toward their work. it as a pleasurable emotional state resulting from one's job appraisal. Also highlighted the role of working conditions, supervision, and peer relationships can effect job satisfaction.

### ***Work From Home***

The term work from home was first as telecommuting or telework. Work From Home refers to employees performing job tasks at home with the aid of technology. The benefits of work from home include flexibility, autonomy, and productivity gains on workers, though it can also lead to overwork or social isolation.

### ***Work Life Balance***

Work Life Balance is defined by Greenhaus & Beutell, (1985), as a person ability to meet the demands that arise from work roles and personal life so that each role can be carried out properly without sacrificing one of them. Greenhaus & Beutell (1985) also defined work life balance as managing work and family role conflicts. Previous study from Clark, (2000) and Kalliath & Brough, (2008) emphasized satisfaction derived from fulfilling both roles from work and personal life. Based on the theory used and the findings of various previous studies, the

researcher formulated the following hypothesis: H1: Work from home has a positive effect on job satisfaction on female workers in Jakarta.

Work from home is said to have an effects on job satisfaction because the higher the work flexibility felt by employees during work from home, it can increase job satisfaction (Allen et al., 2015; Dockery & Bawa, 2014). Previous studies found that working from home increases flexibility (Bloom et al., 2015), reduces stress, performance, and job satisfaction (Irawanto et al., 2021; Coenen & Kok, 2014; Vega et al., 2015; Anderson et al., 2015; Orešković et al., 2023; Kaufman & Taniguchi, 2021; Bellmann & Hübler, 2021; Contreras et al., 2020; Novianti & Roz, 2020). This can affects job satisfaction, when companies provide flexibility and convenience through work from home, employees tend to respond with positive responses such as increased job satisfaction. This is also supported by social exchange theory, the application of work from home reflects a form of organizational support that can create a reciprocal relationship between companies and employees. H2: Work from home has a positif effects on work life balance on female workers in Jakarta.

Work from home is said to have an effects on work life balance because the higher the work flexibility felt by employees during work from home. Previous studies found that working from home influence work life balance (Ellis & Webster, 1998; Fonner & Roloff, 2010; Dockery & Bawa, 2014; Fedáková & Ištoňová, 2017; Orešković et al., 2023; Kaufman & Taniguchi, 2021; Bellmann & Hübler, 2021;

Kumar & Mokashi, 2020; Putri & Amran, 2021; Talukder & Galang, 2021; Novianti & Roz, 2020; Irawanto et al., 2021; Jackson & Fransman, 2018; Gadecki et al., 2016; Nauval et al., 2022). This can affects work life balance, because work from home provides flexibility to managing and responsibilities between work and personal life that workers get while working from home. This is also supported by social exchange theory, work flexibility is a form of added value that organizations provide to employees, and it can facilitate the balance between work and personal life. H3: Work life balance has a positif effect on job satisfaction on female workers in Jakarta.

Work-life balance is believed to have an effect on job satisfaction, especially when employees feel they can fulfill professional and personal responsibilities without experiencing role conflict (Greenhaus & Beutell, 1985). Previous studies found that work life balance effect job satisfaction employees with higher levels of work-life balance tend to report greater job satisfaction and emotional well-being (Susanto et al., 2022; Chung & Lippe, 2020; Cohen & Liani, 2009; Jackson & Fransman, 2018). This is also supported by social exchange theory, when organizations support employee well-being by promoting balance, employees perceive this as a valued form of support and reciprocate with positive attitudes, including job satisfaction. H4: Work life balance mediates the effect of work from home on job satisfaction in female workers in Jakarta.

Work-life balance is believed to have a positive mediates effect on work from home on job satisfaction. The flexibility and independence provided by working from home allows employees to better manage their multiple roles, which in turn contributes to greater satisfaction with their work. Previous study found that work flexibility and work life balance influence of the effect work from home on job satisfaction (Jackson & Fransman, 2018; Irawanto et al., 2021; Fedáková & Ištoňová, 2017; Damayanti & Atmaja, 2022; Kumar & Mokashi, 2020; Bloom et al., 2015; Alassaf et al., 2023; Felstead & Henseke, 2017; Bellmann & Hübler, 2021; Orešković et al., 2023; Kaufman & Taniguchi, 2021; Novianti & Roz, 2020; Vega et al., 2015). This is also supported by social exchange theory, when organizations support employees through work from home, it indirectly increases job satisfaction by first enhancing employees personal well-being and balance. Based on the theory used and the findings of various previous studies, the researcher formulated the research framework:

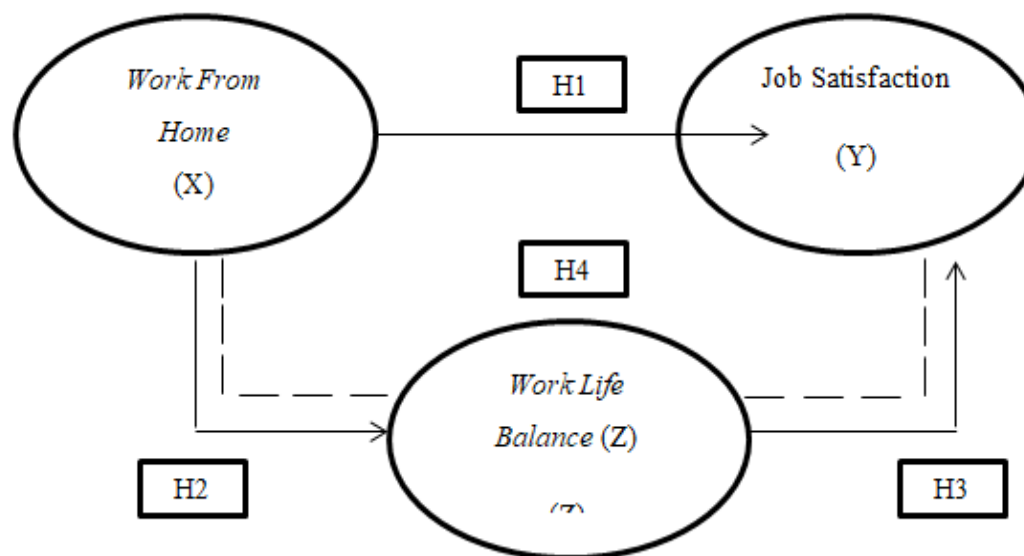


Figure 1. Research Framework

## METHODS

This study uses a quantitative method with a causal research design, to analyze the effect of work from home on job satisfaction mediated by work life balance in female workers in Jakarta. This method was chosen because it is suitable for explaining the cause-and-effect relationship between variables in complex structural models. The population consists of married female employees working from home in Jakarta and used purposive sampling technique with criteria such as (1) married female workers, (2) live in Jakarta, (3) have worked or are currently working from home, (4) are 21-60 years old. 153 respondents were selected based on the representative formula  $10 \times 14$  indicator from Hair et al., (2013). This technique is used because this technique determines the sample criteria with certain conditions, which can help researchers to focus research on certain groups that have a direct relationship with the research objectives. Data collection was conducted via google form questionnaires and used a Likert scale also questions taken from a number of earlier studies published in respectable journals. All participants were informed about the purpose of the study, data confidentiality, and the right to discontinue completing the questionnaire at anytime. Data collection was conducted over a period of two weeks, with links distributed through the online community networks of women workers in Jakarta, as well as through social media groups of women organizations and forums. Dependent variables in this study is job satisfaction, job satisfaction was assessed used five indicator used twenty one questionnaire items from Koh & Boo (2001). Independent variabel is work from home was assessed used five indicator and fifteenth questionnaire items from Neufeld & Fang, (2005). Mediation variabel is work life balance was assessed used four indicator and nineteen questionnaire items from (Fisher et al., 2009). This research were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) techniques through the SmartPLS 4 application. The mediating role of work life balance in the relationship between job satisfaction and work from home was also investigated in this study. However, each construct was measured using a 5-point Likert scale. The analysis process begins with the evaluation of the measurement model through convergent validity and internal reliability tests. Some indicators that had an outer loading value  $<0.6$  were eliminated from the model to improve the validity of the instrument according to (Hair et al., 2013). Removal is conducted with empirical and theoretical considerations, while maintaining the representation of each construct by maintaining indicators that have the highest loading factor and refer to the initial conceptual dimensions. Despite the reduction of items, construct coverage remained adequate and theoretically consistent.

## RESULTS AND DISCUSSION

### Respondent Description

Purposive sampling methods were used to choose participants in this research. 153 female workers who are married, work in the Jakarta area, and work from home participated in this survey as respondents. More than half of the respondents have a bachelor degree and have been working for more than five years, indicating a fairly high level of experience in the workplace. The majority of respondents worked as freelancers followed by teachers or lecturers and employees. These characteristics indicate that the respondents have sufficient experience in the workplace and are able to provide an unbiased evaluation of the main focus areas of this study, namely work from home, work-life balance and job satisfaction.

### Outer Model

#### Validity Test

Based on the initial model drawing and the analysis results, each instrument of each variable in this study should have an outer loading value above 0.7 to meet the convergent validity requirements. However, there are 32 indicators or questions that do not meet these value standards, namely Y1, Y2, Y3, Y5, Y6, Y8, Y9, Y11, Y12, Y13, Y14, Y15, Y16, Y17, Y19, Y20, Y21, X1, X2, X3, X9, X10, X11, X12, X13, X14, M12, M13, M14, M15, M16, M17, M18 and M19 because the outer loading value  $< 0.7$  or  $< 0.6$  according to (Hair et al., 2013). Therefore, researchers need to re-evaluate the validity of indicators by removing these indicators, then re-estimating the model. The following is a picture of the variable relationship model of job satisfaction, work from home and work life balance after re-estimation, presented below:

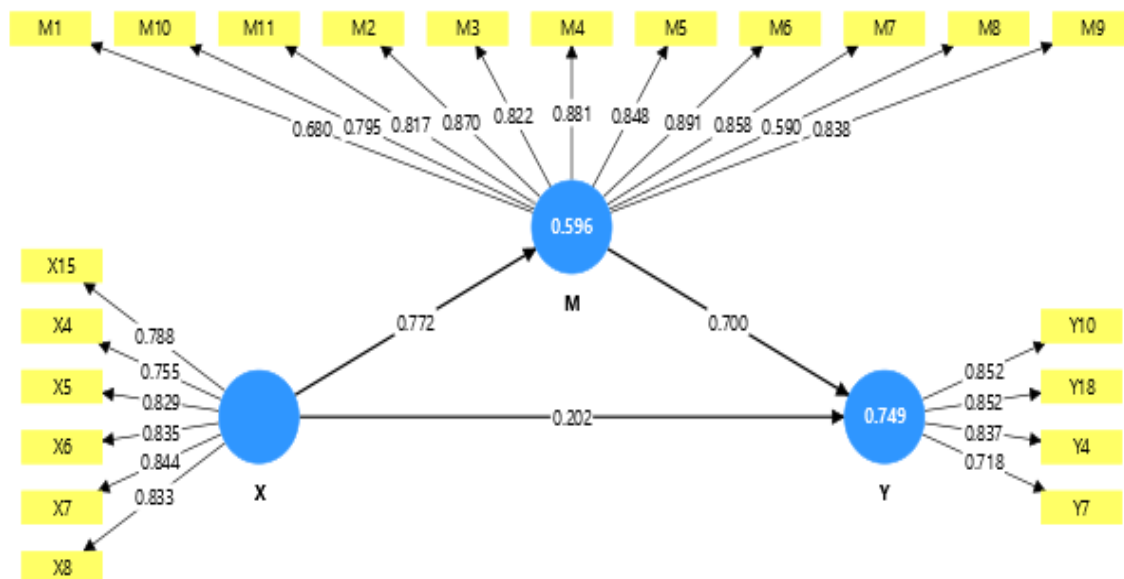


Figure 2. Variable Relationship Model of Job Satisfaction

Based on the outer loading test results presented in the table above, it can be seen that all indicators in each variable have a loading factor value that exceeds 0.7 or 0.6. It can be inferred from the above image that all items of each variable satisfy the convergent validity test because the analysis's loading factor value falls between 0.7 and 0.8. The Average Variance Extracted (AVE) value can be used in addition to the Loading Factor value to assess the reliability of research data. The validity test findings utilizing the AVE value are as follows:



Table 1. The Validity Test Findings Utilizing the AVE Value

	<b>Average Variance Extracted (AVE)</b>
Job Satisfaction	0.661
Work From Home	0.663
Work Life Balance	0.667

Based on the table above, it can be concluded that each variable has an AVE value above 0.5. A variable can be said to be valid if it has an AVE value > 0.5 (Hair et al., 2013). Therefore, it can be concluded that each variable in this study has good convergent validity and can be accepted because it has a loading factor value > 0.7 and an AVE value > 0.5. Therefore, all indicators in this study can be declared to fulfill the convergent validity test criteria .

### Reability Test

Table 2. Reability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
Job Satisfaction	0.832	0.954
Work From Home	0.898	0.903
Work Life Balance	0.947	0.840

The ideal value of Cronbach's Alpha and Composite Reliability (CR) have values above 0.7, the closer to 1, the better the reliability. Based on the table above, the value of composite reliability and Cronbach's alpha for all variables is above 0.8, so it can be concluded that all variables in this study are reliable or in accordance with the criteria.

### Inner Model

Table 3. Inner Model

	<b>R-Square</b>	<b>R-Square Adjusted</b>
Job Satisfaction (Y)	0.751	0.748
Work Life Balance (M)	0.502	0.498

The Job Satisfaction variable has an R-square value of 0.751, in accordance with the R-square value in the table above. This indicates that 75% of the variance in job satisfaction can be explained by the work from home variable, with the remainder being influenced by variables not included in the model. The model is quite robust, as evidenced by the adjusted R-square value of 0.748, which indicates an adjustment for the number of predictors in the model and remains near the R2 value. The work from home variable in this study accounts for 49.8% of the variance in work life balance, with the remaining portion influenced by factors outside the model. Based on the R2 value, the work life balance variable is 0.502. This finding indicates that there are other factors that contribute to workers' work life balance. In contrast to job satisfaction, which can be directly influenced by work from home, the work life balance variable is a more stable and personal condition, so it requires a long-term approach and consistent work environment support.

Although the impact of work from home on work-life balance is less pronounced than its impact on job satisfaction, the model is still very viable, as evidenced by the adjusted R-square value of 0.502, which also indicates a moderate adjustment consistent with R<sup>2</sup>. The reason why the relationship between work from home and job satisfaction is stronger than that of work-life balance is that work from home, through work flexibility, use of technology and rapid communication patterns, directly affects external aspects of work, such as ease of organizing and completing tasks, role clarity and access to resources. Meanwhile, work-life balance is rooted in the fulfillment of basic psychological needs such as autonomy, work life balance and well-being, as described in social exchange theory (SET).

## Hypotesis Testing

Hypothesis testing is carried out by comparing the T table value with the T statistic value generated from the bootstrapping test results in Smart-PLS 4 program.

Table 4. Hypothesis Testing

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>STDEV</b>	<b>T-Statistic ( o/STDEV)</b>	<b>P Values</b>
X->Y	0.190	0.190	0.048	3.934	0.000
X->M	0.708	0.710	0.052	13.645	0.000
M->Y	0.721	0.723	0.052	13.842	0.000

Testing Hypothesis 1 (Work From Home has a positive effect on job satisfaction). The work from home variable with job satisfaction variable has a path coefficient value of 0.190 and t count of 3.934. Thus, hypothesis 1 can be accepted because work from home is proven to have a positive effect on job satisfaction. Testing Hypothesis 2 (Work From Home has a positive effect on Work Life Balance). The work from home variable with the work life balance variable has a path coefficient value of 0.708 and t count of 13.645. Therefore, hypothesis 2 can be accepted because work from home is proven to have a positive effect on work life balance. Testing Hypothesis 3 (Work Life Balance has a positive effect on job satisfaction). The work life balance variable with job satisfaction has a path coefficient value of 0.721 and t count of 13.842. Thus, hypothesis 3 can be accepted because work life balance is proven to have a positive influence on job satisfaction.

Table 5. Hypothesis Testing

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>STDEV</b>	<b>T-Statistic ( o/STDEV)</b>	<b>P Values</b>
<b>X-&gt;M-&gt;Y</b>	0.511	0.513	0.048	10.632	0.000

Testing Hypothesis 4 (Work From Home has a positive effect on job satisfaction mediated by Work Life Balance). The three variables show a path coefficient value of 0.511 and a t-statistic of 10.632. This means that work life balance has a significant role as a mediator in the relationship between work from home and job satisfaction. It can be concluded that job satisfaction in female workers in the city of Jakarta can increase when they are given work flexibility.

Results of data analysis in this research using the SmartPLS method provide a strong basis for testing hypotheses and deeply understanding the relationship between variables in the study. This result show that work from home has a positive and significant effect on job satisfaction and supported by the path coefficient 0.190 and t value 3.934. The higher the work flexibility felt by workers during work from home, the higher level of job satisfaction. This result is supported by previous studies, such as those conducted by Allen et al. (2015) and Dockery & Bawa (2014), which show that work from home can increase employee autonomy and satisfaction. Similarly, Bloom et al. (2015) found that remote work arrangements have a positive effect on job performance and satisfaction. Previous studies also found that working from home increases flexibility, reduces stress, performance, and job satisfaction (Irawanto et al., 2021; Coenen & Kok, 2014; Vega et al., 2015; Anderson et al., 2015; Orešković et al., 2023; Kaufman & Taniguchi, 2021; Bellmann & Hübler, 2021; Contreras et al., 2020; Novianti & Roz, 2020). This finding explains that female workers are more likely to provide work flexibility, value autonomy and the convenience of working from home, which increases workers job satisfaction.

These results also can be supported by the social exchange theory, which states that when organizations provide support in the form of work flexibility, employees will respond with positive attitudes such as increased loyalty and job satisfaction, in reciprocity for the support. Results of data analysis show that work from home has a positive and significant effect on work life balance, with a path coefficient of 0.708 and a t value of 13.645. These results explain that the higher the work flexibility felt by female workers during work from home, the better their ability

to balance personal and work life. Several previous studies are in line with the results of this study, showing that the flexibility provided through work from home helps employees manage time more efficiently, reduce role conflict, and improve the balance between work and family life (Kumar & Mokashi, 2020; Dockery & Bawa, 2014; Orešković et al., 2023; Damayanti & Atmaja, 2022; Gadecki et al., 2016; Fonner & Roloff, 2010; Irawanto et al., 2021). The results of this study indicate that female employees who work from home have a greater opportunity to fulfill dual roles in a balanced manner without sacrificing their work performance or personal life.

This finding can also be explained through social exchange theory, where organizations that provide work flexibility create reciprocal relationships with employees. Employees who feel supported tend to reciprocate with commitment and positive attitudes, including improvements in their work-life balance. The results showed that work life balance has a positive and significant effect on job satisfaction, indicated by a path coefficient of 0.721 and a t value of 13.842. This shows that the higher the level of work life balance felt by female workers, the higher the level of job satisfaction they experience. When female workers are able to effectively divide their time between work and personal responsibilities, they will be more satisfied with their jobs. This finding is consistent and in line with previous research by Susanto et al. (2022) which showed that a good work life balance increases job satisfaction because employees feel calmer, motivated, and not burdened by role conflict. This can be supported through social exchange theory, which explains that organizations that provide space and support to maintain employee life balance will get reciprocity in the form of satisfaction and loyalty from their employees.

The result showed work life balance mediates the effect of work from home on job satisfaction for female workers in Jakarta. The results of data analysis using bootstrapping method in SmartPLS that provide a strong basis for testing hypotheses and deeply understanding the relationship between variables in the study. This result supported by the path coefficient 0.511 and t value 10.632. The results showed that work from home affects job satisfaction positively and significantly. The higher the work flexibility felt by workers during work from home, the higher level of job satisfaction. This finding is also in line with the results of research by Irawanto et al. (2021), and Damayanti & Atmaja (2022), which explain that work life balance significantly mediates the relationship between work from home and job satisfaction. Previous study by Dockery & Bawa (2014), Orešković et al., (2023) and Bellmann & Hübler (2021) also found that the time flexibility provided in work from home can create opportunities for workers to balance their professional and domestic work simultaneously, therefore creating higher job satisfaction. Furthermore, research by Fonner & Roloff (2010) strengthened that better management of time and roles during work from home in female workers is a key element in maintaining life balance which has a direct impact on job satisfaction.

The results of this study can also be explained through social exchange theory, which explains that the relationship between individuals and organizations is reciprocal. In this case, the implementation of work from home by the company is a reward or support from the organization that provides space for female workers to manage domestic and professional responsibilities. Overall, the results of the analysis indicate that working from home positively and significantly impacts job satisfaction and work-life balance among married women working in Jakarta. Additionally, work-life balance was shown to significantly mediate the relationship between working from home and job satisfaction. These findings reinforce previous research results and acknowledge that Jakarta social and cultural context provides additional dimensions that require further exploration. First, in urban areas such as Jakarta, traditional gender roles in the household remain strong. Despite being formally work, women still bear primary responsibility for domestic work, such as taking care of children, cooking, and caring for family members. Second, in many cases, working women still have to prioritize family needs over work interests. This condition will worsen if the work-from-home policy does not consider the work-life balance and job satisfaction of female workers.



Therefore, work from home policies do not necessarily provide time freedom. In fact, they can actually reinforce double workloads if not accompanied by support from families and organizations. Additionally, although working from home is statistically flexible, in practice, people are still bound by social expectations to prioritize domestic roles. Depending on the relational dynamics within the home, this can be a source of additional pressure or potentially a source of emotional and practical support. Moreover, positive outcomes of working from home on job satisfaction and work life balance cannot be considered universal truths. These findings highlight the need for flexible work policies that support gender roles, family structures, and cultural expectations. Organizations must provide time management training, technical support, and policies that promote work life balance for women. Therefore, it is imperative to review and implement work from home policies that support the work life balance and job satisfaction of female workers. By exploring these implementing work from home and sociocultural dimensions in Jakarta, this article strengthens theoretical contributions by integrating Social Exchange Theory with local dynamics and provides practical insights for organizations and policymakers designing inclusive, effective work systems in Jakarta.

## CONCLUSION

The following conclusions can be made based on the data analysis and explanation that has been described: 1) Work from home positively and significantly affects Job Satisfaction. This implies that female workers in the city of Jakarta will be more satisfied with their jobs and more successful by implementing work flexibility such as work from home; 2) Work from home positively and significantly affects work life balance. This suggests that female workers in Jakarta city experience higher levels of work life balance and well-being and are more effective with the implementation of work from home, to support the work-life balance of female workers; 3) Work life balance positively and significantly affects job satisfaction. This shows that with a balanced level of work-life balance without conflict, it can affect and increase the sense of satisfaction with work for female workers; 4) Work life balance can significantly mediate the effect of work from home on job satisfaction. Thus, work from home can indirectly increase employee job satisfaction by improving the work life balance of female workers. This shows that with the implementation of flexible work from home, paying attention to work life balance, working time and workload can influence and increase job satisfaction of female workers who work from home in Jakarta.

## SUGGESTION

According to the research findings, this research has several limitations that need to be observed for the development of further studies. One of the main weaknesses in this study lies in the focus of the study only limited to female employees who work from home in the Jakarta city area, so the results of this study cannot be generalized widely to the population of male workers or in other areas. In addition, the data measurement process was carried out through distributing questionnaires online and did not have pre-survey data, where there were several question items that did not meet the validity and reliability standard criteria so that they had to be dropped from the measurement model. This needs to be considered and tested again in future research.

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