

The Influence of Work-Life Balance on Job Satisfaction of Employees in Merchandising Enterprises in the City of Mati

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Abstract

The study seeks to determine the influence of work-life balance on job satisfaction of employees in merchandising enterprises in the City of Mati, Davao Oriental, Philippines. To achieve the objectives of the study, a correlational research design was employed to analyze data collected through a structured survey questionnaire. The 389 respondents were selected using a purposive sampling method. The collected data from the survey were analyzed through multiple linear regression and analysis of variance (ANOVA). The study discovered that most of the indicators of work-life balance have a significant influence on job satisfaction. It was also discovered that there is no significant difference in work-life balance when grouped according to age and gender. There is also no significant difference in job satisfaction in terms of age, however, results showed a significant difference in job satisfaction in terms of gender. This study will contribute to the existing literature as it can give benefit to employees and employers in merchandising enterprises. The findings could give employees the opportunity for better working conditions and could also help employers and managers in designing policies that can attract and retain qualified employees.

Keywords work-life balance, job satisfaction, merchandising enterprises, multiple regression, analysis of variance.

1 Introduction

Over the past years, work-life balance has been considered important, for it already become unattainable due to increasing pressure at work [1]. Due to the awareness of the influence of the fast-pacing working environment, studies about work-life balance have been undertaken in the contemporary, global setting [2]. In the Philippines, many Filipinos place a high priority on their work. Younger employees are open to the idea of having a balanced life. They prefer to draw distinctions between their job and personal lives. In contrast, other employees saw work-life balance as highly unrealistic and varied with the reality of their circumstances. Even older workers are more likely to pay more attention to the demands at work [3]. It was also found remarkable by [4] that Filipinos gender also affects the work-life balance of Filipinos because of the traditional perspectives on gender. Men frequently worry about having to support their families, while women worry about their capacity to balance jobs and family obligations, which include completing all the household duties and caring for their children [5].

Moreover, the most researched area of organizational behavior is job satisfaction. Some people view jobs

as essential components of their lives. Some find it disagreeable and only work because they need it [6]. Understanding the level of job satisfaction is relevant for several grounds, and the outcome influences both the employees and the organization. It is considered that the behavior which helps the organization succeed is most likely to occur when the workers are highly motivated, when they experience an immense feeling of commitment to the company, and when they have high levels of job satisfaction [7].

As the merchandising sector demands a large amount of labor, the long hours and low pay make employment less appealing, which makes it hard for this sector to attract the best workforce [8]. Thus, research on work-life balance and job satisfaction must be conducted in the present conditions to build an effective workplace [9]. Despite the majority of studies focusing on work-life balance and employee job satisfaction across a wide range of job sectors, far less is focused on the merchandising sector, especially in terms of organizational aspects. Therefore, this study covers the research gap by examining whether these findings will be discovered in developing communities in the Philippines, particularly in the City of Mati.

2 Objectives of the Study

To determine the influence of work-life balance on the job satisfaction of employees in merchandising enterprises in the City of Mati, the following objectives are established:

1. Determine the socio-demographic profile of the employees.
2. Examine the significant influence of work-life balance indicators on job satisfaction.
3. Examine the significant difference in work-life balance when grouped according to:
 - 3.1 Age; and
 - 3.2 Gender.
4. Examine the significant difference in job satisfaction when grouped according to:
 - 4.1 Age; and
 - 4.2 Gender.

3 Hypotheses

Based on the objectives, the study sought to test the following null hypotheses:

H₁: There is no significant influence of work-life balance indicators on job satisfaction.

H₂: There is no significant difference in work-life balance when grouped according to:

- a. Age; and
- b. Gender.

H₃: There is no significant difference in job satisfaction when grouped according to:

- a. Age; and
- b. Gender.

4 Literature Review

4.1 Work-Life Balance

The balance between work and life is said to be a figure of speech with many connotations [10]. It is a general concept that refers to striking the right balance between one's career goals and leisure activities, and family obligations [11]. In a technical sense, work-life balance refers to the effective management of demands connected to employment duties and non-work roles like family, personal interest, growth, and

others that provide people with satisfaction and fulfillment [3].

According to [12], the work-life balance concept has become more and more popular since it represents an important motivation for social prosperity, individual fulfillment, and organizational progress. For many people, work is a major aspect of life. Therefore, finding the ideal balance between a job and personal life can be challenging for many employees [13]. A lot of people who work have trouble separating their personal and professional life. Frequently, this can result in burnout, which is a state of physical and mental tiredness when one's capacity for labor is drained [14].

4.1.1 Job Engagement

[15] verified the relationship between life satisfaction and job engagement. Employees' emotional and psychological relationships with their employers influence their work engagement, which can result in favorable or unfavorable workplace behaviors [16]. Increased work-life balance tendency has an impact on employee engagement. However, some factors constrain or even impair employee engagement, such as instability, unfairness, confined areas with little room for autonomy or flexibility, poor managerial practices, harassment, and continuous work schedules [17]. To create a workplace that supports employees' positive engagement, employers can foster the primary predictors of employee engagement identified in this study. Therefore, the focus of the study conducted by [18] is expanded to include measurements that will improve organizational elements, including work-life balance policies, encouraging leadership, employee support, and a company culture that values families.

4.1.2 Work Role Conflict

Role conflict at work occurs when demands within a role or between roles are incompatible or inconsistent [19]. Role conflict is a common occurrence in most organizational settings. It has been linked to various dysfunctional effects, such as poor job satisfaction and psychological discomfort [20]. Role conflict happens in different situations, such as when the demands of the role do not fit with the holder's beliefs, moral principles, or code of conduct [21]. Another situation is when there are limitations in resources, time, or an individual's capacity to perform a particular role [22]. It also occurs when the expectations of others, such as colleagues, disagree with the expectations of a role provider, such as a supervisor. Finally, conflict arises when a person plays several different roles simultaneously [23]. The findings of [24] show that role conflict is seen to be a contributing reason to the imbalance between work and personal life because of the various demands from the organization. Issues over job roles arise when an individual is subjected to higher demands from coworkers, superiors, and subordinates [25].

4.1.3 Job Stress

Stress becomes a predicament when someone becomes aware that the situation they are going through might be more than they can handle [26]. Workplace demands and presumed dangers are related to workplace stress, or workplace stress is similar to an unsatisfactory work experience for an individual [27]. [28] found that having a good work-life balance was related to employees who looked forward to attending work rather than feeling more worried about it. [29] claimed that the variables contributing to workplace stress would be the experiences workers had while performing their jobs. Workload and time management are the main determinants of workplace stress. Employees experience stress at work due to workload, unclear directives, absurd deadlines, work overtime, pressure, resource limitations, poor customer relations, and insufficient financial compensation [30]. Job stress is a result of every undertaking as well as the environmental situation that places a great deal of psychological and physical expectations on an individual. Stress is a condition that affects how people interact with their environment, which is how stimulus and response interact [31].

4.1.4 Work Role Ambiguity

Work role ambiguity is defined as the employees' uncertainty about the range of tasks they are expected to manage for an organization [32]. It also pertains to the extent to which employees are not given a clear understanding of an organization's goals [33]. Similarly, [34] conducted a review where experts conceptualize role ambiguity as a lack of acceptable knowledge that is necessary for someone to successfully complete the job's responsibilities. [35] concluded that work-family conflict and stress are more common in informal work contexts and workplaces where roles are ambiguous due to confusing job descriptions and organizational charts. [36] discovered some evidence that suggests role ambiguity has a detrimental impact on work-life balance. They added that the issue of role ambiguity may contribute to a lack of work-life balance, especially for those who are working at home due to the global pandemic.

4.2 Job Satisfaction

Job satisfaction is commonly referred to as the feeling of a person towards his or her job. It is determined by the degree to which people are pleased or unhappy with their jobs [37]. On the other hand, dissatisfaction happens if people experience unfavorable and negative attitudes toward their job [38]. Indeed, given the major role that employees take in an organization's performance, job satisfaction is a vital component for businesses to obtain a competitive advantage across all industries [39]. However, a job consumes a significant portion of a worker's day. Since a job is crucial for an employee's physical, social, emotional, and financial well-being, it occasionally requires more time at work, which can have an impact on his lifestyle and physical welfare, as well as his social standing [40.]

4.2.1 Working Environment

Employees feel and adapt to the physical surroundings and mood of the workplace while they are at work. The workplace must always be kept in good condition for employees to perform at their best. Employees who work in poor surroundings may find it difficult to focus, feel stressed out instantly, get sick frequently, and accomplish less [41]. On the contrary, [42] deduced that the confirmed lower levels of worker satisfaction in larger companies cannot always be related to their stricter working conditions. [43] discovered that the working environment affects how satisfied employees are at work. The objective of an organization can be achieved by offering the best available working conditions and facilities [44]. Employees generally desire a comfortable, secure, and bright workplace, constant access to fresh air, and reasonable working hours [45].

4.2.2 Financial Compensation

Compensation is known as the amount of all the benefits that businesses give their workers in exchange for their work [46]. Financial compensation such as salary is a basic need of employees to survive in a job. The company's high salaries and bonuses typically have an impact on how employees are happy or unhappy with their jobs [47]. A study conducted by [48] also found that salary and job satisfaction are positively related. People are more likely to be satisfied with their jobs when they are more satisfied with their pay [49]. Satisfaction with pay is the psychological response that workers have to the monetary compensation they get in exchange for their efforts. Some studies discovered numerous aspects, including pay level, pay rise, benefits, and pay structure, that impact pay satisfaction [50].

4.2.3 Promotional Opportunities

The notion of a job advancement is a move to a new position with a higher status. Due to this, there is minimal doubt that promotion within the company will have an increasing impact on how satisfied people are at work [51]. However, [52] found that there is a positive but weak association between promotion and

job satisfaction. This suggests that contrary to what people typically think, an employee's job satisfaction does not considerably increase with a promotion in some types of jobs.

Additionally, promotions are a significant technique to satisfy and inspire workers as well as to promote their job satisfaction. Even the possibility of future promotion has a favorable effect on an employee's motivation and satisfaction with their work [53]. Studies also revealed a moderately positive connection between job satisfaction and advancement. Therefore, it may be said that promotion had a small but beneficial impact on job satisfaction [54].

4.2.4 Supervisor Support

The association between supervisor support and job satisfaction is at its best when employees perceive their supervisor as engaging, open, and trustworthy. Recognizing employee achievements, attending to personal needs, coaching, and supporting not just the needs of an individual but the team are all examples of supervisory behaviors that have an impact on employee job satisfaction [55]. As a result, organizations and managers give their workers support in dealing with and addressing family-related issues [56]. Nevertheless, job satisfaction is influenced by supervisor involvement both directly and indirectly. Results demonstrate that supervisor assistance positively impacts job satisfaction is in line with findings from other studies. Using family-friendly policies and understanding managers, an organization can help its employees feel more at ease, which will increase their job satisfaction. It is crucial to offer need-based rules and the necessary supervisor assistance to aid employees in juggling their family obligations with their employment [57].

4.2.5 Co-worker Relationship

The so-called workplace relationship is commonly described as the sharing of information by individuals and groups to accomplish goals. It is generally known that how well employees interact with their coworkers and managers at work has a favorable impact on businesses [58]. Also, once employees see that their employer and coworkers are there to support them, the employees will be eager to accomplish their job. It is a proven fact that positive working relationships and job satisfaction work with one another [59]. Firms should pay attention to relationships between coworkers because they will increase work quality among the workforce and therefore have a beneficial impact on employees' satisfaction [60].

Moreover, it is evident that relationships are essential at work. Positive or negative relationships can have an impact on how someone feels while working [61]. However, employee personalities and interpersonal interactions can have an impact on job satisfaction and task performance. Some research concentrated on the negative aspects of relationships rather than the positive ones. The results demonstrated that social interactions might suffer from conflicts, which has an adverse effect on performance and satisfaction [62].

4.3 Correlation Measures of Work-Life Balance and Job Satisfaction

Bivariate correlation analysis and multiple regression were used by [63] to investigate the effect of work-life balance on job satisfaction. Based on the analysis, work-life balance and job satisfaction showed a correlation that is moderately positive. Thus, it was deduced that most respondents think that programs to promote work-life balance are increasingly significant to job satisfaction. Multiple regression analysis showed that of the two variables affecting work-life balance, management support is the one that has the greatest influence on job satisfaction.

Furthermore, [64] found a positive relationship between work-life balance and job satisfaction of millennials while the study of [65] also established a statistically positive and significant correlation between work-life balance and job satisfaction with Pearson's r of 0.843***. The correlation coefficient

value is at 0.000, lower than the expected significance level of 0.05. There was also a significant impact of work-life balance on job satisfaction in the regression analysis conducted, which showed that a unit change in work-life balance could lead to a 0.926 change in job satisfaction.

In contrast, [66] found that work-life balance and job satisfaction do not have a significant relationship. This could be due because the study was conducted at an academic institution. According to the research, this can be explained by the academicians' satisfaction with the flexibility and working hours offered by the institution.

Additionally, [67] found a positive and strong relationship between work-life balance and job satisfaction with a correlation coefficient of 0.507. The regression model indicated that an increase in work-life balance responds to an increase in job satisfaction. Therefore, it was concluded that work-life balance is crucial for the management of human resources since it greatly affects job satisfaction. Furthermore, [68] discovered a very strong and positive correlation at $r=0.902$ and a coefficient of determination of 81.4% in a regression analysis of work-life balance and job satisfaction, which means significant.

On the other hand, [69] found that the work-life balance of employees did not significantly increase job satisfaction. This prior study contradicts other studies due to the differences in the work background profiles of the respondents. The study was also conducted during the Covid-19 pandemic in Indonesia with employees working at home.

4.4 Work-Life Balance and Job Satisfaction According to Gender

Work-life balance does differ across the sexes. Due to their greater household and childcare duties, women tend to employ the work-life balance options more frequently than men. The distribution of family tasks is still influenced by gender norms, with males more likely to work longer hours for pay and women more likely to work longer hours for free [70].

Moreover, the biggest obstacles for women to finding a balance between their personal and professional life are time constraints, gender bias, social and cultural conventions, and obligations to their families. Demographic factors and female employees' work-life balance are significantly correlated [71].

In contrast to this, [72] found that the ability to balance work and life is not affected by gender. This result might come from possible causes. One reason could be that the participants in the survey were not balanced, which would make the information supplied more biased toward one gender. Another reason is the lack of discrimination at the workplace, and the equal distribution of work among male and female employees may also produce contrasting results.

On the other hand, gender differences exist in the job satisfaction of men and women. Female respondents from the study of [73] showed greater job satisfaction than males. This was due to differences in professional position and quality of job such as working hours, job stress, job responsibilities, and physical health. This is also aligned with the results from the study of [74], which showed a lower score of job satisfaction in men than women. In contrast, the conclusion of [75] implied that men and women have similar levels of overall job satisfaction but vary in some factors affecting job satisfaction depending on their expectations towards work.

4.5 Work-Life Balance and Job Satisfaction According to Age

Previous studies have shown that millennials favor work-life balance more than other generations does. [76] found out that Gen Y or millennial workers do not perceive the same work-life balance challenges that older generations did because of their distinct perspectives on work and life. According to [77], Gen

Y employees are prepared to work hard for a long period if the workplace is enjoyable. They also seek a good balance across their personal and professional lives.

[72] also attested to the effect of age on work-life balance. Younger respondents have a higher likelihood of having a better work-life balance than older respondents aged more than 35. Moreover, the findings of [78] revealed a statistically significant difference in older workers being more likely to support the upholding of work-life balance, but they are also more likely to disagree that all employees have an equal opportunity to gain from flexible solutions meant to support the maintenance of work-life balance.

Furthermore, [79] also discovered that Gen Y prioritizes seamless work-life balance and anticipates freedom and flexibility in the way they perform their duties. He added that they continue to be viewed as a distinct category in the labor force. In comparison to the preceding generation, they have a higher work-life balance and their own inclinations.

When it comes to job satisfaction, Gen Xers and Baby Boomers do not have a significant difference in their perception of extrinsic job satisfaction which was examined in the study of [80]. The components of extrinsic satisfaction include advancement, company policies and practices, compensation, coworkers, recognition, security, supervision (human relations), supervision (technical), and working conditions. However, [81] discovered that the age of employees has an impact on their job satisfaction. Employees between the ages of 46 and 60 had high levels of satisfaction, while those who are between the ages of 36 and 45 were reported to have lower levels of job satisfaction. This was because of salary and recognition. In comparison to other age groups, employees between the ages of 46 and 60 earn higher salaries and are more well-known and respected in society. [82] also established the association between age and job satisfaction, but this relationship varies in different professions.

5 Theoretical Bases

5.1 Job Demands-Resources Theory

This study is guided by the job demands-resources theory derived from JD-R model developed by [83]. In this theory, the association between burnout, other performance ratings, and job variables using the JD-R model were investigated. According to JD-R theory, two distinct psychological processes are triggered by job demands (e.g., work pressure and emotional demands) and job resources (e.g., autonomy and social support), and these processes ultimately impact significant organizational outcomes. The JD-R theory also suggests that resources and job demand work together to predict occupational wellbeing [84]. With this theory, this present study seeks to investigate the influence of current employee experiences on the organizational indicators of work-life balance and job satisfaction.

5.2 Two-Factor Theory

Another foundation of this research is the two-factor theory, also called as motivation-hygiene theory, which was proposed by Frederick Herzberg in 1959. It was based on the concept that the existence of one set of job characteristics, which are motivations, relates to job satisfaction. However, the absence of an entirely separate set of job characteristics, specifically hygiene, causes dissatisfaction with work [85].

Six motivational variables by the employee were identified by Herzberg in his original study. Recognition, success, the potential for growth and advancement, responsibility, and the work itself are some of them [86]. In contrast to motivation factors, hygiene factors are the characteristics connected with decreasing the amount of job dissatisfaction [87]. The external aspects of an employee's job define hygiene factors. Salary, interpersonal relationships with peers, superiors, subordinates, and employers, and working conditions are among them [86].

The indicators of job satisfaction in this study are a combination of some motivators and hygiene factors mentioned in the two-factor theory. Since this theory suggests that the existence of the two factors can lead to job satisfaction, it is possible to conclude that the existence of the factors in the jobs of employees will indeed result in their overall job satisfaction. This theory is also employed in this study to predict which of the factors greatly affects the job satisfaction of the target respondents.

6 Methodology

6.1 Design

This study used the correlational approach as its quantitative research design. A correlational design is adopted when there is evidence from the literature or earlier research to substantiate the assumptions of a relationship between variables. It suggests potential links between the concepts represented by the variables in a study derived from prior research on those concepts. Its purpose is to describe the relationship between the variables rather than test a theory, but the findings might provide support to one [88]. In this study, there is no manipulation of variables; rather, the variables are described and studied as they are in nature. It is therefore justified that this research design is the most appropriate for this study because of its aim, which is to determine the influence of work-life balance on job satisfaction.

6.2 Sampling

Since there is no exact number of populations for the target respondents, Cochran's formula is used in calculating the sample size. Cochran's formula is used if the population size is unknown [89]. With a confidence level of 95% which has a z-value of 1.96, sampling error (e) of 0.05, and with estimated proportion of the population (p) of 0.5, the sample size (n) is calculated to be 385, but the researcher was able to collect from 389 respondents.

A purposive sampling technique was employed to collect the necessary data. In this type of approach, the respondents are selected based on their accessibility and availability. This technique is the most used, less costly, and it does not require a list of the population elements [90]. The participants were employees from various merchandising enterprises in the City of Mati. The respondents must have at least three years of service rendered in the same enterprise as of the present.

6.3 Collection

The data was gathered by conducting a survey using a structured questionnaire as a research instrument personally administered by the researcher using the Kobo Toolbox, a free and open-source software suitable for field data collection. The questions were encoded in the software for the respondents to click their answers. Before the main survey of this study, the questionnaire was validated by experts in this field, and its reliability was determined through pilot testing. The survey was conducted outside but near the work premises of the employees daily for a week during lunchtime and at five o'clock since these are the usual vacant times for the employees to leave their workplace.

6.4 Research Instrument

The survey questionnaire utilized in the research is adapted from [25], which was modified, and contextualized based on the focus of the study. It consists of items with a five-point Likert scale for each indicator of work-life balance and job satisfaction. The survey for pilot testing was conducted on 50 employees from various restaurants in the City of Mati. The population used in pilot testing is appropriate for testing reliability since employees in restaurants have similar roles and scope of work with the employees in merchandising enterprises. The participants were selected through the purposive sampling technique based on the length of service, which is at least a minimum of three years of service.

Table 1 shows that the reliability of the 45 questions in work-life balance and job satisfaction showed a Cronbach’s alpha of .877. If the reliability is tested per variable, the independent variables consisting of job engagement showed a Cronbach’s alpha of .704 while work role conflict obtained .758. Job stress showed .797, while work role ambiguity resulted in .935. In job satisfaction, the working environment is .845 reliable, while financial compensation is .814 reliable. Moreover, promotional opportunities obtained a Cronbach’s alpha of .932, while supervisor support and co-worker relationship showed .883 and .826, respectively.

Table 1. Pilot Test Reliability Statistics

Item	Cronbach’s Alpha	No. of Items
Work-life Balance and Job Satisfaction	.877	45
Job Engagement	.704	4
Work Role Conflict	.758	5
Job Stress	.797	5
Work Role Ambiguity	.935	5
Working Environment	.845	5
Financial Compensation	.814	5
Promotional Opportunities	.932	5
Supervisor Support	.883	6
Co-worker relationship	.826	5

6.5 Analyses

Multiple linear regression was conducted to examine the significant influence of work-life balance indicators on job satisfaction. A multiple linear regression model uses two or more explanatory variables to explain the variability in the response or dependent variable [91]. A one-way ANOVA was employed to carry out the third and last objective, which is to examine the significant difference in work-life balance and job satisfaction when grouped according to age and gender. The ANOVA, or analysis of variance, is a technique used to test the statistical differences between more than two means. It is used to examine if all the sample means are equal or not [92].

7 Results and Discussion

7.1 Socio-Demographic Profile of Employees in Merchandising Enterprises in the City of Mati

Table 2 presents the socio-demographic profile of the respondents, which were the age, gender, and number of years employed in the same enterprise. As shown in Table 3, 86 (22.1%) of the respondents’ age ranges from 18 to 25 years old, 172 (44.2%) are 26 to 33 years old, 87 (22.4%) are 34 to 41 years old, 36 (9.3%) are 42 to 49 years old, 7 (1.8%) are 50 to 57 years old, and 1 (0.3%) is 58 years old and above. In the gender distribution of the sample, 201 (51.7%) are male, 176 (45.2%) are female, and 12 (3.1%) are part of LGBTQ+. This implies that the proportion of males is the largest in the sample of employees in merchandising enterprises.

Table 2. Socio-Demographic Profile of Employees in Merchandising Enterprises

		Frequency n=389	Percent
Age	18 to 25 years old	86	22.1
	26 to 33 years old	172	44.2
	34 to 41 years old	87	22.4
	42 to 49 years old	36	9.3
	50 to 57 years old	7	1.8
	58 years old and above	1	0.3
Gender	Male	201	51.7
	Female	176	45.2
	LGBTQ+	12	3.1

7.2 Influence of Work-Life Balance on Job Satisfaction

Table 3 presents the model summary of the regression analysis. The coefficient of determination (R²) of 0.395 means that 39.5% of the variance in job satisfaction is predicted by the indicators of work-life balance, which are job engagement, work role conflict, job stress, and work role ambiguity. According to [93], an R² between 0.10 and 0.50 is acceptable in empirical social science research if most of the explanatory variables are statistically significant.

Table 3. Model Summary

Model	R	R ²	Adjusted R ²
1	0.629	0.395	0.389

The linear regression results detailed in Table 4 determine the regression model as $y = 3.001 + 0.324x_1 + 0.027x_2 + 0.071x_3 + (-0.133x_4)$, where y = job satisfaction, x_1 = job engagement, x_2 = work role conflict, x_3 = job stress, and x_4 = work role ambiguity. The regression model indicates that a unit increase in job engagement, while holding other variables constant, leads to an increase in job satisfaction by 0.324, and a unit increase in work role conflict increases job satisfaction by 0.027. The model further indicates that as job stress increases by a unit, it results in an increase in job satisfaction by 0.071, while a unit increase in work role ambiguity decreases job satisfaction by -0.133. The job satisfaction of the employees is significantly influenced by job engagement ($p < .001$), job stress ($p = 0.005$), and work role ambiguity ($p < .001$), while there is no significant influence of work role conflict on job satisfaction ($p = 0.371$). Therefore, Hypothesis 1 is rejected.

Table 4. Coefficients

Predictor	Estimate	Standard Error	t	p
Intercept	3.001	0.145	20.668	<.001
Job Engagement	0.324	0.033	9.916	<.001
Work Role Conflict	0.027	0.030	0.896	0.371
Job Stress	0.071	0.025	2.803	0.005

Work Role Ambiguity	-0.133	0.020	-6.610	<.001
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Based on the regression results, work-life balance in terms of job engagement has a positive and significant influence on the job satisfaction of the employees in merchandising enterprises in the City of Mati. This means that the overall job satisfaction of employees is influenced by how much the employees are enthusiastic and persevering at work and are proud of their organizations. On the other hand, work role conflict does not significantly influence the job satisfaction of the employees. No matter how much conflict they experience at work due to responsibilities, supervisors, arguments, switching roles, and teamwork, their job satisfaction does not change significantly.

Moreover, job satisfaction is significantly influenced by job stress. Even though the employees experience increasing job stress, their job satisfaction also increases. This might be the situation because the management of the enterprise where the employees work also offers them a better working environment, greater compensation, or promotion as they work longer hours and perform multiple tasks. While most of the indicators of work-life balance have a positive influence on job satisfaction, work role ambiguity influences job satisfaction negatively. From the result, this negative influence is statistically significant, which indicates that as the employees experience ambiguity or lack of information about their responsibilities, outputs, guidance, and the work itself, job satisfaction significantly decreases.

The regression resulted similarly from other previous studies. The finding is in line with [67], whose regression model indicated an increase in job satisfaction as work-life balance increases. Thus, it was concluded by this prior study that work-life balance is essential for the management of human resources since it has a significant impact on job satisfaction. [63] also revealed a significant effect of work-life balance on job satisfaction, having management support with the greatest impact. In contrast, [69] found that job satisfaction is not significantly affected by the work-life balance of the employees, but this was due to the variations in the respondents' employment background and the timeframe of data collection.

7.3 Difference in Work-Life Balance in Terms of Age

The study sought to examine the significant difference in work-life balance when grouped according to age. Table 5 shows the ANOVA result, which is a p-value of 0.877 which means that there is no significant difference in work-life balance across the ages. Therefore, Hypothesis 2a is accepted.

Table 5. Difference in Work-Life Balance in Terms of Age

Cases	Sum of Squares	df	Mean Square	F	p
Age	0.467	5	0.093	0.357	0.877
Residual	100.029	383	0.261		

This result may be due to the age distribution previously presented in the socio-demographic profile of the employees. Since most of its respondents are aged 18 to 41 years old, having the 26 to 33 years old age group with the highest frequency of 44.2 percent, these age groups are more likely to have similar perceptions of work-life balance. As confirmed by [72] that younger respondents have a higher likelihood of having a better work-life balance than older respondents aged more than 35. The results show that the indicators of work-life balance, which are job engagement, work role conflict, job stress, and work role ambiguity, were observed similarly across the ages.

However, [78] found a statistically significant difference in the likelihood that older workers (55 to 70 years age group) will support the maintenance of work-life balance. On the other hand, older workers are also more likely to disagree that all employees have a fair chance to gain from measures designed to maintain work-life balance. [76] also found that millennials (29 to 41 years old) prioritize work-life balance more than other generations do. It is because their distinct perspectives on work-life balance challenges are different from older generations. This similar situation can also be seen in the study of [77], which focused on millennials. Their study emphasized that millennials strive more than other ages to achieve a healthy balance between their personal and professional lives since they are willing to put in long hours if the work environment is interesting.

7.4 Difference in Work-Life Balance in Terms of Gender

This study further sought to examine the significant difference in work-life balance when grouped according to gender. Based on the ANOVA results in Table 6, a p-value of 0.688 means that there is no significant difference in work-life balance across all genders. The hypothesis 2b of this study is therefore accepted.

Table 6. Difference in Work-Life Balance in Terms of Gender

Cases	Sum of Squares	df	Mean Square	F	p
Gender	0.194	2	0.097	0.374	0.688
Residual	100.302	386	0.260		

This result coincides with [72], who found that work-life balance does not relate to gender. Although this prior study came from possible causes, such as the unequal number of participants for each gender and the equal distribution of work among male and female employees, the same situation can be applied to this present study as it has almost the same observations and experiences by the employees across all genders in terms of work-life balance.

Contrary to the above-stated results, [70] claimed that work-life balance does differ across the sexes. Women tend to use work-life balance options more often than men do since they have more responsibilities at home. As supported by [71], women have the biggest obstacles in striking a work-life balance due to time constraints, gender bias, social and cultural conventions, and obligations to their families.

7.5 Difference in Job Satisfaction in Terms of Age

This study must also examine the significant difference in job satisfaction when grouped according to age. In Table 7, the result shows that there is no significant difference in job satisfaction in terms of age, with a p-value of 0.968. Thus, Hypothesis 3a is accepted.

Table 7. Difference in Job Satisfaction in Terms of Age

Cases	Sum of Squares	df	Mean Square	F	p
Age	0.140	5	0.028	0.186	0.968
Residual	57.914	383	0.151		

The result from this present study shows that across the age groups, the respondents shared the same observations and expressed the same very high levels of job satisfaction. This contrasts with what [81] has

claimed, that age has an impact on job satisfaction. Older employees 46 years of age and above tend to have higher levels of job satisfaction because of higher salaries and established reputations, unlike younger employees.

Additionally, [80] also revealed that there is a significant difference between Generation X (42 to 58 years old) and Baby Boomers (59 to 78 years old) age groups when it comes to job satisfaction in terms of job advancement, compensation, coworkers, recognition, working conditions, and so on. The relationship between age and job satisfaction was also established by [82], but it differs depending on the occupation of an employee.

7.6 Difference in Job Satisfaction in Terms of Gender

This study sought to examine the significant difference in job satisfaction in terms of gender. From the ANOVA results shown in Table 8, a p-value of 0.033 indicates that there is a statistically significant difference in job satisfaction among all genders. Therefore, Hypothesis 3b is rejected.

Table 8. Difference in Job Satisfaction in Terms of Gender

Cases	Sum of Squares	Df	Mean Square	F	p
Gender	1.01	2	0.510	3.45	0.033
Residual	57.04	386	0.148		

This result is consistent with the study of [73], where it was discovered that there were gender differences in job satisfaction between men and women. However, this was due to their differences in occupations and job quality, such as working hours, job stress, job responsibilities, and physical health. A similar result was also presented by [74] with a lower score of job satisfaction in men than women. On the other hand, [75] revealed that despite having similar levels of total job satisfaction, men and women differ in several aspects of job satisfaction based on their expectations for the workplace.

8 Conclusion

This study was conducted to determine the influence of work-life balance on the job satisfaction of employees in merchandising enterprises in the City of Mati. This study concludes that there is a statistically significant influence of work-life balance indicators, which include job engagement, job stress, and work role ambiguity on job satisfaction, except work role conflict, which does not have a significant influence.

After testing the null hypothesis, which states that there is no significant difference in work-life balance when grouped according to age and gender, results showed that the null hypothesis should be accepted. In terms of age, although some previous studies concluded differently, it can be concluded that the difference in results is caused by the age distribution of the participants, which are mostly aged between 18 to 41 years old. The proportion of age distribution was not taken into consideration when examining the significant difference.

In terms of gender, almost the same experiences were exhibited by all genders when it comes to the indicators of work-life balance. Similar results were obtained after testing the analysis of variance in job satisfaction in terms of age. Results showed that there is no significant difference in job satisfaction when grouped according to age, which means that most of the employees shared the same observations and experienced the same level of job satisfaction. However, in terms of gender, this study rejected the null

hypothesis. There is a significant difference in job satisfaction when grouped according to gender. These results can be caused by the differences in occupations and job quality, such as working hours, job stress, job responsibilities, physical health, and expectations, similarly concluded by [74] and [75].

9 Recommendations

The study revealed that most of the indicators of work-life balance have a significant influence on job satisfaction. Based on the findings, future research should consider using indicators of work-life balance that focus on other dimensions, such as individual and societal aspects, since the present study only used work-life balance in the organizational aspect. Future studies can also be carried out through factor analysis to explore other in-depth measures of work-life balance and job satisfaction.

To maintain and develop job satisfaction, it is important that work-life balance be addressed by the employees and organizations. This study recommends that employees, managers, and organizations provide close attention to organizational processes and procedures that can affect an employee's work-life balance. Among these procedures could be the implementation of professional development programs geared toward equipping workers with the knowledge and abilities required to overcome obstacles posed by their jobs and to build optimism and other abilities that can probably improve their work experience. They can also include stress-reducing activities like social events that encourage employee interaction, recreational facilities, regular breaks, and regular counseling for maintaining productive and healthy lifestyles.

Government leaders could also help employees in improving their work-life balance and job satisfaction by making policy decisions such as expanding labor laws that cover the work-life balance concerns of employed individuals. With this initiative, the government can contribute not just to the success of employees but also to businesses. Successful employees and businesses could greatly contribute to the development of communities, industries, and the national economy.

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