



The Influence of Work-Life Balance, Empowerment, and Self-Esteem on Employee Job Satisfaction at PT. Panggung Jaya Indah Textile (PAJITEX) Pekalongan

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ABSTRACT

This study aims to examine and analyze the influence of Work-Life Balance, Empowerment, and Self-Esteem on Employee Job Satisfaction at PT. Panggung Jaya Indah Textile (PAJITEX) in Pekalongan. The research employs a stratified random sampling technique, with a total sample size of 90 employees. Data analysis was conducted using SPSS version 24. The findings indicate that Work-Life Balance has a positive and significant effect on Employee Job Satisfaction, Empowerment has a positive and significant effect on Employee Job Satisfaction, and Self-Esteem also has a positive and significant effect on Employee Job Satisfaction.

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1. Introduction

Human Resources in the era of globalization is a crucial factor in achieving corporate success. In the era of globalization, human resources (HR) represent a pivotal factor in supporting the success of any organization. HR is regarded as fundamental because it shapes the direction and objectives of a company. Within an organization, employees serve as the most essential and valuable resource, as demonstrated by the quality and creativity of their output (Ardana, 2012). Effective and well-managed employee relations can foster job satisfaction, which in turn allows employees to make meaningful contributions toward the attainment of corporate goals.

Job satisfaction among employees is realized when there is alignment between their expectations and the reality experienced in the workplace. It becomes a critical issue when employees encounter discomfort, lack of recognition, insufficient appreciation, inadequate support from leadership and colleagues, or limited opportunities for personal and professional growth. These conditions may lead to diminished workplace effectiveness. Job satisfaction can be defined as the emotional state employees experience in performing their duties, reflecting either positive or negative feelings toward their work.



Several key factors influence employee job satisfaction, including work-life balance, empowerment, and self-esteem. Work-life balance refers to an employee's ability to effectively harmonize their professional responsibilities with personal and family commitments. This balance plays a significant role in ensuring job satisfaction. Empowerment involves granting employees autonomy and opportunities to participate in decision-making processes directly related to their roles. Self-esteem represents an individual's self-evaluation, which can range from positive to negative, and significantly impacts their level of satisfaction in the workplace.

PT. Panggung Jaya Indah Textile (PAJITEX), established in 1989, is a company specializing in the production of woven sarongs. Its vision and mission emphasize becoming a leading producer of sarongs, offering diverse patterns, vibrant colors, luxurious designs, and high artistic value, all rooted in Indonesia's rich cultural heritage. PT. PAJITEX operates a branch office located at JL. Raya Kertoharjo No. 60, Watusalam, Warungasem District, Pekalongan City, Central Java. The company's organizational structure is headed by a General Manager, who oversees all employees across departments.

An interview conducted on October 4, 2023, with the Human Resources Department of PT. PAJITEX revealed a decline in job satisfaction among some employees. The findings indicate that many employees feel overwhelmed by excessive demands and high performance targets. These pressures have adversely affected their mental health, leading to increased anxiety and challenges in maintaining a proper balance between work and personal life.

Despite the implementation of empowerment initiatives such as training and mentoring, these efforts remain suboptimal. Additionally, strained relationships between management and employees, coupled with a lack of motivation and accountability, have exacerbated the issue. Employees have reported feelings of instability regarding acceptance, appreciation, self-worth, and their sense of significance within the workplace. Consequently, these factors have contributed to a noticeable decline in job satisfaction among certain employees.

2. Literature Review

Job Satisfaction

According to Kaswan (as cited in Sukur, 2022), job satisfaction is a positive and pleasant emotional attitude that arises from employees toward the outcomes of their work.

Work Life Balance

According to Moorhead and Griffin (as cited in Sukur, 2022), work-life balance refers to a condition where employees maintain engagement or participation in both their professional and personal lives by setting predetermined priorities and responsibilities.

Empowerment

According to Doto (2023), empowerment is a process of enhancing employees' capabilities by providing authority, responsibility, and competency development to achieve organizational goals.

Self Esteem

Baron and Byrne (as cited in Kusniawati, 2020) state that self-esteem is an individual's evaluation of themselves, recognized either positively or negatively, based on their achievements, abilities, and the recognition of their significance.

3. Method, Data, and Analysis

The type of research used in this study is causal research. The object of this study is PT. Panggung Jaya Indah Textile (PAJITEX) Pekalongan. A sample was drawn from a population of 900 production employees, with a margin of error of 10%, resulting in a sample size of 90 employees. The sampling



method employed in this study is stratified random sampling. Data collection methods include distributing questionnaires and conducting interviews. The data analysis technique employed in this study is multiple linear regression analysis, conducted using SPSS software.

4. Result and Discussion

Multiple Linear Regression Analysis is used to determine the extent to which the independent variables, including Work-Life Balance, Empowerment, and Self-Esteem, influence the dependent variable, namely Employee Job Satisfaction. The results of the multiple linear regression analysis conducted using SPSS software are presented in the table below:

Table 1. Results of the Multiple Linear Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1	(Constant)	-3,314	1,545	-2,211	,027
	Work Life Balance	,369	,122	,359	,000
	Empowerment	,363	,127	,252	,008
	Self Esteem	,334	,117	,298	,005

a. Dependent Variable: Job Satisfaction
Source: Processed Data, 2024

Based on the table above, the regression model used can be formulated as follows:

$$Y = -3.314 + 0.369 X_1 + 0.363 X_2 + 0.334 X_3$$

From the results of the multiple linear regression equation, the following points can be highlighted:

1. Regression Coefficient of X_1 (β_1) = 0.369. This indicates a positive influence of Work-Life Balance on Employee Job Satisfaction. In other words, an improvement in Work-Life Balance leads to an increase in Employee Job Satisfaction.
2. Regression Coefficient of X_2 (β_2) = 0.363. This indicates a positive influence of Empowerment on Employee Job Satisfaction. An increase in Empowerment can enhance Employee Job Satisfaction.
3. Regression Coefficient of X_3 (β_3) = 0.334. This indicates a positive influence of Self-Esteem on Employee Job Satisfaction. A higher level of Self-Esteem can lead to improved Employee Job Satisfaction.

The Influence of Work-Life Balance on Employee Job Satisfaction

Based on the research findings, the Work-Life Balance variable has a coefficient value of 0.369 and a significance level of 0.000, indicating that H_1 is accepted. This means that Work-Life Balance has a positive and significant effect on Employee Job Satisfaction at PT. Panggung Jaya Indah Textile (PAJITEX) Pekalongan. These findings are consistent with previous research by M. Iqbal Sabarin Sukur (2022) and M. Ramadhoni Azdanal (2021), which also concluded that Work-Life Balance significantly impacts job satisfaction.

Work-Life Balance plays a critical role in enhancing Employee Job Satisfaction within a company. Employees who can maintain a balance in their time, involvement, and satisfaction between work and personal life are likely to experience higher job satisfaction, fostering enthusiasm and



responsibility in the workplace. The hypothesis testing results confirm that Work-Life Balance positively and significantly influences Employee Job Satisfaction at PT. PAJITEX.

The Influence of Empowerment on Employee Job Satisfaction

The results indicate that the Empowerment variable has a coefficient value of 0.363 and a significance level of 0.008, confirming that H_2 is accepted. This signifies that Empowerment positively and significantly affects Employee Job Satisfaction at PT. PAJITEX. These findings align with prior studies by Ni Komang Sumadi (2020) and Muhammad Irwansyah Hasibuan (2016), which also found Empowerment to have a significant positive impact on job satisfaction.

Empowerment enables employees to take on authority and responsibility, particularly in decision-making related to their tasks. This fosters a culture of initiative, innovation, and creativity, encouraging employees to generate resourceful ideas and build strong relationships with supervisors. As a result, Empowerment serves as a crucial tool in enhancing Employee Job Satisfaction. The hypothesis testing confirms that Empowerment positively and significantly influences Employee Job Satisfaction at PT. PAJITEX.

The Influence of Self-Esteem on Employee Job Satisfaction

The research findings show that the Self-Esteem variable has a coefficient value of 0.334 and a significance level of 0.005, indicating that H_3 is accepted. This demonstrates that Self-Esteem positively and significantly impacts Employee Job Satisfaction at PT. PAJITEX. These results are consistent with earlier research by Aini Kusniawati (2020) and Samuel Novial Kilapong (2013), which similarly found Self-Esteem to have a significant positive influence on job satisfaction.

Self-Esteem is an important factor affecting job satisfaction, as it reflects an employee's evaluation of their abilities, achievements, and recognition in their work. When employees recognize their contributions as meaningful and valuable, this fosters personal growth and a positive impact on the company. Consequently, Self-Esteem contributes to increased Employee Job Satisfaction. The hypothesis testing validates that Self-Esteem positively and significantly affects Employee Job Satisfaction at PT. PAJITEX.

5. Conclusion and Suggestion

Based on the research questions and objectives, the data analysis reveals the following conclusions: 1) Work-Life Balance has a positive and significant influence on Employee Job Satisfaction. 2) Empowerment has a positive and significant influence on Employee Job Satisfaction. 3) Self-Esteem has a positive and significant influence on Employee Job Satisfaction.

Limitations This study is limited in scope, focusing solely on one company, which restricts the generalizability of the findings to larger populations. Additionally, the research only examines three variables—Work-Life Balance, Empowerment, and Self-Esteem—while numerous other variables may also significantly affect the dependent variable. Future research should explore a broader range of factors to provide a more comprehensive understanding of the determinants of job satisfaction.

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