



## **WORK-LIFE BALANCE MODERATES THE NEXUS BETWEEN MOTIVATION, SATISFACTION AND PERFORMANCE: The Case of Healthcare Industry of Indonesia**

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### **ABSTRACT**

**Objective:** The current study has aimed to examine the aspect of job performance with the help of motivation, job satisfaction, and work-life balance.

**Methodology:** This study has used a quantitative approach for data collection using purposive sampling. The relationships were examined using causal design while the data was collected from the healthcare employees of Indonesia. The data analysis was conducted using PLS-SEM via SmartPLS 3.2.8.

**Findings:** Motivation has positively significant effect on satisfaction and performance while there is positively significant effect on job performance of satisfaction and lastly, performance also positive significant effect of motivation with the complementary mediation of satisfaction accepting hypothesis-4. Work-life balance does not moderate the relationship nexus between motivation, satisfaction and performance.

**Managerial Implications:** Salaries of the healthcare employees should be made promptly that should make sure by universities. This would promote and boost healthcare employees' confidence and make the employees know as employees contribute to the organization and the job employees do.

**Future Recommendations:** Future researchers can look at the personality traits of healthcare professionals and their impact on performance.

**Keywords:** Motivation, Satisfaction, Work-Life Balance, Performance, Healthcare, Indonesia.

### **INTRODUCTION**

Considering people's vital role in the company requires understanding of the relation between company and human. Organization with efficient management typically recognizes a typical worker as the main cause for improvements in efficiency and profitability. These companies do not recognize expenditure in infrastructure but workers as the underlying driver of change. Due to this Tella, Ayeni, and Popoola (2007) insisted that organizations should make it necessary part of its process of management to supervise its workers. The more organization is able to achieve its goals, the more its considered to be effective. A successful organization should maintain a culture of collaboration and a meaning of devotion and happiness within its influential sphere (Cameron & Green, 2019).

Moreover, Moreland and Thompson (2006); Shanker, Bhanugopan, Van der Heijden, and Farrell (2017) stated that organizational performance depends primarily on the productivity of the workers and how they are managed by the organization. Hence, organization with high optimum level tends to hire employees with extraordinary performance level and provide them opportunities in path of their career. However, organization's productivity do not only rely on the skills, knowledge, abilities and support to its employee, motivation in employees also plays and important role in it. Despite of having required skills level and technical knowledge, employees do not perform up to mark (Hight, Gajjar, & Okumus, 2019; Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). It is a motivation that makes employees perform and achieve.

Different studies may indicate various factors affecting motivation Harder (2008); Massenber, Schulte, and Kauffeld (2017), But several researchers believe that motivation is the psychological mechanism that induces behavior's enthusiasm, pace, strength, and persistence (Locke & Latham, 2004; Pinder, 1998; Schall, Wolf, & Mohnen, 2016). Also, Bhatti, Aslam, Hassan, and Sulaiman (2016); Stajkovic and Luthans (1998) claim that it is motivational mechanism that encourages, stimulate, drives, and endure action and success. So, it helps in encouraging employees and make them accomplish the desired task. Halepota (2005); Tella and Ibinaiye (2020) described motivation as a tool that makes an individual to actively participate and determine the results required. Halepota claimed that the idea of motivation is an empirical framework since various approaches achieve specific effects at different periods and no one approach will consistently deliver successful results.

Also, Roodt, Rieger, and Sempene (2002); Yen, Cheng, Hsu, and Yen (2019) keep the career satisfaction requires people measuring their work themselves against other things that are essential. As this assessment consist of emotions and thoughts, the degree of job satisfaction of workers can have a strong influence on the family, social, and professional life and as such can influence their work behavior. Recent enhancing the quality of jobs has culminated in enhanced disclosure to undesirable career features to employees and consequent rises in undesirable employee and effects on organizational health (Mansell, Brough, & Cole, 2006). Cameron, Freeman, and Mishra (1993); Hirsch (1987); Ugboro (2006) suggested that market competitiveness, globalization, and pressure for productivity have driven many companies to follow the policy of consolidation and reduction. It has contributed to feelings of career dissatisfaction, poor involvement Rousseau (1996); Rousseau and Libuser (1997), Plan to leave the job Brockner, Wiesenfeld, and Martin (1995) and increased turnover (Cohen, 2017; Hunt & Morgan, 1994). Turnover by voluntarily of high level staff presents a significant challenge for the productivity of the transformation and mitigation plan Mueller, Boyer, Price, and Iverson (1994) And also to sustainability in the organization. Intrinsic variables including success, appreciation, the task itself, accountability, development, and growth appear to be related to job satisfaction.

According to (Onukwube, Iyabga, & Fajana, 2010) when actions are measured to determine its effectiveness for an organization are known as job performance. Performance is a seen action or something the person does (Campbell, 1990). According to Motowildo, Borman, and Schmit (1997). Hellriegel, Jackson, and Slocum Jr (1999) see job performance as the accomplishment of specific jobs after exerting an effort. Also, Viswesvaran and Ones (2000) suggested that job satisfaction and active participation of an employee are linked to together that makes and organization achieve its goals (Onukwube, 2010).

There is no doubt that employee motivation in libraries is important, just like in any other organization. In this regard, present literature contested that part of motivation in staff holds an important role in achieving effective organizational performance. Sadly, research seems to be quiet on utilizing motivation to polish its employees in a better way (Men & Stacks, 2014). Similarly, relevant studies were conducted in corporate organizations on motivation, satisfaction, and job performance, while studies of this such database institutions as libraries and knowledge centers are restricted in scope.

Indonesia is the fourth largest country in the world population wise with a population of over 260 million and the largest in South East Asia. The country mainly consists of islands in land area. It is also the largest Muslim country in the world. It ranks 24th in the world for open for business and 32nd in the world for quality of life and 44th for entrepreneurship (Afrianty, 2013). Hence, the paper aimed to determine the impact of motivation and satisfaction on the performance with the moderation of work-life balance.

The research is organized in five sections i.e. first section discusses the background, problem and objective of the study; second section discusses the theoretical and empirical reviews, third section discusses the research methods, fourth section provides results and findings of the study while the fifth section discusses the findings with supporting argument and conclusive remarks.

## LITERATURE REVIEW

According to Webster's New Collegiate Dictionary, a motive is "A need or want that drives an individual to take action". "Motivate, in turn, means "Providing a motive," and motivation is defined as "The motivating act or process". Therefore, the mechanism and performance of an individual to grasp any achievement are known as motivation Buchbinder, Shanks, and Kite (2019). According to Green and Butkus (1999), Motivation comes from the term "motivate," which implies going, pulling, or exerting power to satisfy an opportunity (Kalimullah, Yaghoubi, & Moloudi, 2010). Martin and Bartol (1998) Refers to motivation as an influence which makes stronger action, contributes to actions, and causes an incentive to pursue (Mawoli & Babandako, 2011). This definition recognizes that individuals ought to be enthusiastic and explicit regarding their destinations to accomplish ensured goals. In the sight of Bedeian, Ferris, and Kacmar (1992) It is an intrinsic desire that fulfill an unfulfilled necessity with determination to do it. The result oriented procedure with respect to psychological and physiological initiatives is known as motivation. It is the end outcome of the interface between personality behavior and distinctive Organization (IRCO).

H1: Motivation has a significant effect on satisfaction.

H2: Motivation has a significant effect on performance.

Stajkovic and Luthans (1998) and Lim (2008) offer a detailed description of job satisfaction as a gratifying or optimistic psychological condition arising from a career or work experience evaluation. Employees view as to how its job provides the needs of it that are important to it is known as job satisfaction. In the area of organization behavior, it has been widely discussed that job satisfaction is the most significant and habitual disposition Zafar, Ishaq, Shoukat, and Rizwan (2014). According to (McShane, Von Glinow, & Von Glinow, 2005) job satisfaction is the term defined as how worker takes their assigned duties. In order to retain the employee, job satisfaction is found out to be most important element. It's a type of feeling resulting from job experience. (Bartolo & Furlonger, 2000; Ivancevich & Matteson, 2002) suggested that the emotional bonding with the organization may be observed among employees who have a high level of job satisfaction with a positive approach (Feinstein, Vondrasek, & Restaurants, 2006; Oshagbemi, 2000). Job satisfaction of an employee is tending to be affected by job content and job security (Benz & Frey, 2008; Green & Tsitsianis, 2005). When freehand is given to employees to carry out their duties and decision-making employees are found to be more satisfied. In addition to it, employees enjoy their tasks which required a high level of skills and knowledge (Guthrie, 2001).

H3: Satisfaction has a significant effect on performance

Performance is a demonstrated action or what the employee performs (Campbell, 1990). According to Motowildo et al. (1997), the level of contribution to organizational productivity to some extent is known as job performance (Onukwube et al., 2010). Job performance is the achievement of individual work after exerting an effort (Hellriegel et al. (1999). Viswesvaran and Ones (2000) Find out to be the actions and reactions workers participate which may accomplish that are connected to and lead to objective of the organization (Onukwube et al., 2010). Hence it can be examined from the above-mentioned elaborations that task assigned and performed respectively which might lead organization towards its objectives considered as job performance. Different kinds of behaviors with different dimensions can be observed in job performance. Onukwube et al. (2010) say that job performance has historically been used as a single concept. However, Zafar et al. (2014) and Campbell (1990) argue that job performance is complex and multidimensional.

H4: Motivation has a significant indirect effect on performance with the mediation of satisfaction.

Sirgy and Lee (2018) stated that the work-life balance is very critical in recruiting and maintaining talent in recent years. If an individual can maintain the balance between its work and other roles of life, the terminology used is known as work-life balance. It can also be defined as being able to attain and manage all the domains in life. Achievement of satisfying experiences in all areas of life requires an equal distribution of personal resources, such as energy, time, and commitment across all areas (Gauche, de Beer, & Brink, 2017). The quality of work of an employee's work will be affected if the resources are not evenly

distributed between work and other areas of life due to long working hours and overburden responsibilities. Hence, in organizational management the work-life balance should be emphasized as its employee mentality. (Greenhaus & Beutell) suggested that imbalance in work-life balance can lead to a reduction in productivity of an employee, increased number of absentees and low morale etc., that eventually leads to employee turnover. It will be beneficial for both employees and the organization in the long run if an employee manages to maintain the balance between work and his other roles in life. Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) According to Hayman’s study, the psychological satisfaction of an individual and able to improve its effectiveness is known work-life balance. There is a negative correlation between the working hours of an individual and its overtime. The productivity of an individual is more likely to be affected if the duration of working hours and the overtime is more and more exceeded and may lead to an imbalance between work and life.

H5a: Work-life balance significantly moderates the relationship between motivation and satisfaction.

H5b: Work-life balance significantly moderates the relationship between motivation and performance.

H5c: Work-life balance significantly moderates the relationship between satisfaction and performance.

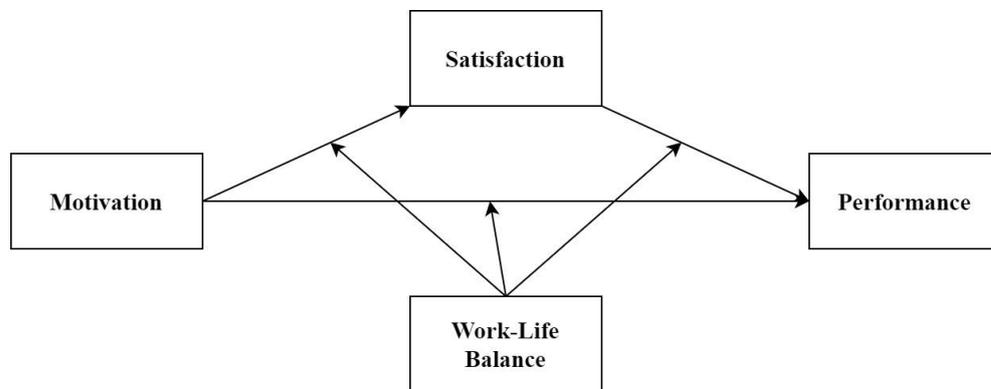


Figure 1: Conceptual Framework

## METHODOLOGY

The quantitative approach is based on computational techniques that involve data collection by using statistical tools (Bryman, 2017). This approach highly focuses on the numeric form of data and it gives results or findings in graphs or numbers (Choy, 2014). The causal design is one of the very important as it examines the relationships based on the cause-effect aspect. This design is a non-experimental which does not involve any type of external or manipulative elements in the relationship (Kumar & Phrommathed, 2005). The causal design identifies the different impacts and their changes on various norms and processes (Saunders, Lewis, & Thornhill, 2009). Therefore, this study has aimed to use quantitative-causal design because it helps in examining the cause and effect relationships.

The purposive sampling technique is a non-probability sampling which means that the people selected by this technique do not have an equal chance of getting selected in the research (Wahab, Sayuti, & Talib, 2018). Hence, this research has used purposive sampling as it helps in collecting relevant data. The profile of the respondents has been provided in the following table 1.

Table 1: Profile of the Respondents (n = 269)

		Frequency	Percent
Gender	Male	147	54.6
	Female	122	45.4
Designation	Assistant Manager	38	14.1
	Deputy Manager	157	58.4
	Manager	61	22.7

		Senior Manager	13	4.8
		Less than 1 Year	12	4.5
Years Experience	of	1 to 5 years	209	77.7
		5 to 10 years	48	17.8
		Undergraduate	49	18.2
Qualification		Graduate	146	54.3
		Post-Graduate	74	27.5

There are different analysis techniques but PLS-SEM is a very highly implemented one. The PLS-SEM has two models known as measurement and structural model (Hair, Sarstedt, Ringle, & Mena, 2012). The major aspect of this technique is that it can analyze even abnormal and small amounts of samples with the same effectiveness. This technique provides more consistency regarding the data and the reliability of the tests as well (Hair, Hult, Ringle, & Sarstedt, 2016; Hair, Risher, Sarstedt, & Ringle, 2019). Hence, this study has used the PLS-SEM analysis technique with the help of SmartPLS 3.2.8.

## DATA ANALYSIS

This chapter deals with the data analysis using PLS-SEM comprised of two models i.e. measurement model and structural model.

Measurement model

Table 2: Measurement Model

	Loadings	Pro b.	Alpha a	CR	AV E
MT1 <- Motivation	0.780	0.00 0			
MT2 <- Motivation	0.779	0.00 0	0.82 9	0.88 5	0.65 9
MT3 <- Motivation	0.855	0.00 0			
MT4 <- Motivation	0.830	0.00 0			
PM1 <- Performance	0.887	0.00 0			
PM2 <- Performance	0.782	0.00 0	0.85 9	0.90 2	0.69 8
PM3 <- Performance	0.860	0.00 0			
PM4 <- Performance	0.809	0.00 0			
SF1 <- Satisfaction	0.852	0.00 0			
SF2 <- Satisfaction	0.840	0.00 0	0.81 1	0.86 7	0.62 2
SF3 <- Satisfaction	0.629	0.00 0			

SF4 <- Satisfaction	0.814	0.00 0			
WLB1 <- Work-Life Balance	0.681	0.00 1			
WLB3 <- Work-Life Balance	0.890	0.00 0	0.79 6	0.86 7	0.68 8
WLB4 <- Work-Life Balance	0.899	0.00 0			

In the above table, there is a recommended threshold that in order to be acceptable the values should be greater than 0.70. On the other hand, values in a range between 0.40 and 0.70 are acceptable based on convergent validity (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Also, composite reliability has a threshold of 0.70 and AVE can be accepted only if values are higher than 0.50 (Hair, Ringle, & Sarstedt, 2013). These thresholds were met in the above table and therefore, measurement model has shown considerable results.

Table 3: Criterion

	Motivation	Performance	Satisfaction	WLB
Motivation	0.812			
Performance	0.588	0.835		
Satisfaction	0.398	0.424	0.789	
Work-Life Balance	0.108	0.167	0.111	0.830

The above table of Fornell and Larcker has a recommendation that the bold and diagonal values must be higher in their respective constructs in comparison to other constructs (Fornell & Larcker, 1981). This table has accepted the recommended values. Therefore, discriminant validity has been achieved via Fornell and Larcker.

Table 4: HTMT Ratio

	Motivation	Performance	Satisfaction	WLB
Motivation				
Performance	0.636			
Satisfaction	0.426	0.480		
Work-Life Balance	0.129	0.197	0.170	

The above table of HTMT has a recommendation that the values must be less than 0.90 for acceptance or it cannot be accepted (Henseler et al., 2014). The above table has all values higher than the recommendation and therefore discriminant validity has been achieved using the HTMT ratio.

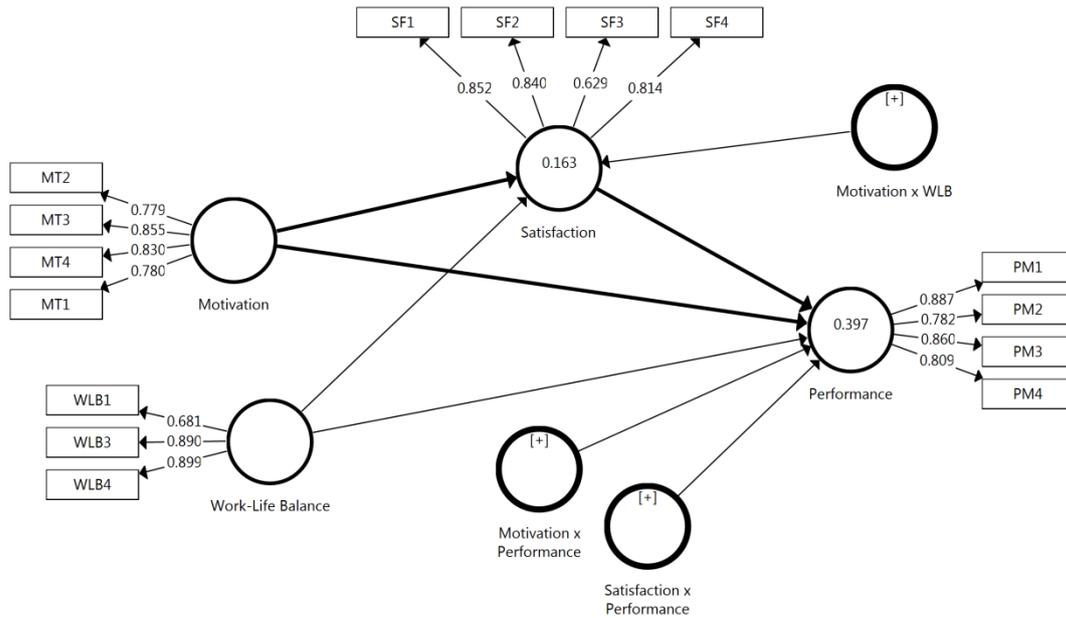


Figure 2: PLS Algorithm

**Structural model**

Following section provides result of structural model for hypothesis-testing using PLS bootstrapping at subsample 5000 and 5 percent statistical significance.

Table 5: Path Analysis

	Estimate	S.D.	T-Stats	Prob.
Motivation -> Performance	0.494	0.063	7.858	0.000
Motivation -> Satisfaction	0.395	0.059	6.696	0.000
Satisfaction -> Performance	0.222	0.093	2.399	0.016
Motivation -> Satisfaction -> Performance	0.088	0.040	2.166	0.030

Motivation has positively significant effect on satisfaction (0.395,  $p < 0.05$ ) and performance (0.494,  $p < 0.05$ ) accepting hypothesis-1 and hypothesis-2 while satisfaction (0.222,  $p < 0.05$ ) has significantly positive effect on performance accepting hypothesis-3 and lastly, motivation (0.088,  $p < 0.05$ ) has significantly positive effect on performance with the complementary mediation of satisfaction accepting hypothesis-4.

Table 6: Moderating Effect

	Estimate	S.D.	T-Stats	Prob.
Motivation x WLB -> Performance	0.017	0.190	0.088	0.930
Motivation x WLB -> Satisfaction	0.022	0.201	0.110	0.913
Satisfaction x WLB -> Performance	0.025	0.062	0.404	0.686

Above table showed that work-life balance (WLB) does not moderates the relationship nexus between motivation, satisfaction and performance rejecting hypothesis-5(a), 5(b), and 5(c).

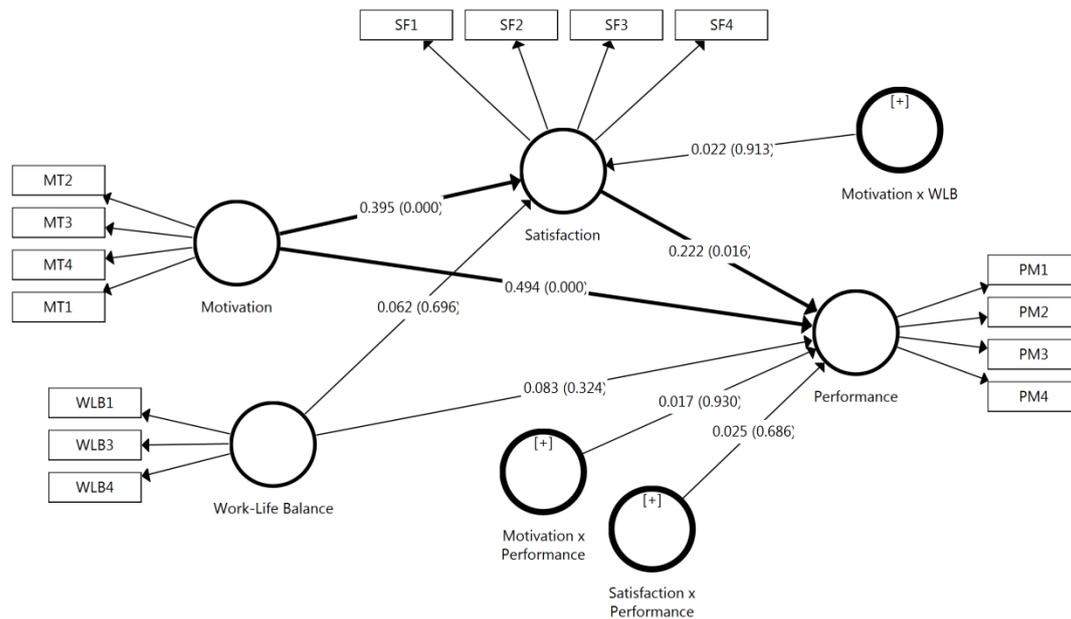


Figure 3: PLS Bootstrapping

Table 7: Predictive Relevance

	R Square	R Square Adjusted	Q Square
Performance	0.397	0.386	0.247
Satisfaction	0.163	0.154	0.077

Above table showed that 39.7 percent predictability in performance while 16.3 percent predictability in satisfaction can be explained in the model with 24.7 percent and 7.7 percent accuracy respectively.

## DISCUSSION

The employees are found out to be both highly motivated and motivated at the same time when the found the sense of security in their job, interaction with the other staff, and timely payments of their salaries are the first finding of this study. In studies conducted previously and in this study there is a similarity that employees is found more motivated when allowed to communicate with their coworkers and have salaries on time have faith in their job security. The result of the second research question states that when work is difficult, it is possible to consult colleagues, Reward/bonus for a successful job performed, friendly work climate are all suggested as reasons inspiring employees working well in the organization. That result is consistent with the position by Akintoye (2000); Sinclair, Tucker, Cullen, and Wright (2005); Stoner, Freeman, and Gilbert (1997); Tella et al. (2007), salary payment, friendly work environment, job security, staff training, able to communicate with other staff and accessibility are all the factors that keep employees motivated described by all. In this way, librarians and employees ought to reinvent themselves readily and accept responsibility for handling their jobs with the help of employers. Motivation can be contained in "sacrificial labor," better regarded as the work of devotion (MacDonald, 1996). The third finding of this study is that the motivation level of employees of library ( profession or non-profession) is different. It is possibly due to outcomes. A professional earning more than non-professional is common practice.

Problems may occur in the reverse case. This difference in two groups of employees can be held responsible for the variation of motivation among them. The fifth finding of this research is that there is a positive relationship between staff motivation and job performance, hence there a high level of motivation the high job performance. Undoubtedly, with respect to literature, the more the opportunities for the employees, the more level of efficiency found in task performed. However inverse possibility always occurs (Adeyemo, 1997, 2000; Adeyemo & Aremu, 1999). Job satisfaction and motivation are among librarians and employees are good determinants of job performance in the same way. Job satisfaction, job performance and motivation correlates with each other linked with Brown and Sheppard (1997) which can be defined as job satisfaction increase of an employee increases with the level of motivation. The result also agrees with Vinokur-Kaplan, Jayaratne, and Chess (1994), who suggested that some motivating variables lead to work satisfaction prediction. By (Brown & Sheppard, 1997) suggests, however, outcome can be negatively correlate from the fact that the values and strong believes of librarians with regard to form a common vision are not highly motivated. To support the outcome of this research which is regarded as motivation with relation to the decision of remain in the organization, dedication and job satisfaction are reported with by (Stokes, Riger, and Sullivan (1995).

The following recommendations are made based on the findings of this study: salaries of the employees should be made promptly that should make sure by universities. This would promote and boost employees' confidence and make them know like they contribute to the organization and the job they do. The bonding between employees should be the string to reduce turnover intentions. The degree of motivation of nonprofessionals could be increased so that the substantial gap with the skilled equivalent will not be so conspicuous. It should be known that motivation and satisfaction have a positive influence plays a crucial role in the job performance. According to the study the factors other than internal motivation and job satisfaction should be maintain to improve the job performance and organization effectiveness.

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