ISSN: 3047-4108 P-ISSN: 3048-3751
Jounal Economic Business Innovation -JEBI, Vol. 02, Issue.1, 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Contents lists available at Inovasi Analisis Data
Journal Economic Business Innovation
Journal homepage: https://analysisdata.co.id
ISSN: 3047-4108 P-ISSN 3048-3751

The Effect of Work-Life Balance and Workload on Employee Performance with Motivation as a Mediating Variable

Reni Yuliani [1], **Catur Widayati** [2]

[1.] *Department of Management, Economic and Business, Universitas Mercu Buana, Jakarta, Indonesia*
[2.] *Department of Management, Economic and Business, Universitas Mercu Buana, Jakarta, Indonesia*

ARTICLE INFO

Article history:
Accepted Jan 10, 2025
Revised Feb 10, 2025
Publication 10 April 2025

Correspondence to author;
Reni Yuliani

Type; Primary Quantitative Research

Keywords:
Work-Life Balance, Workload, Work Motivation, Employee Performance, Hospital.

A B S T R A C T

Purpose: This study aims to examine the influence of Work-Life Balance and workload on employee performance, with work motivation as a mediating variable, among employees at RSUD.
Method: The research was conducted with a population of RSUD Cengkareng employees, from which 92 respondents were selected using the Slovin formula. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach.
Findings: The results indicate that Work-Life Balance and workload significantly and positively affect work motivation. Work motivation, in turn, significantly enhances employee performance. Moreover, Work-Life Balance has a significant direct effect on performance, whereas workload does not show a significant direct effect. Mediation testing reveals that work motivation fully mediates the relationship between workload and performance, and partially mediates the relationship between Work-Life Balance and performance.
Novelty: This study provides empirical evidence on how motivation functions as both a full and partial mediator, offering nuanced insights into the interplay between Work-Life Balance, workload, and performance within a healthcare context.
Implications: The findings suggest that management at RSUD should strengthen work-life balance policies and motivational strategies to improve employee performance, while also addressing workload issues through motivation-enhancing interventions.

1. Introduction

The past few decades have seen the quick overhaul of the healthcare sector due to demographic shifts, progression in technology, and increasing societal expectations on service quality (Martini et al., 2024; Meesala & Paul, 2018). Around the globe, hospitals and other healthcare organizations have had to maintain efficient and patient centered service delivery (Byrne et al., 2024; Harvey et al., 2024). At the same time, the management of these institutions has had to ensure the well-being of its employees. Human resources are the driving force behind healthcare institutions, and the caliber at which care is offered is dependent on

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page: 125-144
DOI: https://doi.org/10.69725/jebi.v2i1.250

the level of competence, resilience, and motivation of the caregiving professionals (Ghimire & Sharma Neupane, 2025; Nabirye et al., 2025). As such, the focus has shifted from technical investments to overall employee well being, job satisfaction, and performance (Gupta et al., 2024; Turja et al., 2024).

However, workforce development is a critical concern among hospital and other healthcare facilities because of the intense pressure healthcare professionals experience, trying to support organizational objectives and maintain their personal health. One of the biggest challenges is that of work-life balance, or the balance of work obligations with personal and family responsibilities (Gülmez et al., 2024; Ramachandaran et al., 2025). Work-life imbalance has been found to be a source of stress, fatigue and low job satisfaction, consequently leading to reduced employee performance (Alzadjali & Ahmad, 2024; Imran et al., 2025). A further major challenge is workload, with an overwhelming or inadequately managed workload potentially leading to burnout and decreased service quality (Chinguwo, 2023). Consequently, it has been, to some extent, the focus of human resource management in healthcare and similar labor intensive industries to find the optimal level of both employee well-being and organizational effectiveness (Budhwar et al., 2023; Guest, 2017; Van De Voorde et al., 2012).

The problem of how work-life balance, workload and employee performance are inter-related had been empirically examined from different theoretical perspectives. Job Demands-Resources (JD-R) model posits that job demands (e.g., workload) drain employees′ physical and psychological energy, while job resources (e.g., supportive work context and job control) motivate and enable employees to engage at work (Koroglu & Ozmen, 2021; Schaufeli, 2017). Likewise, SDT suggests that employees′ intrinsic motivation increases if they feel autonomy and well-being, conditions that is threatened when work demands surpass manageable levels (Mahmoud et al., 2021; Nie et al., 2015). Extending such models, researchers have recognized motivation as a central variable that connects the context of work with performance outcomes, with motivational processes acting as a source of engagement and a protective factor against the detrimental effects of heavy workload.

However, the evidence in empirical research is not conclusive. Some studies have established a direct positive connection between the work life balance, and one performance; while others have indicated a weak or indirect link, through motivation or job satisfaction (Demir & Budur, 2022; Johari et al., 2018; Soomro et al., 2018). Ditto, workload is found to have a detrimental effect on performance e.g., moderate workload was positively associated with higher performance which indicates curvilinear relation between workload and performance. These inconsistencies suggest that there is a lack of research about the exact processes by which work-life balance and workload affect employee performance, especially in relation to the role of motivation (Alves et al., 2024; Johari et al., 2018; Poelmans et al., 2008). There is an urgent need to fill this gap, not only for conceptual industrialisation purposes, but also for practical human resource intervention.

Considering this backdrop, we endeavour in this study to examine impact of work-life balance and workload on employee performance having motivation as a mediator. In this way, the current research seeks to advance knowledge on the ways in which organizational circumstances influence the individual through motivational mechanisms. Theoretical implications include application of the JD-R model and SDT to the healthcare management context, and practical implications including that manager should

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

establish policies for work-life balance, manage workload efficiently, and motivate as a way to sustainable employee performance.

2. Literature review

2.1 Work-life balance and motivation

From the perspective of the Job Demands–Resources (JD-R) model, WLB is designated as an RM factor that has the potential to 'dampen' demands, discouraging stressors while cultivating job resources (WLD) that boost intrinsic motivation. Recent research have corroborated that employees with good WLB, contribute to high engagement, organisational commitment, and job satisfaction that are strongly connected with motivation (Haar et al., 2019; Putra et al., 2023). In service industry settings, WLB has been found to enhance prosocial behaviour and effort persistence, indicating that employees' passion to perform their tasks is fuelled by supportive WLB policies.

2.2 Workload and motivation

Workload is a job demand that drains psychological and physical resource and it decreases motivation by fatigue, and perceptions of inequality. According to the JD-R model, too high demands will hinder motivation and engagement, whereas they can foster concentration at moderate levels. Recent studies in health and service sectors have also shown that prolonged workload stress is related to a decrease in motivation and performance indicators (Kim et al., 2022; Schaufeli, 2021). Consequently, high workload is likely to have a demotivating influence.

2.3 Work life balance and performance

WLB decreases role conflict and enhances recovery and employees' ability to concentrate on their work, which leads to better performance. More empirical evidence is documented on the positive relationship between WLB and job commitment, productivity, and work outcomes through enhanced well-being and job attitudes (Rohayati & Munandar, 2023; Haar et al., 2019). With respect, organizations embracing positive WLB climates out mark other organizations in achieving improved employee performance by enhanced vigor and satisfaction. Thus, WLB is proposed to have a positive effect on employee performance.

2.4 Workload and performance

Literature is inconclusive on the impact of workload on performance. Overload is often a precursor to burnout, mistakes and declining performance. At a less extreme intensity, work can generate eustress, improving concentration and effectiveness. As evidenced by healthcare studies, temporary leaning-in is not always accompanied by resource spending, also indicating a potential curvilinear influence (Zainal et al., 2022; Schaufeli, 2021). Still, prolonged over workload usually associates with poor quality of work and performance.

2.5 Motivation and performance

It's no secret that motivation is the primary force that drives us to persist, to work hard, and be creative, all of which are instrumental in our performance. Causality between motivation and work outcomes has been further verified longitudinally in meta-analyses, which lends support for Self-Determination Theory's argument that satisfying the needs of autonomy, competence, and relatedness promotes performance (Nguyen et al., 2022; Deci & Ryan, 2017). Motivated workers are more productive and committed to the organization, thus confirming positively correlated motivation and performance hypothesis.

2.6 Motivation as a mediator

Recent studies have indicated that WLB has a positive impact on motivation, and that workload has the opposite effect on motivation, where motivation mediates these relationships

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

with performance. Various studies across sectors have found well-being and positive job attitudes mediating of WLB–performance association (Saxena & Singh, 2021). On the other hand, overload affects performance mainly via decreased motivation and psychological costs (Schaufeli, 2021). Consequently, motivation should become a partial mediator in the relation between WLB and performance and a complete mediator in the relation between workload and performance.

2.7 Hypothesis development

According to the Job Demands Resources (JD-R) model and Self-Determination Theory, WLB is presumed to function as a job resource fostering employee motivation and performance; by contrast, workload is a demand that saps energy and undermines both motivation and performance. Motivation is a key instrument in the process of transmuting job conditions into results by encouraging perseverance, effort and determination. Existing research has, however, returned ambiguous results: although WLB has revealed a clear, positive association with motivational and work outcomes, the relation between workload and work consequences is: (i) sometimes negative (ii) sometimes curvilinear, depending on the level of intensity and (iii) contingent on the context in which this relation is tested. In the context of these findings, this research assumes motivation as the mediating factor that could explain the association, with WLB advancing motivation and performance and workload detracting from them, and we predict that motivation will act as both a partial and a full mediator.

Figure 1 shows the research model, which investigates the links between work-life balance, workload, motivation and employee performance. In this model, work-life balance (X1) and workload (X2) are independent variables, motivation (Z) is a mediating variable, and employee performance (Y) is a dependent variable. The propositions (H1–H7) reflect the direct and indirect routes by which WLB and workload are assumed to affect employee motivation, which inturn influences performance. Moreover, the model also examines whether motivation mediates the relationship between work-life balance, workload, and employee performance that helps in understanding the structural model in a more expansive manner.

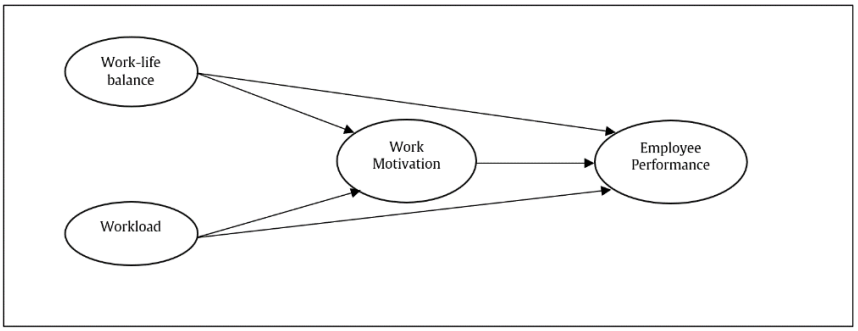

Figure 1. Conceptual model

H_1. Work-life balance has a positive effect on employee motivation.
H_2. Workload has a negative effect on employee motivation.
H_3. Work-life balance has a positive effect on employee performance.
H_4. Workload has a negative effect on employee performance.
H_5. Motivation has a positive effect on employee performance.
H_6. Motivation mediates the effect of work-life balance on employee performance.

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

H_7. Motivation mediates the effect of workload on employee performance.

3. Method Innovations

3.1 Design research

This study adopts a quantitative research design with a causal approach, aiming to test the relationships among work-life balance, workload, motivation, and employee performance. Quantitative designs are widely applied in human resource and organizational behavior studies because they enable hypothesis testing and generalization through structured measurement (Creswell & Creswell, 2018). By using a cross-sectional survey method, the study captures employees' perceptions at a single point in time, which is appropriate for analyzing causal relationships among latent variables in organizational contexts (Hair et al., 2019). Furthermore, the integration of Structural Equation Modeling–Partial Least Squares (SEM-PLS) provides a robust statistical framework to assess both direct and mediating effects, making it suitable for complex models with multiple constructs and limited sample sizes (Sarstedt et al., 2020). This design ensures methodological rigor while generating reliable insights into the dynamics of employee performance drivers.

3.2 Population and sample

The population for this study were all hospital employees employed at large regional hospitals (both permanent and part time employees) which was 1,117 people. Using the formula of Slovin, that contains 10 % error margin thus 92 respondents were obtained (500,000 Gambia Encyclopedia Britannica). This sampling strategy addresses representativeness at the same time allowing for a maintainable data generation and is in line with quality requirements for Organizational and Healthcare research (Etikan & Bala, 2017). The use of probability-based sampling gives every employee an equal chance to be chosen, thus reducing the potential for bias and increasing the extent to which findings can be generalized. The sample size is considered adequate for SEM-PLS, which is appropriate for research instruments with multiple latent constructs and mediation effects (Hair, Hult, Ringle, & Sarstedt, 2019). Hence, the respondents are representative of the population.

3.3 Instrumen variable

Structured questionnaire Data in the current study was collected using a structured questionnaire, which composed of validated scales based on previous literature. Each construct, work-life balance, workload, work motivation, and employee performance, was assessed through multi-item scales based on a 5-point Likert scale, for which participants were asked to indicate their agreement on a scale from 'Strongly disagree' to 'Strongly agree'. The Likert-type items can be used for measuring the latent dimensions in organizational behaviour and HRM literature (Joshi et al., 2015). Worklife balance was assessed via items reflecting balance in professional and personal roles and workload via perceptions of task demands versus resources. Motivation items were based on work effort inherent and instrumental sources, and the measure of employee performance was self-reported task completion, quality, and effectiveness. The use of standardized instruments is conducive to construct validity and reliability, which can guarantee the robustness of the conclusions when employing SEM-PLS (Hair et al., 2019).

3.4 Analysis data

The collected data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS), a variance-based approach suitable for testing complex relationships with multiple constructs and mediating effects. SEM-PLS is particularly advantageous when sample sizes are relatively small, data distribution is non-normal, and the research model includes

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

both reflective and formative indicators (Hair et al., 2019). The analysis followed a two-step procedure: first, the measurement model was assessed to evaluate reliability, convergent validity, and discriminant validity; second, the structural model was tested to examine path coefficients, effect sizes, and mediation effects. Bootstrapping procedures were employed to assess the significance of parameter estimates, providing robust inference for hypothesis testing (Sarstedt et al., 2020). This analytical approach ensures rigorous examination of the hypothesized relationships while generating valid insights into the role of work-life balance, workload, and motivation in shaping employee performance.

4. Innovations result and discussion

4.1 Descriptive analysis of respondents

Table 1 presents the distribution of respondents by gender. Out of the total 92 participants, the majority were female (69.6%), while male respondents accounted for 30.4%. This indicates that women make up a larger proportion of the workforce in the organization studied. Such a distribution reflects the tendency of healthcare and administrative sectors to have higher female participation compared to male employees. The dominance of female respondents may also influence perspectives on work-life balance, workload, and motivation, as gender differences often shape how employees experience and manage work demands. Overall, the gender distribution highlights a female-majority workforce, which provides valuable insights into the dynamics of employee performance within the sample.

Table 2 shows the distribution of respondents by age group. The majority of respondents are between 31–40 years old (54.3%), followed by 41–50 years old (35.9%), indicating that most employees are in their productive middle-age range. A smaller proportion of respondents are aged above 50 years (6.5%), while only 3.3% fall within the youngest group of 20–30 years old. This distribution suggests that the workforce is dominated by individuals in their mid-career stage, which may influence their perspectives on workload, work-life balance, and motivation, as they are typically more experienced and hold greater responsibilities compared to younger employees.

Table 3 presents the distribution of respondents based on their positions. The largest proportion is administrative staff (57.6%), followed by nurses (29.3%). Smaller groups consist of other medical staff (8.7%) and doctors (4.3%). This distribution indicates that the sample is dominated by administrative personnel, which reflects the organizational structure where non-clinical roles make up a significant share of the workforce. The presence of medical professionals such as doctors and nurses, although smaller in proportion, still provides important perspectives on work-life balance, workload, and performance, ensuring that both clinical and administrative viewpoints are represented in the study.

Table 4 illustrates respondents' distribution based on length of service. The majority of employees have worked for more than 10 years (60.9%), followed by those with 6–10 years of service (32.6%), while only 6.5% have a tenure of 1–5 years. This indicates that most respondents are long-serving employees with substantial organizational experience. Such tenure distribution suggests that the workforce is relatively stable, with a strong presence of employees who have accumulated institutional knowledge. This may also influence their perspectives on work-life balance, workload, and motivation, as longer service duration often correlates with higher responsibility and deeper organizational commitment.

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Table 1. Characteristics of Respondents by Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	28	30.40%	30.40%	30.40%
Female	64	69.60%	69.60%	100.00%
Total	92	100.00%	100.00%	100.00%

Source; author 2025

Table 2. Characteristics of Respondents by Current Age

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
20–30 Years	3	3.30%	3.30%	3.30%
31–40 Years	50	54.30%	54.30%	57.60%
41–50 Years	33	35.90%	35.90%	93.50%
>50 Years	6	6.50%	6.50%	100.00%
Total	92	100.00%	100.00%	100.00%

Source; author 2025

Table 3. Characteristics of Respondents by Position

Position	Frequency	Percent	Valid Percent	Cumulative Percent
Doctor	4	4.30%	4.30%	4.30%
Nurse	27	29.30%	29.30%	33.70%
Administrative Staff	53	57.60%	57.60%	91.30%
Other Medical Staff	8	8.70%	8.70%	100.00%
Total	92	100.00%	100.00%	100.00%

Source; author 2025

Table 4. Characteristics of Respondents by Length of Service

Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
1–5 years	6	6.50%	6.50%	6.50%
6–10 years	30	32.60%	32.60%	39.10%
>10 years	56	60.90%	60.90%	100.00%
Total	**92**	**100.00%**	**100.00%**	**100.00%**

Source; author 2025

4.2 Descriptive analysis of variable

Table 5 shows the descriptive statistics for the Work-Life Balance variable. The results indicate that respondents generally reported positive perceptions of their ability to balance work and personal life. The highest mean score was observed in the statement "I can manage my time well between work and personal life" (M = 4.28, SD = 0.712), followed closely by "My working hours do not interfere with my rest and social time" (M = 4.27, SD = 0.709). This suggests that employees largely feel capable of maintaining boundaries between work and personal time. On the other hand, the lowest mean values were recorded for "I have enough time for my family despite a relatively high workload" (M = 3.88, SD = 0.845) and "I am satisfied with the amount of time I spend on my

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

personal life" (M = 3.89, SD = 0.800), highlighting areas where work pressures may still hinder personal fulfillment. Overall, the findings suggest that while employees manage their schedules effectively, family and personal satisfaction are more vulnerable to workload demands.

Table 6 presents the descriptive analysis of the Workload variable. The results reveal that employees generally perceive their workload as moderately high. The highest mean score was observed in the statement "I feel that the workload I receive exceeds my capacity" (M = 4.00, SD = 0.780), suggesting that many employees feel overloaded relative to their abilities. Meanwhile, the lowest mean value was recorded for "I feel the number of tasks I must complete is too many" (M = 3.76, SD = 0.852), although still above the neutral point, indicating that task volume remains a concern. Other aspects, such as task complexity, strict deadlines, and high demands for attention, scored between 3.80 and 3.85, reinforcing the perception of significant but manageable job demands. Overall, these findings highlight that workload pressure is evident and may affect employees' stress levels and performance if not properly managed.

Table 7 presents the descriptive analysis of the Work Motivation variable. The highest mean value was found in the statement "I feel that my work results are recognized by my supervisors and peers" (M = 4.08, SD = 0.726), followed by "I have opportunities to develop my potential in the workplace" (M = 4.00, SD = 0.834). These results suggest that recognition and development opportunities serve as the strongest motivators for employees. Meanwhile, the lowest score was recorded for "I feel safe in carrying out my work" (M = 3.80, SD = 0.797), although still relatively high, indicating some concerns about workplace security or job certainty. Overall, the findings show that employees are fairly motivated, with recognition, career development, and fair compensation being key drivers of their motivation.

Table 8 presents the descriptive analysis of Employee Performance. The highest mean score was recorded for "I can carry out tasks according to the given time" (M = 3.98, SD = 0.932), followed closely by "I am able to work without supervision" (M = 3.97, SD = 0.773). These results suggest that employees generally demonstrate independence and time management in performing their duties. Meanwhile, the lowest mean was observed in "I am able to achieve the targets given" (M = 3.55, SD = 0.925), indicating some challenges in consistently meeting performance goals. Other indicators, such as problem-solving ability, creativity, and punctuality, scored moderately high, showing that employees possess key competencies but may face constraints in consistently achieving organizational targets. Overall, the findings reflect a generally positive perception of performance, though target achievement remains an area for improvement.

Table 5. Descriptive Statistics of Work-Life Balance

Statement	N	Mean	Std. Deviation
I can manage my time well between work and personal life.	92	4.28	0.712
I have enough time for my family despite a relatively high workload.	92	3.88	0.845
My working hours do not interfere with my rest and social time.	92	4.27	0.709
I can complete my work without sacrificing personal time.	92	4.13	0.875
I rarely bring work home after office hours.	92	3.97	0.729

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

I feel able to balance my job responsibilities with personal matters.	92	4.17	0.761
I am satisfied with the amount of time I spend on my personal life.	92	3.89	0.8

Table 6. Descriptive Statistics of Workload

Statement	N	Mean	Std. Deviation
I feel the number of tasks I must complete is too many.	92	3.76	0.852
I find it difficult to complete my tasks because of their complexity.	92	3.85	0.846
I often face strict deadlines in my work.	92	3.8	0.863
I feel that the workload I receive exceeds my capacity.	92	4	0.78
I feel that my tasks demand very high levels of attention.	92	3.85	0.833

Table 7. Descriptive Statistics of Work Motivation

Statement	N	Mean	Std. Deviation
I feel that the salary/wages I receive are sufficient to meet my needs.	92	3.92	0.755
I feel safe in carrying out my work.	92	3.8	0.797
I have a harmonious working relationship with my colleagues.	92	3.9	0.848
I feel that my work results are recognized by my supervisors and peers.	92	4.08	0.726
I have opportunities to develop my potential in the workplace.	92	4	0.834

Table 8. Descriptive Statistics of Employee Performance

Statement	N	Mean	Std. Deviation
I can carry out tasks according to the given time.	92	3.98	0.932
I can complete work within the specified deadline.	92	3.93	0.818
I have several ideas for completing tasks.	92	3.91	0.789
I can solve problems that arise while working.	92	3.76	0.971
I am able to work without supervision.	92	3.97	0.773
I strive to complete tasks on time.	92	3.78	0.93
I can complete the tasks assigned to me.	92	3.84	0.851
I am able to achieve the targets given.	92	3.55	0.925

4.3 Measurement model evaluation (Outer Model)

The measurement model (outer model) evaluation confirms indicator validity and reliability through convergent validity, discriminant validity, AVE, and composite reliability tests. Most indicators exceed the loading threshold of 0.70, AVE values surpass 0.50, and Cronbach's Alpha with Composite Reliability are above 0.70, indicating strong construct validity and reliability.

4.3.1 Convergent validity

Table 9 presents the results of the convergent validity test of each construct within the research model. Most indicators of the Workload, Employee Performance, Work Motivation, and Work-Life Balance constructs are valid, as evidenced by the outer loading values exceeding 0.70. Specifically, all BKs are useful for the Workload construct. The indicator with the highest validity is BK3 , with an outer loading of 0.915. Regarding the Employee Performance construct, most indicators are valid, with the

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

exception of KK6, which had to be omitted due to a loading of 0.695. All of the Work-Life Balance indicators are valid, except WLB4, which has a loading of 0.667. Concerning the Work Motivation construct, all MKs are valid and met the convergent validity criteria. The MK2 indicator is the most reliable measurement item, with an outer loading of 0.924. Overall, most measurement items are reliable and valid measures for the constructs; therefore, convergent validity is confirmed.

Modified results of the convergent validity test, after invalid indicators are deleted (KK6 and WLB4), are shown in Table 10. The rest of the items have the mean outer loading values above 0.70 and thus, they are the valid measures of their constructs. The highest loadings are on the Work Motivation construct with specifically MK2 (0.924) whilst the lowest acceptable loading being exhibited for KK8 (0.703). Together, these findings suggest that the measurement model has obtained adequate convergent validity in that the indicators are interchangeable with the underlying latent constructs.

PLS Algorithm results, the relationship between the latent variables and loading factor, and R-square values, are shown in **Figure 2.** All of the indicators on the Workload, Work Life Balance, Work Motivation, and Employee Performance constructs report values in excess of the 0.70 benchmark indicating convergent validity. The results of the overall model shown good for its explanatory power with R-squares of 0.804 for Work Motivation, and 0.762 for Employee Performance, meaning that the exogenous constructs are significantly and contribute greatly an explanation in endogenous constructs.

Results of PLS Algorithm The relationship among research constructs are depicted by **Figure 3.** The Loading factor values of all constructs on Workload, Work Life Balance, Work Motivation and Employee Performance are above 0.70, indicating that the convergent validity criteria has been met. Furthermore, R-square values of Work Motivation and Employee Performance are 0.799 and 0.755 respectively indicate the model has the power of prediction, and demonstrate that exogenous variables significantly contribute to endogenous variables.

Figure 4. Analyses Bootstrapping Results The structural model testing are bootstrapped test results; t-values magnitudes for each path are presented. The model indicates that Work-Life Balance and Workload directly affect Work Motivation whereas Work Motivation has a significant direct effect on Employee Performance. In the meantime, direct impact of Workload on Employee Performance is not significant, thus there is a partial mediation role of Work Motivation in this influence. This fact is also indicated by this visualization, it emphasizes that the model is robust.

4.3.2 Discriminant validity

Table 11 exhibits the results of discriminant validity examination by the cross-loading methodology. The findings of the model indicate that the highest loadings of each measure are on its related construct rather than the rest of the constructs, thus evidence of discriminant validity. For example, there are strong inter factorial loadings between workload indicators (BK1–BK5) and the Workload construct (0.859–0.915) and performance indicators (KK1–KK8) and Employee Performance (0.703–0.864). Likewise, motivation indicators (MK1–MK5) are most highly loaded on Work Motivation (0.832–0.924) and work-life balance indicators (WLB1–WLB7) are most highly loaded on Work-Life Balance (0.762–0.886). As all cross-loadings are even smaller than the recommended level, we can imply that evidence of discriminant validity has been shown and the two constructs are

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

empirically different at the measurement model level.

Table 12 shows the AVE for each construct. The results indicate that all the constructs, Werklond (0.773), Employelond Performance (0.659), Work Molation (0.761) and Wurkjalond Blance (0.666) are the recommended cut-off value of 0.50 as having demonstrated satisfactory convergent validity. The Workload construct is the one that has the highest AVE value (0.773) indicating that thee similarity of the indicators to the latent variable is really strong. On the other hand, the lowest AVE is that of Employee Performance (0.659), but one that also meets with the validity criteria, in other words, that indicates that the indicators explain a sufficient portion of the variance of the construct. Such findings indicate that convergent and discriminant validity is satisfactory for all included constructs in the measurement model and that it is appropriate to proceed by testing the structural model subsequent to this analysis.

The findings of the discriminant validity test according to the Fornell–Larcker criterion appear in Table 13. Values along the diagonal (in bold) are the square roots of the AVE for each of the constructs and the off-diagonal are the correlations between constructs. Results show that the square root of the AVE is higher than its correlation with any other construct, for all constructs (e.g., workload > 0.871, 0.802, 0.781). The above trend of other students on Employee Performance (0.812), Work Motivation (0.872) and Work-Life Balance (0.816) holds. Therefore results support that both constructs are empirically independent and meets the discriminant validity, which means that the model measures different concepts without overlap among elements.

4.3.3 Reliability

Composite reliability and Cronbach's Alpha testing results for constructs of the study are shown in Table 14. The results reveal that all the variables are with Cronbach's Alpha values between 0.899 and 0.926, and with composite reliability values between 0.923 and 0.944. The value for both is above the recommended threshold of 0.70 indicating high internal consistency of the indicators of each construct. More specifically, Workload (α = 0.926; CR = 0.944) and Work Motivation (α = 0.921; CR = 0.941) present the highest reliability scores, with Work life-Balance (α = 0.899; CR = 0.923) also showing high reliability. This supports the claim that all the constructs in the model are internally consistent and reliable, and hence the strongness of the subsequent structural model testing.

The R^2 values for the resexogenous variables in the model are displayed in Table 15. By contrast, Employee Performance has a coefficient of determination of 0.755, which means 75.5% of its variance can be accounted for by the exogenous variables whereas the 24.5% is dependent on other factors unaccounted for in the model. Relatedly, Work Motivation yields an R^2 of 0.799, indicating that 79.9% of the variance of the variable is accounted for by the predictors honored by the analyses. Chin (1998) indicated that R^2 of 0.67, 0.33, and 0.19 may be perceived as substantial, moderate, or weak, respectively. According to this guideline, Employee Performance and Work Motivation show a considerable amount of variation explained, so it may be concluded that the study model has a good predictive ability with respect to such constructs.

4.4 Structural model evaluation (Inner Model)

Structural model evaluation *(Inner Model)* demonstrates the strength of relationships among latent constructs through *R-square*, path coefficients, and significance levels. The analysis shows that Work Motivation (R^2 = 0.799) and Employee Performance (R^2 = 0.755) fall into the strong category, indicating that exogenous

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

variables (Workload and Work-Life Balance) explain a substantial portion of the variance in the endogenous variables. The positive and significant path coefficients for most relationships support the proposed hypotheses, suggesting that the structural model has good predictive power and is suitable for further testing.

4.5 Hypothesis testing

Table 16 presents the results of hypothesis testing on the relationships between workload, work-life balance, work motivation, and employee performance. The findings show that work-life balance has a positive and significant effect on work motivation (β = 0.333; p = 0.001) and employee performance (β = 0.457; p = 0.000). Similarly, workload has a positive and significant effect on work motivation (β = 0.491; p = 0.000), but its direct effect on employee performance is not significant (β = -0.131; p = 0.230). Meanwhile, work motivation has a positive and significant effect on employee performance (β = 0.478; p = 0.000). The mediation analysis further reveals that work motivation partially mediates the relationship between workload and employee performance (β = 0.283; p = 0.003) as well as between work-life balance and employee performance (β = 0.159; p = 0.011). These results highlight that while workload does not directly improve performance, its positive influence occurs through increased motivation, confirming the crucial mediating role of work motivation in enhancing employee performance.

4.6 Discussion

The results of their investigation support the role of work-life balance, workload, and motivation as central predictors of clinical staff performance and thus add to the emerging literature relating to performance drivers of employees in healthcare organizations. The findings also support a personal and organizational support oriented dual role for work-life balance via the mediating effects of psychological well-being and job satisfaction on employee performance. Previous research indicates that employees who have higher work–life alignment were found to have higher job satisfaction, lower stress, and better job performance (Toscano et al., 2022). In health care, an occupation that in and of itself naturally demands high work pressure, the maintenance of balance decreases emotional exhaustion and stimulates continued engagement, which then has a positive effect on task behaviour and service delivery. These findings support the assertion that organizational work-life balance initiatives (e.g., flexible working hours, supportive line management practice) are not only welfare policies but a strategic tool to enhance performance (Rofcanin, Yerramilli, & Blackburn, 2019).

The findings also show that workload positively and significantly impacts work motivation, while it does not have a direct effect on performance. This is a paradox indicating that if workload is considered a challenge rather than a hazard it may induce employees to immerse themselves more fully in their tasks, stimulating intrinsic motivation. But overburdening without supporting conditions may not lead to enhanced performance, and can be counterproductive. This is in line with the job demands–resources (JD-R) model, with its contention that demands (e.g. workload) can function as either challenges or hindrances, depending on the presence of counterbalancing resources (Bakker & Demerouti, 2017). The current study is in line with the mediating role of motivation on the relationship between workload and performance (Hayes, 2013), supporting the idea that only when employees are highly motivated will workload have a positive effect on performance, and highlighting that organizations should invest in motivational resources i.e., recognition, development opportunities, supportive leadership to convert workload into performance enabling energy (Airila et al., 2020).

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Motivation per se was also a strong predictor of performance – in accordance with self-determination theory that posits that the satisfaction of psychological needs for relatedness, autonomy, and competence is crucial in determining motivation (Ryan & Deci, 2020). Results: Recognition for good work, opportunities for advancement, and fair benefits are the most important in terms of motivation of hospital workers. Consistent with previous research, motivated workers have higher commitment, are better at dealing with the complexities of their tasks, and are more productive in relation to organizational objectives (Luu, 2020). Motivation is especially salient in healthcare organizations where task performance is associated directly with patient outcomes. In addition, hospitals should develop structured motivation-enhancing interventions, comprising performance-related rewards, career growth and opportunities for decision involvement.

Additionally, the mediating effect of motivation in two relationships i.e.work-life balance–performance, workload performance provides useful theoretical and practical implications. Conceptually, it implies that employee motivation serves as a "common currency" mechanism through which supportive resources and challenging demands impact outcomes, thus enhancing the JD-R model. Fundamentally, it highlights that intervention designed to increase performance must not simply reduce excessive workload or improve work-life balance, but actively create motivation. For example, a hospital could implement work load management systems and fail to get enhanced performance if it does not also meet motivational needs. In contrast, introducing motivational interventions in works-life balance trainings, e.g., career consultation or reward systems, may enhance their ability to promote employee performance (Schaufeli, 2021).

Results Overall results emphasize the need to address workload management, work-life balance interventions and motivation-enhancing strategies within an integrated HRM system in the healthcare sector. These adjustments can improve performance, reduce burnout and, ultimately, improve patient care by optimizing hospital performance based on the needs and motivational drivers of the employed. Consequently, this research offers strong empirical support for strategic human capital investment as a path to sustainable organizational performance.

5. Conclusion

The results of the study suggest that work-life balance and workload were significant predictors of employee motivation, and thus employee performance. Workload does not have a direct effect on performance but there is a positive indirect effect through the mechanism of motivation, suggesting motivation as the central mechanism for the translation of job demands and resources to outcomes. On the other hand, the positive direct and (moderated) indirect effects of work-life balance indicate its strategic value in maintaining employee performance in the high-stress organizational settings. In general, the study confirms that reducing workload and maintaining work-life balance are essential management interventions that contribute to motivation and performance. This evidence extends support for HR initiatives to enhance employee appreciation and motivational energy in health care and similar service contexts, adding to the emerging pool of OB research that underscores motivation as a key channel for strengthening employee productivity and well-being.

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

6. Image and Data Table Research

Appendix A – *Research Figures*

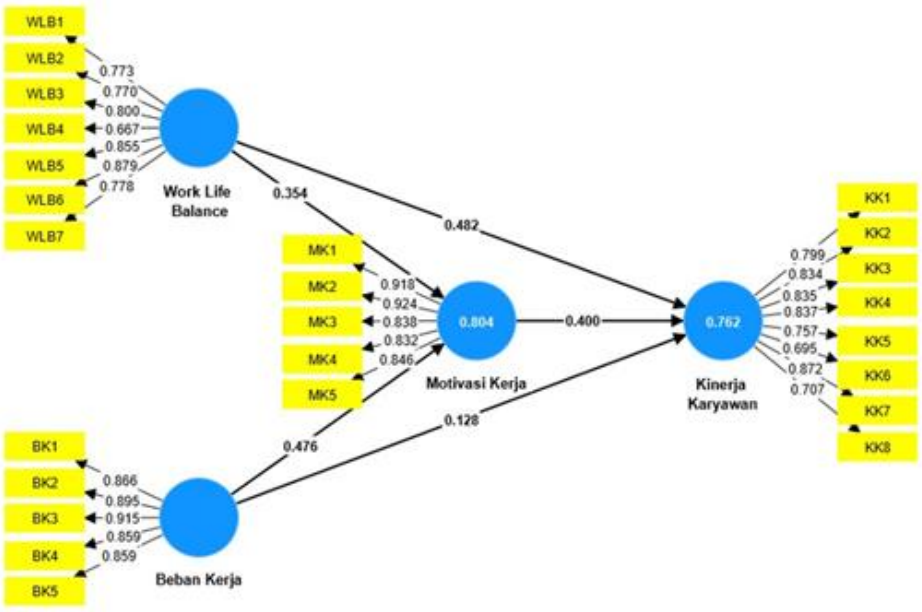

Figure 2. PLS Algorithm Results (Initial)

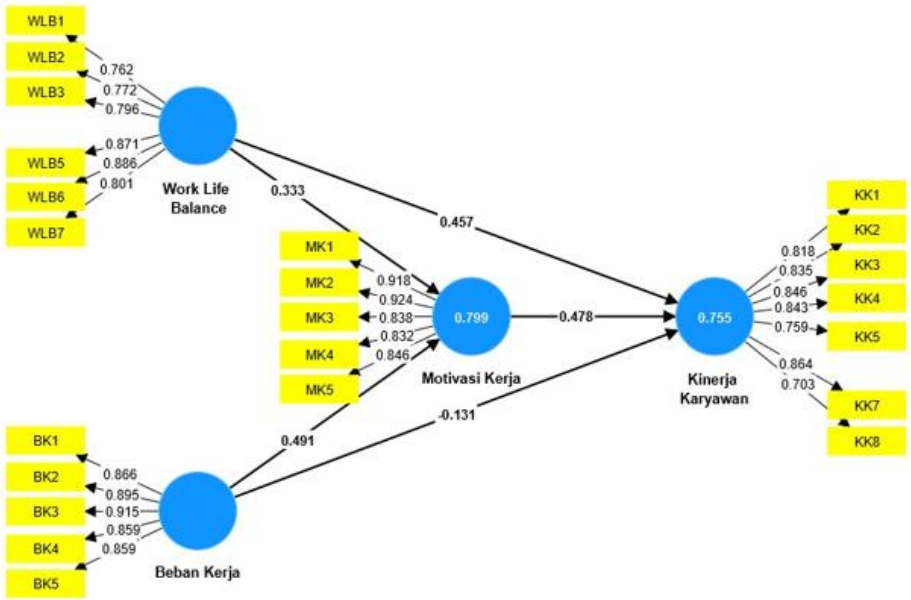

Figure 3. PLS Algorithm Results (Modified)

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

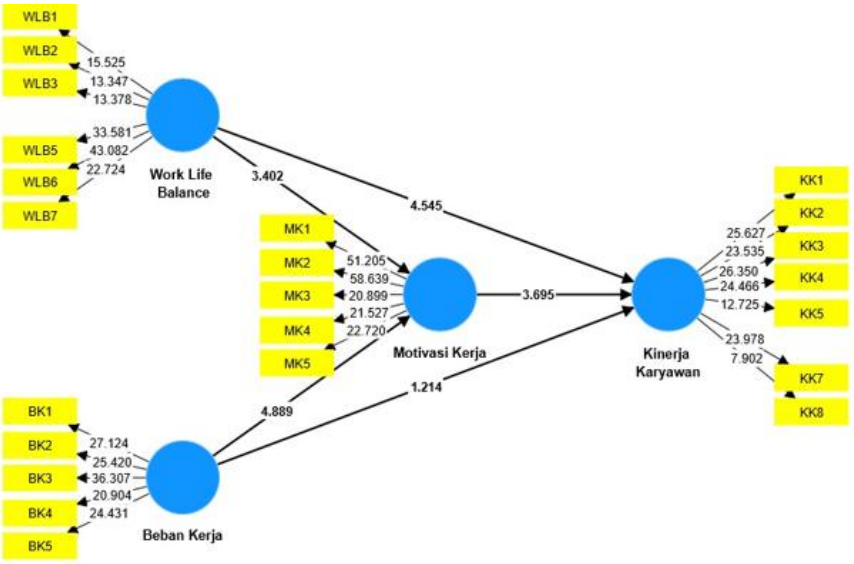

Figure 4. Bootstrapping Results

Appendix B – *Research Tables*

Table 9. Convergent validity results

Variable	Indicator	Outer Loading	Remark
Workload	BK1	0.866	Valid
	BK2	0.895	Valid
	BK3	0.915	Valid
	BK4	0.859	Valid
	BK5	0.859	Valid
Employee Performance	KK1	0.799	Valid
	KK2	0.834	Valid
	KK3	0.835	Valid
	KK4	0.837	Valid
	KK5	0.757	Valid
	KK6	0.695	Not Valid
	KK7	0.872	Valid
	KK8	0.707	Valid
Work Motivation	MK1	0.918	Valid
	MK2	0.924	Valid
	MK3	0.838	Valid
	MK4	0.832	Valid
	MK5	0.846	Valid
Work-Life Balance	WLB1	0.773	Valid
	WLB2	0.77	Valid
	WLB3	0.8	Valid
	WLB4	0.667	Not Valid
	WLB5	0.855	Valid

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Variable	Indicator	Outer Loading	Remark
	WLB6	0.879	Valid
	WLB7	0.778	Valid

Source; author 2025

Table 10. Convergent Validity Results (Modified)

Variable	Indicator	Outer Loading	Remark
Workload	BK1	0.866	Valid
	BK2	0.895	Valid
	BK3	0.915	Valid
	BK4	0.859	Valid
	BK5	0.859	Valid
Employee Performance	KK1	0.818	Valid
	KK2	0.835	Valid
	KK3	0.846	Valid
	KK4	0.843	Valid
	KK5	0.759	Valid
	KK7	0.864	Valid
	KK8	0.703	Valid
Work Motivation	MK1	0.918	Valid
	MK2	0.924	Valid
	MK3	0.838	Valid
	MK4	0.832	Valid
	MK5	0.846	Valid
Work-Life Balance	WLB1	0.762	Valid
	WLB2	0.772	Valid
	WLB3	0.796	Valid
	WLB5	0.871	Valid
	WLB6	0.886	Valid
	WLB7	0.801	Valid

Source; author 2025

Table 11. Cross-Loadings for Discriminant Validity

Indicator	Workload	Employee Performance	Work Motivation	Work-Life Balance
BK1	0.866	0.651	0.825	0.7
BK2	0.895	0.69	0.748	0.788
BK3	0.915	0.682	0.717	0.772
BK4	0.859	0.665	0.756	0.737
BK5	0.859	0.74	0.803	0.781
KK1	0.629	0.818	0.653	0.724
KK2	0.665	0.835	0.745	0.73
KK3	0.713	0.846	0.744	0.752
KK4	0.639	0.843	0.735	0.656
KK5	0.557	0.759	0.599	0.606
KK7	0.639	0.864	0.686	0.666
KK8	0.582	0.703	0.551	0.569
MK1	0.842	0.721	0.918	0.794

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Indicator	Workload	Employee Performance	Work Motivation	Work-Life Balance
MK2	0.841	0.741	0.924	0.792
MK3	0.792	0.666	0.838	0.672
MK4	0.679	0.75	0.832	0.695
MK5	0.665	0.765	0.846	0.71
WLB1	0.55	0.605	0.584	0.762
WLB2	0.755	0.641	0.627	0.772
WLB3	0.566	0.644	0.582	0.796
WLB5	0.776	0.707	0.752	0.871
WLB6	0.685	0.7	0.689	0.886
WLB7	0.8	0.752	0.804	0.801

Source; author 2025

Table 12. AVE Results

Variable	AVE
Workload	0.773
Employee Performance	0.659
Work Motivation	0.761
Work-Life Balance	0.666

Source; author 2025

Table 13. Fornell Larcker Criterion

Variable	Workload	Employee Performance	Work Motivation	Work-Life Balance
Workload	0.879			
Employee Performance	0.781	0.812		
Work Motivation	0.871	0.805	0.872	
Work-Life Balance	0.802	0.810	0.800	0.816

Source; author 2025

Table 14. Composite Reliability and Cronbach's Alpha Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Workload	0.926	0.944	Reliable
Employee Performance	0.913	0.931	Reliable
Work Motivation	0.921	0.941	Reliable
Work-Life Balance	0.899	0.923	Reliable

Source; author 2025

Table 15. R^2 Value of Endogenous Variables

Endogenous Variable	R^2
Employee Performance	0.755
Work Motivation	0.799

Source; author 2025

Table 16. Hypothesis testing results

Hypothesis	Path Relationship	(β)	T-Statistics	P-Values	Result
H1	Work-life balance → Work Motivation	0.333	3.402	0.001	Supported
H2	Workload → Work Motivation	0.491	4.889	0	Supported

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

H3	Work-life balance → Employee Performance	0.457	4.545	0	Supported
H4	Workload → Employee Performance	-0.131	1.214	0.23	Not Supported
H5	Work Motivation → Employee Performance	0.478	3.695	0	Supported
H6a (Mediation)	Workload → Work Motivation → Employee Performance	0.283	2.933	0.003	Partial Mediation
H6b (Mediation)	Work-life balance → Work Motivation → Employee Performance	0.159	2.55	0.011	Partial Mediation

Source; author 2025

Acknowledgements

The authors would like to thank the management and staffs of RSUD Cengkareng for their cooperation and participation in this study. We would also like to thank the Rector of Universitas Mercu Buana for the academic supports that was given during the research.

Author Contributions

Reni Yuliani developed a research framework, collected and analyzed the data, and wrote the initial manuscript. **Catur Widayati** critically revised the draft, supervised the methodology and finally revised the manuscript. The final version has been read and approved by both authors.

Funding Statement

Funding This study received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

Ethics Approval and Consent to Participate

All procedures were performed in compliance with ethical standards in research. All participants gave informed consent before data collection, and anonymity was guaranteed. No personally recognisable information that could identify people was taken.

Conflict of Interest

Conflict of Interest Statement The authors have no conflict of interest to declare regarding the development, authorship, and publication of this article.

AI and Ethics Statement

Some of the articles were polished by popular AI tools (ChatGPT by OpenAI). The contents intellectually, analyses and interpretations of data are the only responsibility of authors.

References

Alves, I., Limão, M., & Lourenço, S. M. (2024). Work Overload, Work–Life Balance and Auditors′ Turnover Intention: The Moderating Role of Motivation. *Australian Accounting Review*, *34*(1), 4–28. https://doi.org/https://doi.org/10.1111/auar.12417

Alzadjali, B., & Ahmad, S. Z. (2024). The impacts of a high commitment work system on well-being: the mediating role of organization support and employee work-life balance. *Industrial and Commercial Training*, *56*(1), 53–77. https://doi.org/10.1108/ICT-11-2022-0084

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Budhwar, P., Chowdhury, S., Wood, G., Aguinis, H., Bamber, G. J., Beltran, J. R., Boselie, P., Lee Cooke, F., Decker, S., DeNisi, A., Dey, P. K., Guest, D., Knoblich, A. J., Malik, A., Paauwe, J., Papagiannidis, S., Patel, C., Pereira, V., Ren, S., … Varma, A. (2023). Human resource management in the age of generative artificial intelligence: Perspectives and research directions on ChatGPT. *Human Resource Management Journal*, *33*(3), 606–659. https://doi.org/https://doi.org/10.1111/1748-8583.12524

Byrne, A.-L., Harvey, C., & Baldwin, A. (2024). The discourse of delivering person-centred nursing care before, and during, the COVID-19 pandemic: Care as collateral damage. *Nursing Inquiry*, *31*(2), e12593. https://doi.org/https://doi.org/10.1111/nin.12593

Chinguwo, P. (2023). How Excessive Workloads and Long Hours of Work Contribute to Occupational Stress and Burnout Among Clinical Officers at Public Hospitals in Malawi. *South African Review of Sociology*, *53*(1), 5–27. https://doi.org/10.1080/21528586.2023.2187448

Demir, A., & Budur, T. (2022). Work–life balance and performance relations during COVID 19 outbreak: a case study among university academic staff. *Journal of Applied Research in Higher Education*, *15*(2), 449–472. https://doi.org/10.1108/JARHE-07-2021-0287

Ghimire, A., & Sharma Neupane, M. (2025). The hidden curriculum: examining gender disparities in career trajectories of female medical graduates from Nepal. *BMC Public Health*, *25*(1), 1555. https://doi.org/10.1186/s12889-025-22700-9

Guest, D. E. (2017). Human resource management and employee well-being: towards a new analytic framework. *Human Resource Management Journal*, *27*(1), 22–38. https://doi.org/https://doi.org/10.1111/1748-8583.12139

Gülmez, E., Koruca, H. I., Aydin, M. E., & Urganci, K. B. (2024). Heuristic and swarm intelligence algorithms for work-life balance problem. *Computers & Industrial Engineering*, *187*, 109857. https://doi.org/https://doi.org/10.1016/j.cie.2023.109857

Gupta, P., Lakhera, G., & Sharma, M. (2024). Examining the impact of artificial intelligence on employee performance in the digital era: An analysis and future research direction. *The Journal of High Technology Management Research*, *35*(2), 100520. https://doi.org/https://doi.org/10.1016/j.hitech.2024.100520

Harvey, R. D., Miller, T. M., Hurley, P. A., Thota, R., Black, L. J., Bruinooge, S. S., Boehmer, L. M., Fleury, M. E., Kamboj, J., Rizvi, M. A., Symington, B. E., Tap, W. D., Waterhouse, D. M., Levit, L. A., Merrill, J. K., Prindiville, S. A., Pollastro, T., Brewer, J. R., Byatt, L. P., … Nowakowski, G. S. (2024). A call to action to advance patient-focused and decentralized clinical trials. *Cancer*, *130*(8), 1193–1203. https://doi.org/https://doi.org/10.1002/cncr.35145

Imran, M. K., Sarwar, A., Fatima, T., & Shabeer, S. (2025). Am I depleting from work or life? A nexus among work–life balance, self-efficacy, emotional exhaustion and performance. *Asia-Pacific Journal of Business Administration*. https://doi.org/10.1108/APJBA-05-2024-0253

Johari, J., Yean Tan, F., & Tjik Zulkarnain, Z. I. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*, *32*(1), 107–120. https://doi.org/10.1108/IJEM-10-2016-0226

Koroglu, Ş., & Ozmen, O. (2021). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, *14*(1), 124–144. https://doi.org/10.1108/APJBA-09-2020-0326

Mahmoud, A. B., Reisel, W. D., Fuxman, L., & Mohr, I. (2021). A motivational standpoint of job insecurity effects on organizational citizenship behaviors: A generational study. *Scandinavian Journal of Psychology*, *62*(2), 267–275. https://doi.org/https://doi.org/10.1111/sjop.12689

ISSN: 3047-4108 P-ISSN: 3048-3751
Journal Economic Business Innovation -JEBI, Vol. 02, Issue.1 2025, Page; 125-144
DOI: https://doi.org/ 10.69725/jebi.v2i1.250

Martini, N., Sajtos, L., Idio, L., Kaur, M., Sweeney, N., Zhang, C., & Scahill, S. (2024). The future of pharmacy work: How pharmacists are adapting to and preparing for technology infusion. *Exploratory Research in Clinical and Social Pharmacy*, *15*, 100472. https://doi.org/https://doi.org/10.1016/j.rcsop.2024.100472

Meesala, A., & Paul, J. (2018). Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future. *Journal of Retailing and Consumer Services*, *40*, 261–269. https://doi.org/https://doi.org/10.1016/j.jretconser.2016.10.011

Nabirye, A. K., Munabi, I. G., Mubuuke, A. G., & Kiguli, S. (2025). Emotional and psychological experiences of nursing students caring for dying patients: an explorative study at a national referral hospital in Uganda. *BMC Medical Education*, *25*(1), 96. https://doi.org/10.1186/s12909-025-06708-8

Nie, Y., Chua, B. L., Yeung, A. S., Ryan, R. M., & Chan, W. Y. (2015). The importance of autonomy support and the mediating role of work motivation for well-being: Testing self-determination theory in a Chinese work organisation. *International Journal of Psychology*, *50*(4), 245–255. https://doi.org/https://doi.org/10.1002/ijop.12110

Poelmans, S. A. Y., Kalliath, T., & Brough, P. (2008). Achieving work–life balance: Current theoretical and practice issues. *Journal of Management & Organization*, *14*(3), 227–238. https://doi.org/DOI: 10.5172/jmo.837.14.3.227

Ramachandaran, S. D., Doraisingam, P., Nuraini, R., & Kumari, S. (2025). Harmonizing work-life Equilibrium: Unveiling academicians' perspectives in Malaysian Higher Education on work-life balance. *Social Sciences & Humanities Open*, *12*, 101673. https://doi.org/https://doi.org/10.1016/j.ssaho.2025.101673

Schaufeli, W. B. (2017). Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, *46*(2), 120–132. https://doi.org/https://doi.org/10.1016/j.orgdyn.2017.04.008

Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, *7*(1), 129–146. https://doi.org/10.1108/SAJBS-02-2017-0018

Turja, T., Särkikoski, T., Koistinen, P., Krutova, O., & Melin, H. (2024). Job well robotized! – Maintaining task diversity and well-being in managing technological changes. *European Management Journal*, *42*(1), 67–75. https://doi.org/https://doi.org/10.1016/j.emj.2022.08.002

Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2012). Employee Well-being and the HRM–Organizational Performance Relationship: A Review of Quantitative Studies. *International Journal of Management Reviews*, *14*(4), 391–407. https://doi.org/https://doi.org/10.1111/j.1468-2370.2011.00322.x