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Work-Life Balance and Work Motivation on the Performance of Female Employees at A Rural Public Health Center in Jember

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Abstract: This study examines the effects of work motivation and work–life balance on the job performance of female employees at the Wuluhan Public Health Center. A quantitative design was employed, and 55 married female employees were selected through purposive sampling. Data were collected using a questionnaire measuring work motivation, work–life balance, and job performance, and were analyzed using multiple linear regression after the classical assumption tests were satisfied. The results show that work motivation and work–life balance each have a positive and significant effect on job performance, and that the two variables jointly have a significant effect. Work motivation exerts a stronger influence than work–life balance. These findings suggest that the health center should strengthen both work motivation and work–life balance to improve employee performance.

Keywords: *Work-life Balance; Work Motivation; Female Employee Performance*

Abstrak*: Penelitian ini mengkaji pengaruh motivasi kerja dan keseimbangan kehidupan kerja (work–life balance) terhadap kinerja pegawai perempuan di Pusat Kesehatan Masyarakat (Puskesmas) Wuluhan. Studi ini menggunakan desain kuantitatif dengan 55 pegawai perempuan yang telah menikah, yang dipilih melalui teknik purposive sampling. Data dikumpulkan menggunakan kuesioner untuk mengukur motivasi kerja, keseimbangan kehidupan kerja, dan kinerja pegawai, kemudian dianalisis dengan metode regresi linear berganda setelah memenuhi uji asumsi klasik. Hasil penelitian menunjukkan bahwa motivasi kerja dan keseimbangan kehidupan kerja masing-masing memiliki pengaruh positif dan signifikan terhadap kinerja pegawai, serta kedua variabel tersebut secara bersama-sama juga memberikan pengaruh yang signifikan. Motivasi kerja memberikan pengaruh yang lebih kuat dibandingkan dengan keseimbangan kehidupan kerja. Temuan ini menyarankan agar pihak Puskesmas memperkuat motivasi kerja maupun keseimbangan kehidupan kerja guna meningkatkan kinerja pegawai.*

Kata kunci*: Keseimbangan Kehidupan-Kerja; Motivasi Kerja; Kinerja; Karyawan Perempuan*

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INTRODUCTION

Improving public health in Indonesia has mandated the establishment of Public Health Centers (Pusat Kesehatan Masyarakat [Puskesmas]) in rural and underserved areas. Each center must provide and integrate primary health care services for the community. Puskesmas form the base of the primary healthcare system and must effectively deliver community healthcare services (Syafira et al., 2023). Opening, operating, and managing a Puskesmas involves a range of health and non-health workers. A Puskesmas' success depends on the combined performance of these workers. Female employees at Puskesmas are important for community health services; however, they must perform dual roles.

Women are expected to work outside the home. They also have to manage the household and care for their children. Women need to find ways to balance these responsibilities. For working women with children, this can be very stressful. Even though they are very busy with their families, they can go to work with a positive attitude. Many of the duties performed by female employees at puskesmas require interaction with patients and family members (Pramesti et al., 2022). Therefore, female employees at puskesmas need strong listening skills and the ability to motivate patients. Female employees at puskesmas must perform a range of services well and manage their time effectively. Work-life balance is important for these employees. Balancing responsibilities at work and at home creates an integrated model that harmonizes the demands and conflicts between work and family. For women working at puskesmas, work-life balance matters because it affects the services they provide. Work-life balance includes the adjustments a work environment makes to help employees integrate their work and personal lives. Employees are more productive and loyal when employers help them meet their personal interests and needs. More importantly, improving work-life balance at puskesmas requires an assessment to determine how employees and management can use their available time more effectively. For puskesmas, work-life balance is an important element in improving health and social services. One aspect that relates to work-life balance is work motivation. This aspect influences how female employees balance their work with household duties. Employees' commitment and determination to improve services, along with their supportive and patient attitude when dealing with health center customers, reflect their level of work motivation. Therefore, work motivation drives the workforce to achieve desired performance levels. (Putri et al., 2023). Related research on women's dual roles and work-family conflict reports similar pressures (Muhareni et al., 2022; Pramesti et al., 2022).

According to Maslow's theory of motivation, individuals have various needs at different levels of importance. These levels include a person's physiological and psychological needs. Employees have an innate need to accomplish tasks that enhance their self-esteem. When they accomplish their work-related goals, they are likely to experience high self-esteem. Previous studies have reported that a work-life balance improves the performance of employees working in the healthcare sector. A positive work-life balance improves organizational commitment among employees in the healthcare sector. Employees in the healthcare industry who balance their

personal and work lives are less likely to experience burnout. A systematic review by Saputra and Masdupi (2024) found similar results. It showed that work-life balance improves employee productivity and performance. A positive work-life balance contributes to employees' well-being and helps them meet the pressures and challenges of work and life. Work motivation is positively correlated with employee performance and productivity. Work motivation influences employee performance and productivity, helping employees achieve their work goals. Work motivation in public services is pivotal in enhancing job satisfaction and work performance. Kumala and Saputro (2024) report similar results, claiming that work motivation is the most important factor in employee performance, especially in jobs requiring high discipline and regularity. Additionally, Waruwu (2024) notes that an adequate level of work motivation enables civil servants to deliver superior and accountable performance.

Based on the preceding discussion, it can be concluded that both work motivation and work-life balance are critical elements in achieving the desired level of performance. Therefore, this research aims to assess the impact of work motivation and work-life balance on the performance of females in the workforce. More specifically, this research assesses the performance of working women in the healthcare sector of Indonesia, who face a "double burden" of responsibilities at work and at home. It is worthwhile to undertake this research, particularly considering that the subjects of the study, namely employees of the Wuluhan Public Health Center (Puskesmas Wuluhan), represent the larger population of women employees working at public health centers in Indonesia.

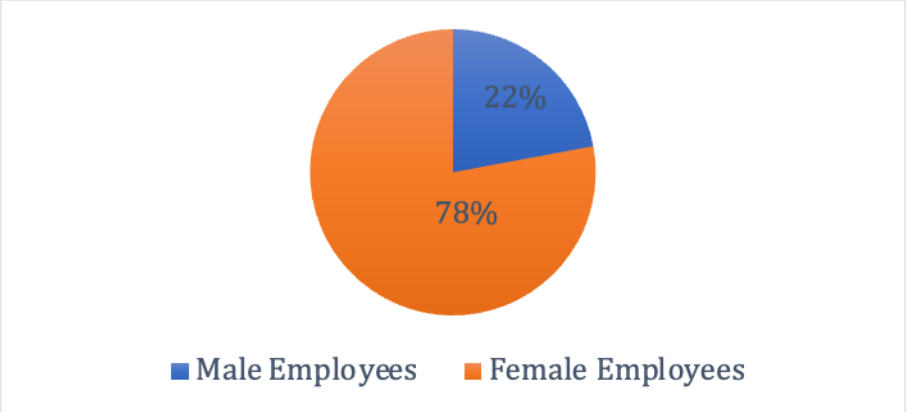


Figure 1. Percentage of Employees at Wuluhan Public Health Center

Female employees comprise 78% of the workforce at the Wuluhan Public Health Center (Figure 1). Consequently, women hold most positions, and management should improve the center's services by addressing work-related issues affecting female employees. These concerns include, among others, women employees' work-life balance and work motivation. Management must address these issues immediately. Work-life balance helps employees fulfill work and family responsibilities, while work motivation is critical to improving workforce efficiency and productivity. This study aims to provide evidence to the management of the Wuluhan Public Health Center to improve services for women employees and to support the development of work-related policies and strategies for the center. This

study also aims to expand the literature on motivation, work-related issues, and the performance of women employees. The literature on the subject further enriches existing literature on work motivation and employee performance by integrating the work of various other scholars, including Maslow.

This is pertinent to Wuluhan Public Health Center, as staff must provide public health services and interact with patients and the community. Staff at public health centers must provide a range of public health services and manage multiple responsibilities. This is equally pertinent to women staff, as they may have to reconcile work and family responsibilities. Work motivation deserves emphasis. If employees' needs are met, work motivation increases, and employees are encouraged to deliver services. Public health centers are engines of primary health care and services. This study analyzes employee motivation and service performance. Assessing work motivation is important, as health center management strives to improve service to the community. Staff at the Wuluhan Public Health Center balance family and work responsibilities. This study focuses on female staff because the author believes employee motivation improves when work performance meets employees' needs, thereby enhancing service performance.

LITERATURE REVIEW

Work–Life Balance

Work-life balance refers to a person's ability to integrate the various roles he/she plays and coordinate the demands of personal life and work to attain a sense of well-being and effectiveness in all aspects of life. Different roles a person plays demand certain limited resources. These include time, energy, and attention. If the demands of a person's roles exceed available resources, they experience conflict and stress. Balance is attained when a person can meet the demands of their roles without interference. Work-life balance improves an employee's mental health and well-being by reducing work-related stress and role conflict. Work-life balance improves employee performance, while extreme imbalance increases stress and role conflict, negatively affecting performance. Creating a suitable work-life balance is crucial in an organization as it improves employees' health and performance (Manalu et al., 2025). Work-life imbalance increases stress and role conflict, which negatively affect employees' performance and health, contributing to burnout (Saputra & Masdupi, 2025). Related studies likewise associate work-life balance with employee well-being, job satisfaction, and performance (Barbar et al., 2024; Greenhaus et al., 2003; Haerani et al., 2023; Hikmah & Lukito, 2021; Nurlaila et al., 2024).

Work Motivation

Robbins and Judge (2013) define motivation as the process that dictates the level of effort an individual directs toward attaining a specified goal. The level of effort is referred to as the intensity of motivation, while the directing of the effort is referred to as the goal orientation. Goal orientation may also be defined as the persistence of effort. Maslow's hierarchy also informs work motivation through needs. Physiological needs may be satisfied outside the workplace. However, the need for recognition and safety may also be satisfied in the workplace (Sibarani et al., 2023). This satisfaction motivates individuals to pursue their next-level needs. Work motivation has been positively associated with employee productivity and negatively

associated with employee lethargy and apathy (Satrya & Putra, 2023). Empirical studies also link work motivation and its workplace antecedents with employee performance (Aprianto & Sunarto, 2024; Aulia et al., 2024; Basyid, 2024; Goni et al., 2021; Husna & Prasetya, 2024; Karlita et al., 2024; Khasanah & Basukianto, 2022; Nazara & Yuliana, 2024).

Employee Performance

Achieving organizational goals and objectives largely depends on employee performance (Adzansyah et al., 2023). Bernardin and Russel, as cited in Ningrum and Ningsih (2021), contend that individual performance may be measured against criteria such as service level, speed and courtesy, cost, and level of independence. Both individually and jointly, work-life balance and work motivation are aspects of an employee's job that are related to theirs performance at work (Utomo & Sanggarwati, 2024). This study examines work-life balance (X1), work motivation (X2), and employee performance (Y). The following diagram shows how I represent my conceptual framework of the study:

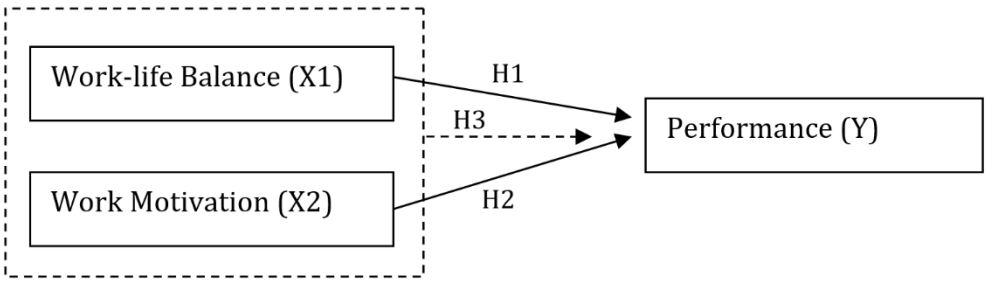


Figure 2. Model of the Variables

The model focuses on work-life balance, work motivation, work engagement, and their relationships with employee performance. It hypothesizes that work-life balance and work motivation contribute to employees' work engagement, which, in turn, contributes to employee performance. Work-life balance refers to an individual's ability to meet the demands of the different roles he/she plays (i.e., worker, spouse, parent, friend, etc.) in a given society. Several theories address work-life balance. These theories address the effects of work-life balance (positive or negative) on employees and their effectiveness at work (i.e. employees' health and safety at work). In the health care industry, employees (especially women) have greater responsibilities at home (i.e., caring for children and the elderly). Consequently, it is theoretically assumed that work-life balance positively affects employees' performance. The following hypothesis was formulated based on the preceding statement. Recent studies further support relationships among work-life balance, work engagement, motivation, and performance (Alnagbi et al., 2025; Fitrah & Prasetyo, 2024; Frame & Hartog, 2003; Humaini et al., 2024; Sulindra et al., 2025; Ulhaq & Suratman, 2025; Wahyudin et al., 2025).

H1: Work-life balance has a positive and significant effect on employee performance.

According to Vo et al. (2022), motivation influences an employee's willingness to exert effort, energy, and persistence toward achieving the organization's objectives. Motivated employees are disciplined and responsible. Thus, work

motivation is a critical element of employee performance (Rahman & Warastri, 2024). As previously explained, the following hypotheses have been formulated:
H2: Work motivation has a positive and significant effect on the performance of female employees at Wuluhan Public Health Center.

RESEARCH METHOD

This study is quantitative and explanatory, using a survey to evaluate the influence of work-life balance and work motivation on the performance of female employees at the Wuluhan Public Health Center. The design and methods used in this research provide an opportunity to test hypotheses and establish relationships that would otherwise remain intangible. The research design and methods are appropriate and useful for establishing and measuring the influence of work-life balance and work motivation on employee performance. The Wuluhan Public Health Center has both health and non-health personnel and provides an opportunity to study work-life balance and work motivation among female employees. Employees of the Wuluhan Public Health Center work in the public healthcare system, providing an opportunity to study and assess work-life balance and work motivation among public healthcare employees. The study analyzes all 60 women working at the Wuluhan Public Health Center in Jember Regency. The workers include women working in health and other allied fields. The researchers selected the sample using purposive sampling. Respondents were married women working at the center who had children. The researchers purposively selected married women with children because they were assumed to have more responsibilities at home and therefore face greater challenges in balancing their roles at work and at home. Of the 60 women in the population, the researchers excluded 5 from the sample. The 5 women were three single women and two married women without children. Therefore, the sample included 55 women.

A survey was created to assess aspects of employees' work-life balance, workplace motivation, and performance. The survey items were based on work-related theory and research. Items related to work-life balance assessed employees' ability to reconcile their work and family commitments. Items related to motivation assessed both the presence of internal and external work motivators. Items assessing employee performance focused on the extent to which employees met workplace responsibilities in terms of the quality and quantity of their work. Additional items assessed the timeliness of employee workplace performance. Items assessing employee responsibility in the workplace focused on the scope of employees' workplace responsibilities. To assess the relationship between the items and the underlying attitude, behavior, or construct, the survey was administered to a sample of the working population. Before analysis, the survey was assessed for validity and reliability. Validity was assessed based on the extent to which survey items reflected the attitude, behavior, or construct. The survey was considered valid if items reflected the attitude, behavior, or construct being assessed. Reliability was assessed based on Cronbach's Alpha. A survey was considered reliable if Cronbach's Alpha was greater than 0.70.

These data were analyzed using IBM SPSS Statistics 27. The analysis included descriptive statistics, validity and reliability tests, classical hypothesis testing, and multiple linear regression. The multiple regression analysis evaluated the

relationship between work-life balance, work motivation, and employees' performance. The analysis also assessed the independent effect of each work-related variable using t-tests. An F-test assessed the combined effect of the independent variables. Lastly, the statistical analysis determined the coefficient of determination (R^2) to assess the combined effect of work-life balance and work motivation and to understand how much of employees' performance at work is influenced by each variable.

The statistical software SPSS was used to conduct a multiple regression analysis of the questionnaires. The regression equation is as follows:

$$Y = a + b1X1 + b2X2 + e$$

Where:
Y : Employee performance
a : Constant
b1, b2 : Regression coefficients of each independent variable
X1 : Work-life balance
X2 : Work motivation
E : Error

RESULT AND DISCUSSION

Result

Respondent Characteristics

Based on the survey data, most respondents were 30-39 years old (21 respondents; 38.18%). Other respondents were distributed comparatively evenly across other age groups. About 30.91% of the respondents were 50-59 years old, and 29.09% of the respondents were 40-49 years old. Only 1 respondent was 20-29 years old. The respondents' work experience at the health center was varied. Most of the respondents had work experience at the health center for 10-19 years (30 respondents; 54.55%). About 23.64% of the respondents had more than 20 years of work experience, 12.73% had 5-9 years, and 9.09% had 1-4 years. Regarding education, the respondents' backgrounds varied. Most respondents held a Diploma (27; 49.09%). Other respondents' backgrounds were comparatively equally distributed. About 23.64% of the respondents had a background of senior hugh school (SMA), 18.18% had S1, and 5.45% had S2. Other backgrounds of junior high school (SMP) and doctoral degree (D4) were represented by 1-3 respondents.

The highest percentage of respondents (49.09%) had a diploma (D3) education. Thirty-two percent (23.64%) of respondents were senior high school (SMA) graduates, and 18.18% were bachelor's (S1) degree graduates. The profession most represented in the sample was midwifery, with 21 respondents (38.18%). Other representative professions included nursing (14 respondents, 25.45%) and administration (12 respondents, 21.82%). Other professions included medical (2 respondents), laboratory (2 respondents), pharmacy (2 respondents), and environmental health (2 respondents). Other professions included kitchen services (1 respondent) and laundry services (1 respondent).

Table 1. Respondent Characteristics

Category		Frequency	Percentage %
Age	20-29 years	1	1.82
	30-39 years	21	38.18
	40-49 years	16	29.09
	50-59 years	17	30.91
Years of Service	1-4 years	5	9.09
	5-9 years	7	12.73
	10-19 years	30	54.55
	20< t years	13	23.64
Education	Junior High School (SMP)	1	1.82
	Senior High School (SMA)	13	23.64
	Diploma 3 (D3)	27	49.09
	Diploma 4 (D4)	3	5.45
	Bachelor's Degree (S1)	10	18.18
	Master's Degree (S2)	1	1.82
Job Position	Doctor	2	3.64
	Nurse	14	25.45
	Midwife	21	38.18
	Administrative Staff	12	21.82
	Kitchen Staff	1	1.82
	Laundry Staff	1	1.82
	Laboratory Analyst	2	3.64
	Environmental Health Staff	1	1.82
	Pharmacist	1	1.82

Source: Processed Research Data (2026)

Instrument Test

As shown in Appendix 1, the critical values for the r-table were met or exceeded for all scale items; therefore, they are appropriate for use in this research.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Critic Value	Decision
Work-life Balance	0.968	0.70	Reliable
Work Motivations	0.894	0.70	Reliable
Performance	0.930	0.70	Reliable

Source: Processed Research Data (2026)

The Cronbach's Alpha coefficients for all measurement items across the three constructs are above 0.70; therefore, the subscales are considered reliable. Multiple regression analysis was performed using the OLS method. It was assumed that the regression model generated the Best Linier Unbiased Estimator (BLUE). The data were tested for the following assumptions. For testing the assumption of data normality, the value of Asymp. Sig. in the Kolmogorov–Smirnov test (0.200) was found to be greater than 0.05. Consequently, the data were assumed to be normally distributed (see Appendix 2). The absence of multicollinearity among the

independent variables was confirmed by tolerance levels greater than 0.1 and variance inflation factors (VIFs) less than 10 (see Appendix 3). The test for heteroscedasticity was also performed. With the results of the Glejser test (see Appendix 4) and significance levels (α) of 0.680 and 0.181 for work-life balance and work motivation, respectively, it was concluded that heteroscedasticity was not present in the data.

The analysis focused on determining the influence of the independent variables and the extent of variance explained by the dependent variable. The results showed an R-squared value of 0.848. That is, 84.8% of the variance of the dependent variable was explained by the independent variables X1 and X2. The results further showed that the influence of other independent variables was minor. It was concluded that the developed regression model was appropriate.

Hypothesis Test

Table 3. T-Test Results

Variabel	Unstandardized B	t	Sig.
Work-Life Balance	0.112	2.749	0.008
Wok Motivation	0.732	9.751	0.001
Dependent Variable: Performance			

Source: Processed Research Data (2026)

From the results in Table 3, work-life balance (X1) has a positive and significant effect on employee performance (Y) at the 0.05 level, and the absolute value of the T-statistic exceeds the critical value (Tc) in the T-table (2.00665). Thus, the model appropriately includes work-life balance, and it positively affects performance. Similarly, work motivation (X2) has a positive and significant effect on performance at the 0.05 level, and the absolute value of T exceeds Tc. Therefore, work motivation positively affects performance. Based on the results, an appropriate regression model is:

$$Y = 5.251 + 0.112X1 + 0.732X2 + e$$

From the regression model, we can interpret that with no work-life balance and no work motivation, the sample's average performance is 5.251. Holding work motivation constant, an increase in work-life balance is expected to increase sample performance by 0.112. Similarly, holding work-life balance constant, work motivation must increase to increase sample performance.

Discussion

The Effect of Work-Life Balance on Female Employee Performance

The quantitative results provide evidence that work-life balance positively affects employee performance. The finding emphasizes that employees who can integrate work and home commitments improve overall work performance and reduce emotional exhaustion and work-related stress. The finding supports and extends previous research on female employees working in the healthcare sector. As mentioned earlier, female employees in the healthcare sector must meet household needs and consequently suffer from role conflict. This situation significantly affects employees' productivity and performance. Work-related stress and fatigue increase, and the overall quality of service employees provide decreases. Several organizations

have implemented different policies to support employees in integrating work and home commitments. Results from various research projects show that employees who receive organizational support in integrating work and home commitments are more satisfied, more committed to the organization, and perform better. Comparable evidence in healthcare and female-employee contexts also links work-life balance with performance and burnout-related outcomes (Ismanto et al., 2024; Meilia et al., 2023; Putri & Hadi, 2024).

This research corroborates international findings on the positive impact of work-life balance on employee performance. For example, Kaya and Karatepe (2020) showed that work-life balance adversely impacted psychological contract breach and, ultimately, positively impacted performance. Similarly, Carlson et al. (2011) indicated that positive affect and work-family enrichment also improved employee performance. As the research suggests, work-family policies improved employees' overall work-life balance and ultimately improved employee performance and well-being. Given the context of this research on married female employees with children, these employees are expected to perform at work while also managing family responsibilities. Hence, work-life balance is vital to employee performance. Various initiatives and efforts by the management of Wuluhan Public Health Center would enable employees to perform their duties at work while caring for their families. For example, flexible scheduling and time-off policies would support employees in managing work and family responsibilities. Family-responsive work policies have likewise been associated with employee performance (Medina-Garrido et al., 2021).

The Effect of Work Motivation on Female Employee Performance

Among work-related factors, employees value work motivation and work-life balance most, and work motivation has a greater influence on employees' performance. In fact, the regression line for work motivation is steeper than the one for work-life balance. For improving employees' performance, work motivation plays a major role. Looking more closely at employee type, and considering women employees who must balance work and family (especially in the Health sector), work motivation is even more crucial. Work-motivated employees perform their tasks better and show higher engagement, involvement, and commitment. In addition, work motivation helps employees manage work-related stress and other work-related psychological tensions, enhancing resilience and reducing performance stagnation or regression. This also aligns with Maslow's theory of human needs. (Van den Broeck et al., 2021).

The results support the notion that work motivation is a significant factor in employee performance. Researchers have documented and analyzed the impact of work motivation on employee performance. Using data from longitudinal studies and meta-analytic techniques, Wang et al. (2024) provide persuasive evidence that motivation positively influences work performance. The authors show that motivation positively affects work performance regardless of the classification or framework used. Studies on other forms of motivation, particularly intrinsic motivation, indicate that such motivation positively affects work performance through employee creativity and other behavioral skills. Work motivation thereby plays a positive role in employee work performance. The results documented herein further reinforce the positive role of employee motivation on employee work

performance. Evidence from public-service settings also suggests that workload, job satisfaction, and motivation jointly shape performance (Saputra & Marlius, 2024).

At Wuluhan Public Health Center, the stronger case for work motivation among married women employees with children indicates that motivation is a major factor affecting their performance. Health workers must do their best and be responsible in completing their tasks to meet the community's health needs. This study found that work motivation has a dominant effect. Therefore, for employees of the Wuluhan Public Health Center to perform at their best, they should be willing to carry out their job assignments and committed to working toward the organization's goals. To improve health workers' motivation, the center's management should implement an effective reward system, create a positive work environment, and provide decent working conditions.

CONCLUSION

The results show the impact of work-life balance and work motivation on the performance of women employees. Work motivation was the major factor among the two. The results support the theory that motivation and work-life balance among women employees in public health organizations are essential to understanding the factors that contribute to employee performance. The results are suggestive and emphasize the need for Public Health organizations to prioritize employee motivation and create a work environment that supports work-life balance. This study focused on one public health center and married women employees; therefore, the findings may be limited. Limitations include reliance on self-report questionnaires and failure to examine all possible factors that may influence employee performance. The study encourages further research in this field using larger and more diverse groups. Other variables, such as work volume and quality, leadership, and other aspects of the organization, may also be included in the research. Long-term and mixed-methods research are also encouraged.

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Appendix 1. Validity Test

Variable	Item	R-Value	R-Table	Remark
Work-life balance (X1)	X1.1	0.882	0.266	Valid
	X1.2	0.860	0.266	Valid
	X1.3	0.742	0.266	Valid
	X1.4	0.775	0.266	Valid
	X1.5	0.812	0.266	Valid
	X1.6	0.748	0.266	Valid
	X1.7	0.907	0.266	Valid
	X1.8	0.766	0.266	Valid
	X1.9	0.797	0.266	Valid
	X1.10	0.802	0.266	Valid
	X1.11	0.804	0.266	Valid
	X1.12	0.781	0.266	Valid
	X1.13	0.932	0.266	Valid
	X1.14	0.883	0.266	Valid
	X1.15	0.812	0.266	Valid
	X1.16	0.789	0.266	Valid
	X1.17	0.810	0.266	Valid
Work Motivation (X2)	X2.1	0.746	0.266	Valid
	X2.2	0.619	0.266	Valid
	X2.3	0.819	0.266	Valid
	X2.4	0.834	0.266	Valid
	X2.5	0.664	0.266	Valid
	X2.6	0.758	0.266	Valid
	X2.7	0.639	0.266	Valid
	X2.8	0.673	0.266	Valid
	X2.9	0.810	0.266	Valid
	X2.10	0.640	0.266	Valid
Performance (Y)	Y.1	0.793	0.266	Valid
	Y.2	0.871	0.266	Valid
	Y.3	0.811	0.266	Valid
	Y.4	0.718	0.266	Valid
	Y.5	0.867	0.266	Valid

	Y.6	0.802	0.266	Valid
	Y.7	0.787	0.266	Valid
	Y.8	0.824	0.266	Valid
	Y.9	0.725	0.266	Valid
	Y.10	0.731	0.266	Valid

Appendix 2. Normality Test

N	**55**
Test Statistic	0,95
Asym. Sig.(2-tailed)[c]	0.200

Appendix 3. Multicollinearity Test

Variable	**Tolerance**	**VIF**
Work-life balance	0.481	2.079
Work Motivation	0.481	2.079

Appendix 3. Heteroscedasticity Test

Variable	**Significance**
Work-life balance	0.680
Work Motivation	0.181