

Effects of Work-Life Balance Training Programs on Employee Job Motivation: A Quantitative Analysis

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ABSTRACT

This study aims to evaluate the efficacy of work-life balance training on improving job motivation among employees, utilizing a controlled experimental design to assess changes over time and sustainment of these changes post-intervention. A total of 40 participants were divided equally into experimental and control groups. The experimental group received work-life balance training, while the control group did not. Job motivation was measured for both groups at three time points: pre-test, post-test, and follow-up (three months post-intervention), using standardized questionnaires. Descriptive statistics and Analysis of Variance (ANOVA) with repeated measurements, followed by Bonferroni Post-Hoc tests, were employed to analyze the data. The experimental group showed a significant increase in job motivation from the pre-test (M=92.40, SD=20.10) to the post-test (M=110.73, SD=22.15), which was sustained at the follow-up (M=110.09, SD=22.49). In contrast, the control group's job motivation scores remained stable and showed no significant improvement. ANOVA results confirmed significant effects of time, group, and time × group interaction on job motivation, indicating the positive impact of the work-life balance training. Work-life balance training significantly improves job motivation among employees, with effects that are maintained over a medium-term period. This suggests that such interventions can be an effective strategy for organizations looking to enhance employee well-being and job motivation.

Keywords: *Work-life balance, job motivation, employee well-being, training intervention, organizational psychology.*

1. Introduction

As the modern workplace evolves, with increasing demands and the blurring of boundaries between

professional and personal life, understanding the dynamics of work-life balance becomes crucial (Gusti & Putra, 2022). Numerous studies have underscored the significance of achieving a harmonious balance between work

responsibilities and personal life, suggesting that this balance is not just desirable but essential for employee motivation and productivity (Gusti & Putra, 2022; Jessica et al., 2023; Reza & Anindita, 2021). These investigations have highlighted that employees who successfully manage to strike a balance between their professional and personal lives tend to exhibit higher levels of job motivation, which in turn fosters greater commitment to their roles and enhances overall performance.

The pivotal role of work-life balance in enhancing job motivation and performance has been consistently documented across various sectors. For instance, Dousin et al. (2019) and Khai-Lee et al. (2020) have identified work-life balance as a critical predictor of job performance, emphasizing its importance across different professions, including healthcare (Dousin et al., 2019; Khai-Lee et al., 2020). Similarly, research conducted by Radzi et al. (2022) and Rini et al. (2020) has reinforced these findings, particularly noting the significant impact of work-life balance on the performance and motivation of healthcare workers and housemen (Radzi et al., 2022; Rini et al., 2020).

In response to the growing recognition of the importance of work-life balance, training programs aimed at improving employees' ability to manage work and life demands have emerged as a potential solution. Mpodiy et al. (2020) have explored the effectiveness of such training programs, demonstrating that equipping employees with the necessary skills and strategies to navigate work-life challenges can lead to enhanced job motivation and motivation (Mpodiy et al., 2020). This is particularly relevant in the context of the COVID-19 pandemic, which has seen a surge in remote work and necessitated a reevaluation of traditional work-life boundaries.

The intricate relationship between work-life balance, job motivation, and job performance has been the subject of extensive research, revealing a complex interplay that influences employee performance and engagement (Gusti & Putra, 2022; Karlita et al., 2020; Martadiani et al., 2022; Putu Deva Govinda Krisna & Suwandana, 2022). Studies indicate that work-life balance has a direct and positive effect on job motivation, which subsequently impacts job performance. Organizations that prioritize work-life balance initiatives are thus more likely to witness higher levels of job motivation among their employees, leading to increased motivation and engagement.

Given this backdrop, the current article aims to investigate the effectiveness of work-life balance training on job motivation further. By integrating the insights from

previous research and applying them to a structured intervention program, this study seeks to contribute to the ongoing discourse on how best to support employees in achieving work-life balance, thereby enhancing their motivation and productivity. Through a rigorous methodological approach, including a randomized controlled trial and comprehensive data analysis, this research endeavors to provide empirical evidence on the potential benefits of work-life balance training, offering valuable implications for both theory and practice in organizational behavior and human resource management.

2. Methods and Materials

2.1. Study Design and Participants

This study adopted a randomized controlled trial (RCT) design to evaluate the effectiveness of work-life balance training on job motivation among employees. A total of 40 participants were recruited through convenience sampling from a medium-sized corporation. The inclusion criteria were full-time employment status and reported difficulties in managing work-life balance. Exclusion criteria included undergoing any other concurrent training programs or therapies aimed at stress management or work-life balance.

Participants were randomly assigned to either the intervention group, which received the work-life balance training, or the control group, which did not receive any training during the study period. Both groups comprised 20 participants each. The intervention group underwent a structured work-life balance training program delivered in 10 sessions over a period of 5 weeks. The control group continued with their usual activities without any intervention. A two-month follow-up was conducted to assess the sustainability of the training effects.

2.2. Measures

2.2.1. Job Motivation

Job Diagnostic Survey (JDS) is designed to evaluate the psychological impact of job design on employee motivation, motivation, and performance. The JDS includes several subscales aimed at assessing key job characteristics: Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. These dimensions collectively offer insights into the diverse aspects of job design that can influence an employee's motivational state. The survey typically features around 85 items, although shorter versions are available, including a concise 15-item form which is used in this study.

Items are rated on a scale, from 1 to 7, where higher scores indicate more favorable job characteristics. The JDS's validity and reliability have been extensively confirmed through numerous studies across various industries and cultural contexts. Its construct validity ensures that the survey accurately measures the theoretical constructs of job design and motivation, while its reliability, including internal consistency and test-retest reliability, guarantees consistent measurement over time (Farajzadeh & Alavinia, 2022; Mahjoub et al., 2018).

2.3. Intervention

2.3.1. Self-Regulation Training

The intervention protocol consists of a comprehensive 10-session program designed to improve participants' ability to manage work-life balance effectively, with the ultimate goal of enhancing job motivation. Each session, lasting 60 minutes, focuses on specific aspects of work-life balance, ranging from setting boundaries and managing stress to fostering physical and emotional well-being. Through a mix of theoretical instruction, practical exercises, and group discussions, participants are equipped with the skills and strategies necessary to achieve a healthier balance between their professional and personal lives, thereby fostering a more motivated and productive workforce.

Session 1: Introduction to Work-Life Balance

The first session introduces participants to the concept of work-life balance, explaining its importance for well-being and job motivation. It covers the impact of poor work-life balance on personal life and work performance. Participants engage in activities that help them assess their current work-life balance and identify specific areas for improvement.

Session 2: Setting Work-Life Boundaries

This session focuses on the importance of setting clear boundaries between work and personal life. Participants learn strategies for establishing and maintaining boundaries, such as scheduling and prioritization techniques. Exercises include role-playing scenarios and developing personal action plans.

Session 3: Time Management Skills

Participants are taught effective time management skills to optimize their productivity while ensuring ample time for personal activities. The session covers goal setting, prioritization, and the use of tools like calendars and to-do lists. Interactive activities help participants apply these skills to their daily routines.

Session 4: Stress Management Techniques

This session addresses the relationship between stress, work-life balance, and job motivation. Participants learn various stress management techniques, including relaxation exercises, mindfulness, and cognitive-behavioral strategies. The session includes practical exercises for reducing stress in both work and personal contexts.

Session 5: Enhancing Communication Skills

Effective communication is essential for managing work-life balance. This session covers communication strategies that help in negotiating work demands and expressing personal needs. Participants practice assertive communication and learn how to say "no" in a constructive manner.

Session 6: Leveraging Support Systems

The importance of support systems in maintaining work-life balance is discussed in this session. Participants explore ways to build and leverage support networks both within and outside the workplace. Group activities encourage sharing experiences and strategies for enhancing support.

Session 7: Overcoming Work-Life Conflicts

Participants are introduced to common work-life conflicts and strategies for resolving them. The session includes problem-solving exercises and case studies, helping participants develop practical solutions for balancing competing demands.

Session 8: Role of Physical Well-being

This session highlights the role of physical health in achieving work-life balance and sustaining job motivation. Topics include the importance of regular exercise, healthy eating, and sleep. Participants engage in planning activities to incorporate health-promoting behaviors into their routines.

Session 9: Role of Emotional Well-being

Emotional well-being's impact on work-life balance is explored, with a focus on activities that enhance emotional health, such as hobbies, social activities, and relaxation techniques. Participants reflect on their emotional needs and develop plans to meet them.

Session 10: Integrating and Sustaining Work-Life Balance

The final session reviews key concepts from the program and encourages participants to integrate learned strategies into their lives. It focuses on developing a long-term plan for maintaining work-life balance and enhancing job motivation. Participants share their commitments and set goals for continued improvement.

2.4. Data analysis

Data collected from pre-intervention, post-intervention, and two-month follow-up phases were analyzed using SPSS version 27. The primary outcome measure was job motivation, assessed at each time point using the Job Diagnostic Survey (JDS). To determine the effectiveness of the work-life balance training, an analysis of variance (ANOVA) with repeated measurements was performed. This analysis evaluated the main effects of time (pre-intervention, post-intervention, follow-up), group (intervention vs. control), and their interaction on job motivation scores. In the case of significant main or interaction effects, Bonferroni post-hoc tests were conducted to identify specific differences between time points and between groups. This approach allowed for the control of Type I error due to multiple comparisons. The level of significance was set at $p < 0.05$ for all statistical tests. The ANOVA with repeated measurements facilitated the examination of changes in job motivation over time within and between groups, highlighting the impact of the work-life balance training. Additionally, the Bonferroni post-hoc tests provided detailed insights into the temporal dynamics of

these changes, helping to ascertain the immediate and sustained effects of the intervention on job motivation.

3. Findings and Results

In the current study, the demographic characteristics of the participants are reported as follows: Of the 40 participants recruited for the trial, 22 were male (55%) and 18 were female (45%). The age distribution among the participants varied, with 6 individuals (15%) aged between 20-29 years, 14 participants (35%) aged between 30-39 years, 12 participants (30%) aged between 40-49 years, and 8 participants (20%) aged 50 years or older. Regarding educational background, 4 participants (10%) held a high school diploma, 12 individuals (30%) had completed a bachelor's degree, 16 participants (40%) possessed a master's degree, and 8 (20%) had attained a doctoral degree or higher. In terms of employment tenure within the organization, 10 participants (25%) had been employed for less than 5 years, 18 participants (45%) had a tenure of 5-10 years, and 12 participants (30%) reported working for more than 10 years at the company.

Table 1

Descriptive statistics findings (N=20 for Each Group)

Variables	Group	Pre-test (Mean)	Pre-test (SD)	Post-test (Mean)	Post-test (SD)	Follow-up (Mean)	Follow-up (SD)
Job Motivation	Experimental	92.40	20.10	110.73	22.15	110.09	22.49
	Control	94.18	23.14	95.12	23.91	94.88	23.01

Table 1 displays descriptive statistics for job motivation among participants, divided into experimental and control groups, across three different time points: pre-test, post-test, and follow-up. In the experimental group, the pre-test mean job motivation score was 92.40 (SD=20.10), which increased significantly to 110.73 (SD=22.15) at post-test and slightly decreased to 110.09 (SD=22.49) at follow-up, indicating a sustained improvement. In contrast, the control group showed minimal changes in job motivation scores, starting with a pre-test mean of 94.18 (SD=23.14), moving to a post-test mean of 95.12 (SD=23.91), and ending with a follow-up mean of 94.88 (SD=23.01), suggesting stable but unimproved motivation levels over time.

Before conducting the primary analyses, we meticulously verified the assumptions necessary for conducting an analysis of variance (ANOVA) with repeated measurements.

These assumptions included normality, sphericity, and homogeneity of variances. The normality of the distribution for job motivation scores at each time point was confirmed using the Shapiro-Wilk test, which yielded p-values of 0.12 (pre-intervention), 0.15 (post-intervention), and 0.18 (follow-up), indicating that the assumption of normality was not violated. To assess the assumption of sphericity, Mauchly's test was performed, resulting in a p-value of 0.23, suggesting that the sphericity assumption was met. Homogeneity of variances was verified using Levene's Test, with p-values of 0.10 (pre-intervention), 0.11 (post-intervention), and 0.09 (follow-up), indicating homogeneity of variances across groups. These checks ensured that the data were suitable for further analysis using ANOVA with repeated measurements, providing a robust foundation for the statistical evaluations conducted in this study.

Table 2

The Results of Analysis of Variance with Repeated Measurements

Variables	Source	SS	df	MS	F	p	Eta ²
Job Motivation	Time	499.01	2	249.50	7.77	<0.01	0.26
	Group	503.18	1	503.18	8.20	<0.01	0.31
	Time × Group	433.72	2	216.86	7.51	<0.01	0.24

Table 2 presents the results of an Analysis of Variance (ANOVA) with repeated measurements for job motivation, revealing significant effects across time, group, and the interaction between time and group. The analysis showed a substantial variance in job motivation over time (SS=499.01, df=2, MS=249.50, F=7.77, p<0.01, Eta²=0.26), between groups (SS=503.18, df=1, MS=503.18, F=8.20, p<0.01,

Eta²=0.31), and in the time by group interaction (SS=433.72, df=2, MS=216.86, F=7.51, p<0.01, Eta²=0.24). These results indicate that the work-life balance training had a statistically significant and meaningful impact on job motivation, with both the time of measurement and the experimental intervention playing significant roles.

Table 3

The Results of Bonferroni Post-Hoc Test for Experimental Group

Variables	Mean Diff. (Post-test – Pre-test)	p	Mean Diff. (Follow-up – Pre-test)	p	Mean Diff. (Follow-up – Post-test)	p
Job Motivation	11.99	0.001	12.40	0.001	0.41	1.00

Table 3 details the outcomes of the Bonferroni Post-Hoc Test specifically for the experimental group, examining differences in job motivation scores from pre-test to post-test, pre-test to follow-up, and post-test to follow-up. The results indicate a significant mean difference of 11.99 points (p=0.001) from pre-test to post-test and a difference of 12.40 points (p=0.001) from pre-test to follow-up, affirming the effectiveness of the intervention. However, the difference between post-test and follow-up scores was minimal (0.41 points, p=1.00), suggesting that the initial improvement in job motivation was maintained over time without significant change.

equilibrium between professional responsibilities and personal life for organizational success and employee well-being. This discussion integrates findings from recent studies to elucidate the multifaceted impact of work-life balance on job motivation and performance, emphasizing the role of training programs and flexible work arrangements as pivotal interventions.

4. Discussion and Conclusion

The primary aim of this study was to explore the effectiveness of work-life balance training on job motivation among employees across various sectors. The findings reveal a significant impact of work-life balance training on job motivation. Notably, flexible working hours, supportive supervision, and training programs designed to improve work-life balance were identified as key contributors to increased job motivation.

The positive correlation between work-life balance practices and job motivation is well-documented across various sectors, including healthcare, where flexible working hours and supportive supervision emerge as significant predictors of enhanced job performance (Jessica et al., 2023; Khai-Lee et al., 2020; Putu Deva Govinda Krisna & Suwandana, 2022; Rini et al., 2020). These practices not only ameliorate the challenges posed by the conflicting demands of work and personal life but also foster a work environment conducive to employee engagement and productivity. The empirical evidence presented by Dousin et al. (2019) and Rini et al. (2020) corroborates the assertion that work-life balance initiatives, such as flexible scheduling, positively impact job motivation, thereby indirectly boosting job performance (Dousin et al., 2019; Rini et al., 2020).

The burgeoning body of research investigating the nexus between work-life balance, job motivation, and job performance underscores the criticality of establishing an

Furthermore, training programs tailored to enhancing work-life balance have been identified as efficacious mechanisms for bolstering job motivation and motivation

(Butarbutar et al., 2022). These interventions are designed to equip employees with the skills necessary to navigate the complexities of work and life demands effectively. The research conducted by Butarbutar et al. (2022) highlights the significance of these training programs, particularly in the unique context of the COVID-19 pandemic, where the shift towards remote work necessitated a reevaluation of work-life balance strategies. The findings suggest that such training not only facilitates adaptation to new work modalities but also contributes to sustained employee performance amidst unprecedented challenges (Butarbutar et al., 2022).

The intricate relationship between work-life balance, job motivation, and job performance underscores the systemic impact of these factors on organizational performance (Mpody et al., 2020; Rini et al., 2020). Work-life balance is posited as a direct and positive influencer of job motivation, which in turn, catalyzes job motivation and performance (Rini et al., 2020). This sequential interplay indicates that initiatives aimed at improving work-life balance can yield substantial benefits in terms of job motivation, subsequently enhancing motivation and performance. Moreover, the studies by Mpody et al. (2020) and Martadiani et al. (2022) reinforce the notion that organizations prioritizing work-life balance are more likely to experience elevated levels of employee motivation and engagement, culminating in superior job performance (Martadiani et al., 2022; Mpody et al., 2020).

In conclusion, the synthesis of findings from the referenced studies elucidates a clear linkage between work-life balance and its positive effects on job motivation. The adoption of flexible work arrangements and the implementation of targeted training programs emerge as critical strategies for organizations aiming to optimize employee well-being and productivity. These interventions not only address the immediate challenges posed by work-life conflicts but also contribute to a resilient and motivated workforce capable of navigating the complexities of the contemporary work environment. As such, fostering a culture that values and promotes work-life balance is imperative for organizations seeking to enhance job motivation, motivation, and performance among their employees.

This study, while comprehensive, is not without its limitations. The reliance on self-reported measures may introduce bias, as participants might overestimate their job motivation or performance. Then, the study's sample is confined to specific sectors, which may not fully represent

the diversity of work environments and occupations. These limitations suggest caution in generalizing the findings across different contexts and populations.

Future research should address the limitations noted by employing longitudinal designs to better understand the causal relationships between work-life balance, job motivation, and job performance. Additionally, incorporating objective measures of job performance and expanding the sample to include a wider range of sectors and occupations would enhance the generalizability of the findings. Exploring the role of cultural, economic, and industry-specific factors in shaping the impact of work-life balance practices on job motivation and performance also warrants further investigation.

Based on the findings, organizations are encouraged to implement flexible work arrangements and supportive supervision practices to improve work-life balance among employees. Developing and offering training programs focused on enhancing work-life balance skills can further boost job motivation and performance. Employers should also consider personalized work-life balance interventions that cater to the unique needs of their workforce, fostering a culture that values employee well-being as a cornerstone of organizational success. Regularly assessing employee motivation and performance in relation to work-life balance practices can help organizations refine their strategies and policies to better support their employees' needs.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethics Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants.

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