

Employee's Work-Life Balance, Career Development, Motivation and Satisfaction as the Determinants of NGO's Performance

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Abstract: This study investigates the determinants of employee performance in the Service Industry in Malaysia, with a specific focus on work-life balance, job satisfaction, employee motivation, and career development. 300 survey questionnaires were distributed in total, and 170 respondents from both executive and non-executive groups were analyzed using IBM's SPSS version 23. The findings validate a substantial correlation among work-life balance, job satisfaction, employee motivation, career development and employee performance at Non-Government organizations (NGO's). This study provides significant insights that can be employed by NGO's in Malaysia to design effective strategies for enhancing employee performance. The proposals aim to advance research on employee management to improve corporate effectiveness and promote employee success in NGOs as its strategic influence on government policy at domestic and international levels.

Keywords: *Work-life balance, job satisfaction, employee motivation, career advancement, employee performance, International NGO*

1. Introduction and Background

The progress and development of a nation are not solely focused on the role of government alone. The role of private sector and non-governmental organizations (NGOs). It is also important to ensure the nation's sustainable development and continuously benefits society. Non-governmental organizations (NGOs) are increasingly recognized or promoted as healthcare service, community development, social justice contributions and education progress (Abiddin et al: 2022).

It is very alarming since Malaysian Non-Government Organisations have very dynamic roles and a distinct relationship with the government. NGOs in Malaysia tend to interact more with their government counterparts to bring in the best for the country, including bringing in good governance (Alatas, 2003). Hence there is a need to examine this phenomenon in Malaysia further and to equip Malaysian NGOs with the necessary capacities through organizational capacity building.

NGO's performance has an influence on government policy at the domestic and international levels (Ahmad & Arshad, 2022). For this reason, the researcher needs to contribute their findings by focusing on NGO's performance. There are five principles of good governance were recognized as significantly positively correlated with NGO's performance. This includes accountability, leadership, strategy management, performance monitoring, and transparency. Consistent assessment of the NGO's governance progression will always be required in a way that global governance is perceived as a fundamental principle (Omar et al, 2018).

However, measuring the organizational performance in for-profit and not-for-profit organizations requires different criteria due to their distinct goals and objectives. For the for-profit organization, it involves financial metrics, market position (share and growth), customer service and operational efficiency. While not-for-profit organizations put forth the importance on mission accomplishment, organizational effect, and efficient resource utilization to serve the community (Ibrahim et al; 2023). Measuring employee as the individual unit of organizational analysis differs significantly between profit-oriented organizations and nonprofit organizations for their distinct goals and operational focus. As for the profit-oriented organization, the financial impact, organizational sales and productivity, customer service, innovation and goal attainment become their key performance index. Unlike for-profit organizations, the nonprofit organization employee evaluation emphasizes their mission accomplishment, resource management, service quality and delivery, and community and collaborative engagement (Ibrahim et al; 2023).

Considering that employees in NGOs do not prioritize monetary rewards, the organization needs to ensure that employees' motivation remains high, job satisfaction is positive, career development is supported, and there is a balance between work and life, as well as overall well-being to sustain organizational performance.

Problem Statement

Globally, there are over 8 million Non-Governmental Organizations (NGOs), with approximately 81,544 based in Malaysia. Not-for-profit organizations typically prioritize environmental initiatives, resulting in distinctive business cultures compared to their for-profit counterparts.

The complexity of performance assessment in NGOs, combined with a gap in scholarly research, presents a compelling reason for this study. Because of the different organizational performance measures between for-profit and not-for-profit organizations, the determinants for employee performance measures are also different. Culturally specific attributes within Malaysian non-governmental organizations (NGOs) can impact the acceptance of traditional performance measurement systems (Gowindasamy, 2019). Many existing methodologies primarily focus on financial metrics, which may not align well with the diverse objectives of NGOs that often encompass multiple dimensions beyond just financial outcomes. Non-profit organizations, including NGOs, face unique challenges compared to for-profit sectors, such as the absence of traditional financial incentives like performance bonuses or promotions. As a result, there is a need to develop comprehensive performance measurement tools that take into account a wider range of factors beyond just financial indicators to effectively evaluate and enhance performance within NGOs.

Supporting the statement that nonprofit organization employee measures resource management, service quality and delivery, and community and collaborative engagement, Skarpeta (2020) suggested that the internal service quality of nonprofit organizational employees is dependent on the level of responsibility of the respondent's job. Therefore, organizations need to ensure employee motivation, as it encompasses both intrinsic and extrinsic factors that drive enthusiasm and commitment to their roles (Aye et al., 2019). This motivation, in turn, contributes to improved internal service quality.

Other motivational factors that influence an employee's performance in a nonprofit organization are closely tied to the organization's mission-driven purpose, which is to create a positive impact and contribute to social change. Targeting specific components in HRM practices is vital, as they are significant predictors of reducing employee turnover intentions. One study found that organizational commitment, job stress, job satisfaction, and reward satisfaction have significant relationships with turnover intention in Malaysian NGOs (Mamat & Wan Abdul Aziz, 2021). HRM practices and supervisor behavior play a crucial role in decreasing employee turnover intentions, thereby increasing organizational performance (Tauqeer et al., 2021).

It is well known that effective management of intangible assets, including positive relationships within the organization and with customers, as well as a strong external image, enhances an organization's sustainable competitive advantage (Buonomo et al., 2020). Employee satisfaction with a collaborative and supportive work environment can be a significant motivator due to the strong sense of community and relationships with colleagues and beneficiaries. Job satisfaction, in this context, reflects an employee's positive regard for their work role (Hee et al., 2019). Additionally, the sense of personal fulfillment and satisfaction derived from contributing to a cause or helping others provides meaning to work beyond financial rewards.

As opposed to the statement, 59% of Malaysian workers are satisfied with their jobs, while others are seeking better financial opportunities (Mardhiah, 2022). Management literature has traditionally recognized that volunteers are a unique and critical human resource for NGOs, leading to the development of market-oriented strategies aimed at strengthening recruitment and retention. Volunteers are motivated to stay with organizations that provide them with enjoyable experiences (Zollo et al., 2017, p. 513). Therefore employee satisfaction and career development opportunities can significantly enhance employee morale, contributing to higher productivity levels (Hee & Rhung, 2019).

For employee well-being, an empirical model by Navajas et al; (2020) has supported their hypothesis that the marginal effect produced by an increase in job demands (physical and psychological) decreases the well-being of employees in the sector. Consequently, work-life balance is increasingly recognized as a vital issue by

corporate boards, anticipated to gain prominence among human resource professionals in the coming years (Abdirahman et al., 2018). For many managers, employees' requests to access work-life balance policies are perceived as conflicting with operational goals (Todd & Beans, 2010). A finding of work-life balance in Malaysia reflected only a medium level of balance (Saharan et al; 2021) Even though, research highlights that employees with positive work-life balance contribute significantly more effort compared to overworked peers (Kehl, 2012). There are still research gaps and scope for future research in the area of work-life balance were found (Thilagavathy & Geetha, 2023).

In addition to work-life balance, several factors such as psychological, social, physical, and financial aspects have affected employee satisfaction (Purwanto, 2018; Yadav, 2014). In certain workplaces, some factors create constraints and limitations on employees, potentially affecting their ability to maintain a healthy work-life balance. These constraints may include strict regulations, inflexible work hours, heavy workloads, limited opportunities for personal time, or other factors that make it challenging for employees to achieve a satisfactory balance between their work responsibilities and personal lives. This aligns with Guest's (2017) assertion that certain workplace factors impose restrictive limits and regulations on employees, necessitating the introduction of additional work sectors to facilitate this balance. A lack of healthy balance between professional and personal lives can lead to various personal challenges, ultimately diminishing the quality of both life domains (Johari et al., 2018).

Studying and understanding employee performance is not new to researchers and organizations; however, the methods used and the factors identified can vary based on the nature of the business, the organization, and contextual or environmental factors. How it is studied and understood is continually developing. An organization's performance includes dimensions such as strategic planning, operational planning, financial planning, legal considerations, and its growth path. Enhanced organizational performance is achieved when employees have a clear understanding of their roles and responsibilities. Continuous and effective communication between leaders, management, and employees is vital to establishing performance expectations, monitoring progress, and attaining desired results. Organizational performance involves measuring all significant achievements crucial to the organization's survival, indicating that success is tied to the effective execution of its objectives. Because human resource management practices have a positive and significant effect on employee performance (Da Silva et al; 2020), the focus on elements such as work-life balance, career development, motivation and satisfaction is chosen for research empirical evidence.

2. Literature Review

Human resource management strategies affect employees' abilities to maintain a healthy balance and their motivation levels, both critical for achieving organizational objectives (Thamrin & Riyanto, 2020) and their influence on employees' work-life balance and motivation (Oludayo et al., 2018). Notably, there is a scarcity of research focusing on NGO employees in Malaysia, often due to the perception that studies of non-profit organizations are irrelevant (as there are no profit gains). Many employees today face considerable stress from longer working hours resulting from modern technological expectations. Achieving a healthy work-life balance is a significant challenge for employees across various industries, including education. However, implementing necessary changes is a complex process that must be executed in phases (Garg & Yajurvedi, 2016). Human resource management helps employees achieve this balance (Nie, Lamsa & Pucetaite, 2018). We begin with a literature review on employee performance as the dependent variable, followed by the literature on employee well-being, Job satisfaction, motivation and career development as the independent variables.

Employee performance

The quality of employee performance is significantly improved by job satisfaction (Prihadini et al., 2021). According to research, the performance of millennial employees is significantly influenced by work-life balance. Consequently, to achieve high performance levels, companies must establish work-life balance policies that both motivate and guarantee employees' dedication to optimal performance (Wiradendi, 2020). Furthermore, the results emphasize the significance of employee engagement and job satisfaction in the attainment of effective HRM performance (Alsafadi & Althahat, 2021). Although employee engagement does not directly influence performance, its effects are mediated through motivation and job satisfaction, which can substantially impact overall employee performance (Riyanto, Hendri & Erlisha, 2021). Susanti et al; (2022) also supported

the statement with their finding of the positive influence of job satisfaction and work-life balance on job performance.

Work-Life Balance and Employee Performance

According to the findings of a study (Yasbek, 2004) on the topic of work-life balance and the association between the productivity achieved by workers, stress has impeded the employees' ability to maintain a healthy work-life balance, which has resulted in poor productivity or even less. There are several organizations, such as the Corporate Executive Board (CEB), that have collaborated with businesses that provide work-life balance to their staff members to reduce the amount of tension that exists between their professional and personal lives (Sekaran, 2006). When workers in any business are relieved of the weight of work-life conflict, studies show that they can perform effectively, prevent absenteeism, and maintain low turnover rates in terms of output, satisfaction, and devotion toward the concepts and mission of the firm or the organization. However, studies have found that employment factors have affected employee work-life balance (Che Nordin et al; 2023). More importantly, if workers can lessen the amount of tension between their jobs and personal lives, the firm will be able to significantly enhance the employees' standard of living in terms of their health and their financial contributions. Therefore, businesses of any kind need to institute work-life balance, friendly rules and frameworks, both for their workers and for the workplace as a whole. Aside from all of these issues, different workers are impacted in different ways; this may be owing to the coping tactics that have been put on through various firms, which in turn leads to an impact on the performance of the company (Pfeifer, 2009). Work-life balance and employee performance are said to have a substantial association (Anitha, 2014). Accordingly, the first hypothesis put forward in this study is as follows:

H1: There is a positive relationship between Work-Life Balance and NGO Employee Performance.

Job Satisfaction and Employee Performance

Organizations are moving in the direction of boosting the degree of job contentment among workers to keep the largest number of qualified employees possible. Job happiness may be established among representatives in several different ways. Workers who are happy in their jobs are more likely to contribute to the growth of their organization in areas such as administration, productivity, and relationships with customers. Creating a sense of purpose in the workplace is important for ensuring high employee performance (Ahmad, Abdul Sabian & Nawi, 2024). According to Badrianto & Ekhsan (2020), variable work environment and job satisfaction bring a positive and significant effect on employee performance partially and simultaneously. By providing job satisfaction and work-life balance, there will be a positive influence on employee job performance (Susanti et al; 2022). The degree to which an individual enjoys, determines the level of productivity and demonstrates an increase in work satisfaction may on occasion lead to irresponsible behavior among workers; yet, employees need a greater level of drive to do their jobs more effectively (Mariati & Mauludin, 2018). Based on the results of one study conducted by Rini & Handiman, (2020), compensation, job promotions and job satisfaction simultaneously had a significant effect on performance.

According to Allen & Blackham (2018), job satisfaction begins to move from top to bottom as the company can provide what is required to create employee job satisfaction in the industry. This is because management can provide what is required to create job satisfaction. Studies (Wang & Hsieh 2013) have shown that a few factors, including job happiness, have an impact on employees' organizational commitment. Employee satisfaction with their work undoubtedly results in excellent performance. Thus, the second hypothesis put forward in this study is as follows:

H2: There is a positive relationship between Job Satisfaction and NGO's Employee Performance.

Employee Motivation and Employee Performance

The arousal or urge to pursue a certain form of action or accomplish a particular goal is what we mean when we talk about motivation. When workers are motivated, they direct their efforts toward the accomplishment of the objectives that have been established for them. Several empirical investigations conducted decades ago, including Wright (2001), Chaundry & Sharma (2012), and Owusu (2012), have found evidence to support the hypothesis that there is a direct and positive correlation between employee motivation and performance on the job. Research continues to demonstrate that its importance is ongoing. According to Carvalho et al; (2020), motivation has a significant effect on employee performance. It is needed to support all company activities better. Employees who have high motivation tend to contribute all their abilities to the company to improve

performance both in quality and quantity. Apart from economic resources, human resource management is also crucial to an organization's managers to seek methods to encourage their subordinates to obtain optimal production (Martin et al., 2018). While Aldi & Susanti's (2019) also indicated that job performance is positively and significantly impacted by employee motivation. This finding is strongly supported by Fathiah et al; (2021) findings, whereby work environment and work motivation have a significant effect on employee performance. Variables of employee competence and work environment have a significant effect on employee work motivation. Work motivation has a significant effect on employee performance. Employees who are motivated to do their jobs are more productive overall and have a positive attitude toward both their co-workers and consumers. Therefore, management has a significant responsibility to fulfill to ensure that their staff is motivated to achieve their full potential at work (Kluczyk, 2013). Thus, the third hypothesis put forward in this study is as follows:

H3: There is a positive relationship between Employee Motivation and NGO's Employee Performance.

Career Development and Employee Performance

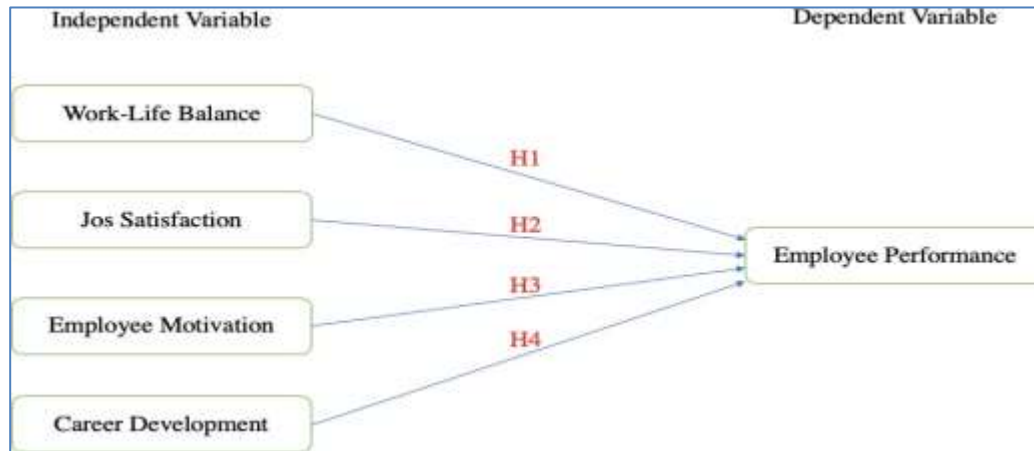
Enhanced performance is achieved by the cooperation among employees in terms of quality, quantity, punctuality, and attendance. When they fulfill the given duty, it impacts the interactions between individuals in the organization. Both personal and organizational careers are interconnected and inseparable. If an employee is unable to pursue their career path within the organization, there is the possibility that they will quit the organization shortly. Consequently, businesses are obligated to offer support to employees in navigating their career paths, enabling them to better meet one another's needs. An employee's career progression can manifest in various ways, representing the individual's professional improvement over their tenure.

According to the previous findings of research that was carried out by Mark & Nzulwa (2018), career development programs were shown to be responsible for 34.9% of the overall performance of employees. The outcomes of the research also showed that there was a significant statistically beneficial association between employee performance and employee training, career guidance, employee mentorship, and career development opportunities. At the same time as a worker's performance at work allows them to advance to higher positions, those jobs come to need an even greater level of output from the worker in question. This demonstrates that the progression of an employee's career may affect the improvement of that employee's performance. The findings of many studies have shown that employee performance may be significantly improved by the implementation of career development programs (Arifin et al, 2020; Febrianti & Suharto, 2020; Firman, 2021; Saptia & Sudja, 2018; Yunanti, 2020). One study by Firman (2021) indicated that career development had a positive and significant effect on employee performance in the hospitality industry. 116 employee performance at Deloitte, Kenya as well established a result that career development was positively and significantly associated (Muringo & Kamau; 2021). As a result, the research concluded that career development programs had an effect on employee performance and made the subsequent recommendation that businesses should place a greater emphasis. Hence, the fourth hypothesis is put forward in this study as follows:

H4: There is a positive relationship between Career Development and NGO's Employee Performance.

Figure 1, illustrates the conceptual framework that provides a structured approach to designing and conducting research by defining key concepts and their relationships, guiding the development of the hypotheses, and organizing existing knowledge.

Figure 1: Conceptual Framework of Employee's Work-Life Balance, Career Development, Motivation and Satisfaction as The Determinants of Ngo's Performance.



3. Research Methodology

The study used a quantitative research design, as outlined by Sekaran & Bougie (2013), to identify relationships between dependent and independent variables. The study followed the phases of data collection, surveys, and data analysis. To describe and explain existing data about work-life balance, job satisfaction, employee motivation, career development, and employee performance, the research utilized a descriptive study method (Sekaran & Bougie, 2009). The investigation was correlational, focusing on whether work-life balance, job satisfaction, employee motivation, and career development significantly predicted employee performance. Data were collected through online questionnaires distributed to service industry employees. A cross-sectional study design was employed, gathering data at a single point in time to compare various variables simultaneously. This method facilitated examining demographic variables about both dependent and independent variables. The unit of analysis was individual employees. For the population, with 300 Human Resource Personnel at the selected Non-Government Organization in Malaysia, convenience sampling was used, to reach a minimum of 169 respondents who were readily available and willing to participate (Etikan, 2016). To collect information for this study, the researchers used convenience sampling as the nonprobability sampling design. 10 research instruments adapted from Ramos-Villagrasa et al. (2019) to measure employee performance, 10 instruments from Das and Khushwah (2015) for work-life balance, 10 instruments from Alpern et al. (2013) for job satisfaction, 10 instruments from Riyanto et al. (2021) for employee motivation, and 10 instruments from Park et al. (2019) for career development measures. All items of all sections were coded on a five-point Likert Scale.

Descriptive statistics was utilized to establish the demographic variable in this research. The outcomes stated that the respondents were 80 male (47.1%), while 90 were female (52.9). According to the data, 103 staff members or 60.6% of the respondents were between 31 and 40 years old. Ages 41 and over made up the second-largest age group, with a total of 47 employees (27.6%), followed by employees between the ages of 20 and 30 (11.8%), with a total of 20 employees. Those between the ages of 20 and 30 made up the smallest age group. For the job title, 138 respondents (80.0%) work as general employees, 6 respondents (4.7%) were managers or assistant managers, and the remaining 26 respondents (15.3%) were supervisors. 69 of the respondents (or 40.6%) had been employed for six to ten years while 34.1% of them had been employed for 1 to 5 years. The remaining of respondents (27.6%) have worked for at least ten years.

To ensure the reliability of the instruments used, a reliability test was conducted. Results have shown that the 10 items used to measure employee performance had an alpha of 0.805 which indicates a satisfactory level. A Cronbach alpha of 0.805 was stated for work-life balance, 0.874 for job satisfaction, 0.889 for employee motivation, and 0.830 for career development. All the reliability data reflected the signs of high and strong internal consistency and reliability.

4. Results

300 surveys were distributed to employees within the Human Resources department of the World Health Organization. The researcher deliberately disseminated 300 surveys, exceeding the initially intended sample size, and ultimately collected responses from 170 participants. To ascertain if there is a link between variables, correlation analysis is utilized. The strongest value and a strong association between the variables are indicated by a value that is closer to 1. The independent factors exhibit a substantial relationship with the dependent variable or employee performance. As shown in Table 1, both Work-life Balance and Job Satisfaction had positive correlations with the dependent variable ($r=.613$, $p<0.05$ and $r=.615$, $p<0.05$, respectively). Similar employee motivation likewise has a positive correlation with the dependent variable, which is employee performance ($r=.526$, $p<0.05$), while career development, has also reflected a good association with employee performance ($r=.511$, $p<0.05$).

Table 1: Coefficient Correlations

		Correlations				
		EmployeePer formance	WorkLifeBala nce	JobSatisfactio n	EmployeeMot ivation	CareerDevel opment
EmployeePerfor mance	Pearson Correlation	1	.613**	.615**	.526**	.511**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	170	170	170	170	170
WorkLifeBalance	Pearson Correlation	.613**	1	.791**	.850**	.739**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	170	170	170	170	170
JobSatisfaction	Pearson Correlation	.615**	.791**	1	.824**	.676**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	170	170	170	170	170
EmployeeMotivati on	Pearson Correlation	.526**	.850**	.824**	1	.769**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	170	170	170	170	170
CareerDevelopm ent	Pearson Correlation	.511**	.739**	.676**	.769**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	170	170	170	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

In multiple regression analysis, the goal is to create a model that best predicts the value of the dependent variable based on the independent variables. The analysis provides insights into the strength and direction of the relationships between the variables, as well as the relative importance of each independent variable in predicting the dependent variable. Multiple regressions existed as a leeway of bivariate correlation, according to Coakes et al; (2013). Multiple regressions were employed in this study to ascertain the link between independent variables elements and job performance to investigate which of these characteristics had the greatest impact on employee performance among the human resource staff at the World Health Organization in Malaysia.

Based on the analyzed data in Table 2, the independent variables (work-life balance, job satisfaction, employee motivation, and career growth) collectively account for 43.8% of the variation in the dependent variable (employee performance) as indicated by the (R^2) value of 0.438. This means that 56.2% of the variation in employee performance is not explained by the included independent variables. This suggests that there are other factors not considered in the study that could potentially impact employee performance. The statistically significant F-value (with a significance level of 0.000) indicates that the overall regression model (including all independent variables) is a good fit for the data. This means that at least one of the independent variables has a significant relationship with the dependent variable. The findings suggest that while work-life balance, job satisfaction, employee motivation, and career growth are important factors in explaining employee performance, there are additional variables that could be included in the analysis to improve the predictive power of the regression equation.

The first hypothesis was tested using linear regression analysis to address Research Question 1. The results indicated a significant correlation between work-life balance and employee performance ($\beta = 0.416$, $p = 0.05$), thus validating H1 for this investigation. The second hypothesis was examined to address Research Question 2, and it was found that employee performance and job satisfaction were significantly connected ($\beta = 0.431$, $p = 0.05$), supporting H2 for this study. The analysis also revealed a substantial correlation between employee motivation and performance ($\beta = 0.282$, $p = 0.05$) Therefore, H3 was supported by this investigation. Additionally, the fourth hypothesis was verified through regression analysis, which showed a significant relationship between employee performance and career development ($\beta = 0.130$, $p < 0.05$). Consequently, H4 was supported in this study.

In conclusion, the regression analysis indicates that the included independent variables explain a significant portion of the variation in employee performance, but there are other factors not accounted for in the study that could further enhance the understanding and prediction of employee performance. Further research may be needed to identify and include these additional factors in the analysis.

Table 2: Results of Multiple Regression Analysis

Independent Variables	Standard Coefficients	t	Sig.	Collinearity Statistics	
	Beta			Tolerance	VIF
Work-life Balance	.416	9.024	.000	.239	4.188
Job Satisfaction	.431	3.479	.001	.290	3.445
Employee motivation	.282	3.980	.000	.191	5.236
Career Development	.130	2.114	.036	.381	2.624
R Square	.438				
Adjusted R Square	.424				
F	32.110				
Sig. of F Value	.000				

Dependent Variable = Employee Performance *p value < .05, **p value < .01

Discussion

In multiple regression analysis, the beta coefficients represent the strength and direction of the relationship between each independent variable and the dependent variable while controlling for the other variables in the model. The interpretations of the beta coefficients provided that a Work-life balance beta coefficient of 0.416 suggested a one-unit increase in work-life balance, and the predicted value of the dependent variable (employee performance) is expected to increase by 0.416 standard deviations, holding other variables constant. While a beta coefficient of 0.431 for job satisfaction indicates that for a one-unit increase in job satisfaction, the predicted value of employee performance is expected to increase by 0.431 standard deviations, all else being equal. Next, the beta coefficient of 0.282 for employee motivation suggests that for a one-unit increase in employee motivation, the predicted value of employee performance is expected to increase by 0.282 standard deviations. Lastly, the beta coefficient of 0.130 for career development implies that for a one-unit increase in career development, the predicted value of employee performance is expected to increase by 0.130 standard deviations, holding other variables constant.

Based on the beta coefficients provided, work-life balance, job satisfaction, and employee motivation all have positive relationships with employee performance, indicating that improvements in these areas are linked to higher performance. Career development also shows a positive relationship with employee performance, but its effect is weaker compared to work-life balance, job satisfaction, and motivation. This suggests that, when controlling for other variables, changes in job satisfaction have a stronger impact on employee performance than the other factors examined.

5. Managerial Implications and Recommendations

Based on the findings, several suggestions can be made for the organization to enhance employee performance. The organization should first focus on employee Job Satisfaction since the variable has shown the strongest

positive relationship with employee performance in the analysis. The organization should prioritize initiatives aimed at improving job satisfaction among employees. This could involve providing recognition for achievements, opportunities for skill development, a positive work environment, and clear communication channels. Secondly, by addressing work-life balance, the organization can consider implementing flexible work arrangements, promoting employee wellness programs, and encouraging a healthy work-life balance to support employees in managing their personal and professional lives effectively. It is to reflect the importance of Work-life balance as a significant role in employee performance. Since employee motivation was also found as another key factor influencing employee performance, the organization can provide opportunities for career growth, recognize and reward employee efforts, foster a positive and supportive work culture, and ensure that employees are engaged and aligned with the organization's goals.

While career development has a slightly weaker impact on employee performance as compared to job satisfaction, work-life balance and employee motivation, it is still a significant factor. The organization can offer training programs, mentorship opportunities, career advancement paths, and skill-building initiatives to support employees in their professional growth and development. On the other hand, the model did not account for 56.2% of the variation in employee performance, suggesting the presence of other influencing factors, the organization may benefit from conducting further research or surveys to identify and address these additional variables that could impact employee performance.

In summary, by focusing on improving job satisfaction, work-life balance, employee motivation, and career development, the organization can create a conducive environment that fosters employee engagement, productivity, and overall performance. Regular monitoring and feedback mechanisms can also help in assessing the effectiveness of these initiatives and making necessary adjustments to continuously support and empower employees for success.

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