

Effect of Work-Life Balance, Non-Financial Compensation, and Non-Physical Work Environment on Employee Performance Through Work Motivation as an Intervening Variable at BSH Hospital Bogor City

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ABSTRACT

This study aims to analyze the direct effect of factors such as Work-Life Balance (WLB), non-financial compensation (KNF), and non-physical work environment (LKNF) on work motivation (MK) and job performance (KK) of employees at BSH Hospital Bogor City. The method used is Structural Equation Modeling (SEM) with the WarpPLS Version 8.0 application, and a sample of 122 respondents. The results showed that there was a positive and significant influence of WLB, KNF, and LKNF on MK and KK, and there was a positive and significant influence of MK on KK. The results also showed that there was partial mediation between WLB, KNF, and LKNF towards KK through MK.

INTRODUCTION

Employee performance is a central determinant of organizational success and sustainability, reflecting employees' competencies, motivation, and contributions toward achieving organizational goals. In hospitals, effective performance management is particularly important because it supports productivity, staff development, operational effectiveness, patient safety, and service continuity (Silaen, 2021, p. 131; Sinambela, 2021, p. 11). As labor-intensive organizations, hospitals depend heavily on competent human resources, and effective human resource management is essential for improving employee performance and organizational sustainability (Hasibuan, 2019, p. 94; Andriyani et al., 2020, p. 2; Fadhilatul Hasnah & Dian Paramitha Asyari, 2022, p. 1).

In strategic human resource management, workforce planning, recruitment, training, development, and remuneration are ultimately directed toward optimizing employee performance (Dessler, 2015, p. 17). Human resources are strategic organizational assets whose effective management depends on alignment between HR policies, organizational goals, work culture, leadership, and employee participation (Sinambela, 2016, pp. 3–9). Employee performance is influenced by various factors, including competence, motivation, job satisfaction, the work environment, and employee loyalty (Kasmir, 2019, p. 182).

At BSH Hospital in Bogor, maintaining employee performance is particularly challenging because healthcare services operate continuously for 24 hours and require employees to manage high workloads, emergency situations, and emotional demands. Internal HR data from 2023–2025 indicate declining and fluctuating employee indicators. The employee satisfaction index increased slightly from 75.0% in 2023 to 76.0% in 2024 but declined to 71.0% in 2025. Employee turnover increased from 20.0% in 2023 to 27.0% in 2024 and remained high at 26.0% in 2025. Attendance declined slightly from 99.8% in 2024 to 99.7% in 2025, while the average annual performance score decreased from 3.6 in 2024 to 3.5 in 2025. These trends indicate challenges related to employee well-being, retention, workload management, teamwork, and performance consistency.

The study therefore focuses on three important human resource management factors: *Work-Life Balance*, Non-Financial Compensation, and the Non-Physical Work Environment. *Work-Life Balance* is particularly relevant for hospital employees working rotating shifts, as irregular schedules may disrupt personal and family life. Previous studies have produced inconsistent findings: Rehatta et al. (2025, p. 1) and Sinaga et al. (2024, p. 1) found a positive and significant effect of *Work-Life Balance* on employee performance, whereas Ardiansyah and Surjanti (2020, p. 6) found no significant direct effect. This inconsistency indicates a research gap regarding the relationship between *Work-Life Balance* and employee performance.

Non-Financial Compensation, including recognition, appreciation, career development opportunities, training, work flexibility, and supportive working conditions, may also strengthen employee motivation and performance. Such compensation addresses employees' psychological and emotional needs and can improve morale and commitment (Franfascal Niko Denal, 2022). Previous findings remain inconsistent: Dewani (2025, p. 1) and Dariantio (2026, p. 1) found a positive and significant effect on employee performance, whereas Septiani et al. (2024, pp. 729–739) found no significant effect.

The Non-Physical Work Environment, including relationships with supervisors and coworkers, communication, emotional support, and the overall organizational climate, is another important factor in hospital performance. A supportive psychosocial work environment can facilitate collaboration and improve employee performance. However, previous research has also produced mixed results. Umi (2023, p. 1) and Supriadi et al. (2020) found a significant positive effect, while Fauziyyah et al. (2022, p. 1) found no significant relationship.

Overall, the declining employee satisfaction index, high turnover, fluctuating attendance, and reduced annual performance scores at BSH Hospital highlight the need for evidence-based human resource strategies. This study therefore examines how *Work-Life Balance*, Non-Financial Compensation, and the Non-Physical Work Environment influence employee performance. By addressing the inconsistent findings of previous studies, the research is expected to provide empirical evidence that can help BSH Hospital strengthen

employee well-being, motivation, retention, and performance while supporting sustainable healthcare service quality.

RESEARCH METHOD

Research Framework

This study examines the effects of Work-Life Balance, the non-physical work environment, and non-financial compensation on employee performance, both directly and indirectly through work motivation. Individual characteristics, such as age, gender, education, and length of service, are also considered. The study focuses on employees at BSH Hospital, Bogor, with work motivation serving as a mediating variable.

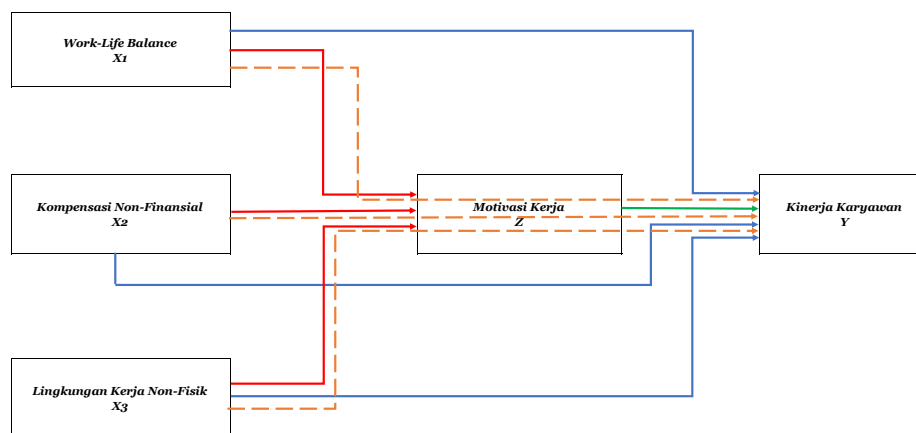


Figure 1. Research Flow
Source: Primary Data 2026

Types and Sources of Data

This study uses primary and secondary data to support the data collection and analysis process.

1. Primary Data

Primary data are collected directly from research participants for specific research purposes (Syahza, 2021, p. 26). In this study, primary data are obtained through questionnaires distributed to employees of BSH Hospital, Bogor. The questionnaire measures Work-Life Balance, non-financial compensation, the non-physical work environment, work motivation, and employee performance using a five-point Likert scale (Sugiyono, 2019, pp. 93–95).

Before the main survey, the instrument is tested on respondents with characteristics similar to the research population to ensure its validity and reliability (Sekaran & Bougie, 2016, p. 155). Validity is assessed through item correlations and, in PLS-SEM analysis, through factor loadings (>0.7) and Average Variance Extracted (AVE >0.5) (Sugiyono, 2019, pp. 121–124; Latan et al., 2015, pp. 73–79). Reliability is evaluated using Cronbach's Alpha and Composite Reliability, with values of ≥ 0.7 indicating acceptable reliability (Latan et

al., 2015, pp. 73–79). The results are used to retain, revise, or remove questionnaire items before the main data collection (Sugiyono, 2013, p. 126).

2. Secondary Data

Secondary data are obtained from existing documents, literature, and other previously collected sources (Syahza, 2021, p. 26). In this study, secondary data include internal hospital documents on employee attendance, satisfaction, and turnover; scientific literature related to the research variables; and methodological guidelines and PLS-SEM references. These data support the theoretical framework, hypothesis development, and interpretation of the findings.

Data Collection Techniques

1. Questionnaire

A questionnaire is a structured set of written questions used to collect information regarding respondents' perceptions, attitudes, and experiences (Magdalena et al., 2021, p. 129). In this study, a five-point Likert-scale questionnaire measures Work-Life Balance, non-financial compensation, the non-physical work environment, work motivation, and employee performance (Sugiyono, 2013, pp. 132–133).

The questionnaire is distributed online through Google Forms, internal communication groups, and official email to accommodate employees' shift schedules and minimize disruptions to hospital operations. The questionnaire also includes information about the research purpose, confidentiality, and respondent consent.

2. Literature Review

The literature review provides the theoretical and empirical foundation for the study by examining relevant books, scientific journals, research articles, and official documents (Magdalena et al., 2021, p. 66). The review focuses on human resource management, employee performance, Work-Life Balance, non-financial compensation, the non-physical work environment, work motivation, and employee performance, particularly in the healthcare sector (Mestika, 2014, pp. 70–74).

The literature review supports the development of the theoretical framework, hypotheses, questionnaire indicators, and data analysis methods (Sugiyono, 2019, pp. 56–57).

Population and Sample

The population refers to all individuals, objects, or events sharing relevant characteristics and serving as the focus of a study (Paramita, Rizal, & Sulistyan, 2021, p. 62; Sinambela, 2023, p. 158). This study initially involved 200 employees of BSH Hospital Bogor; however, the accessible population was limited to 150 employees who met the research criteria and could participate without disrupting hospital operations.

The remaining employees were excluded due to a tenure of less than one year or involvement in emergency duties. This limitation was necessary considering the hospital's 24-hour operations and the need to maintain service quality and patient safety. The accessible

population of 150 employees was considered sufficient to provide an appropriate representation of the organizational conditions.

A sample is a subset of the population that represents its main characteristics (Paramita, Rizal, & Sulistyan, 2021, p. 62; Sinambela, 2023, p. 160). This study employed Non-Probability Sampling using a Purposive Sampling approach because not all employees had an equal opportunity to participate due to operational constraints and specific inclusion criteria (Sinambela, 2023, p. 172; Agustianti & Ikhran, 2022, pp. 71–84).

The minimum sample size was determined using the Inverse Square Root Method, which is suitable for PLS-SEM analysis and considers the expected minimum path coefficient and statistical power (Kock & Hadaya, 2018, pp. 227–261). The study applied a 5% significance level and 80% statistical power, consistent with commonly accepted standards in social and management research (Hair et al., 2017, pp. 232–235; Cohen, 1992, pp. 155–159).

The minimum required sample was 110 respondents. Eligible respondents included medical and non-medical employees, such as doctors, nurses, supporting medical staff, administrative staff, security personnel, and operational staff. Participants were required to have worked for at least one year and be willing to complete the digital questionnaire voluntarily.

During data collection, the study successfully obtained 122 complete and valid responses, exceeding the minimum sample requirement. Therefore, the final sample was considered sufficient for PLS-SEM analysis and provided adequate data to examine the relationships among *Work-Life Balance*, non-financial compensation, non-physical work environment, work motivation, and employee performance.

RESULT AND DISCUSSION

Validity and Reliability Analysis

Validity Test

1. Convergent Validity (Combined Loadings and Cross-Loadings): All 25 indicators demonstrated outer loading values ranging from 0.747 to 0.857, with *p-values* < 0.001, exceeding the required threshold of 0.50.
2. Convergent Validity Based on AVE: The *Average Variance Extracted* (AVE) values for all constructs ranged from 0.644 to 0.711, exceeding the recommended threshold of 0.50.
3. Discriminant Validity (Fornell-Larcker Criterion): Most square root of AVE ($\sqrt{\text{AVE}}$) values were greater than the correlations between constructs. Although the correlation between Work Motivation and Employee Performance (0.821) slightly exceeded the $\sqrt{\text{AVE}}$ value of Employee Performance (0.804), overall discriminant validity was considered acceptable, supported by the *cross-loadings* results and the absence of multicollinearity problems (*Full Collinearity VIF* < 5.00).

Reliability Test

1. Composite Reliability: All constructs achieved values ranging from 0.900 to 0.925, exceeding the required threshold of 0.70.
2. Cronbach's Alpha: All constructs showed values between 0.861 and 0.898, exceeding the recommended threshold of 0.70.
3. Conclusion: Based on the WarpPLS 8.0 analysis, all indicators were reliable and consistent, with no significant multicollinearity or measurement problems. Therefore, the measurement instrument was considered suitable for further structural model (*inner model*) analysis.

Measurement Model Evaluation (*Outer Model*)

Validity Test

Convergent and Discriminant Validity

Based on Hair et al. (2011, p. 145) and the WarpPLS evaluation criteria, an indicator is considered convergently valid when its *outer loading* exceeds 0.50 and is statistically significant ($p < 0.05$). Discriminant validity is achieved when an indicator's loading on its respective construct is higher than its *cross-loadings* on other constructs.

Table 1. Presents The Results of The Combined Loadings and Cross-Loadings Test.

Indicator	WLB	KNF	LKNF	MK	KK	Type	SE	P-value	Description
1_WLB	0,828	0,163	0,085	0,076	-0,3	Reflect	0,07	<0,001	Valid
2_WLB	0,828	0	0,103	0,129	-0,12	Reflect	0,07	<0,001	Valid
3_WLB	0,857	-0,05	0,026	-0,08	0,004	Reflect	0,07	<0,001	Valid
4_WLB	0,789	-0,01	0,016	-0,03	0,086	Reflect	0,08	<0,001	Valid
5_WLB	0,818	-0,1	-0,233	-0,1	0,337	Reflect	0,07	<0,001	Valid
6_KNF	-0,02	0,747	0,213	-0,16	-0,08	Reflect	0,08	<0,001	Valid
7_KNF	-0,16	0,821	-0,196	0,228	0,068	Reflect	0,07	<0,001	Valid
8_KNF	0,015	0,842	-0,057	-0	0,067	Reflect	0,07	<0,001	Valid
9_KNF	0,088	0,793	0,085	-0,13	-0,08	Reflect	0,07	<0,001	Valid
10_KNF	0,081	0,807	-0,022	0,048	0,011	Reflect	0,07	<0,001	Valid
11_LKNF	-0,05	-0,04	0,799	0,188	-0,18	Reflect	0,07	<0,001	Valid
12_LKNF	0,07	-0,02	0,836	0,062	-0,23	Reflect	0,07	<0,001	Valid
13_LKNF	-0,09	-0,06	0,805	0,031	0,076	Reflect	0,07	<0,001	Valid
14_LKNF	0,141	0,177	0,771	-0,23	0,023	Reflect	0,08	<0,001	Valid
15_LKNF	-0,07	-0,06	0,799	-0,06	0,323	Reflect	0,07	<0,001	Valid
16_MK	0,02	-0,09	-0,017	0,853	-0,01	Reflect	0,07	<0,001	Valid
17_MK	-0,04	-0,18	-0,135	0,854	0,28	Reflect	0,07	<0,001	Valid
18_MK	0,073	0,157	-0,06	0,852	-0,06	Reflect	0,07	<0,001	Valid
19_MK	0,094	0,043	0,048	0,829	-0,03	Reflect	0,07	<0,001	Valid
20_MK	-0,14	0,068	0,169	0,828	-0,19	Reflect	0,07	<0,001	Valid
21_KK	0,016	-0,04	-0,051	0,202	0,813	Reflect	0,07	<0,001	Valid
22_KK	0,101	0,191	0,118	-0,25	0,799	Reflect	0,07	<0,001	Valid
23_KK	-0,03	-0,08	-0,218	0,028	0,754	Reflect	0,08	<0,001	Valid
24_KK	-0,16	-0,16	0,003	0,316	0,844	Reflect	0,07	<0,001	Valid
25_KK	0,081	0,092	0,136	-0,31	0,806	Reflect	0,07	<0,001	Valid

Source: WarpPLS Data Analysis Results (2026)

As shown in Table 4.10, all indicators demonstrated both convergent and discriminant validity. Outer loading values ranged from 0.747 to 0.857 with high significance (P-value <

0.001)—well above the 0.50 threshold. Furthermore, the primary loading values for each variable significantly exceeded their respective cross-loading values.

Convergent Validity based on Average Variance Extracted (AVE)

In accordance with Hair et al. (2011, p. 145), convergent validity was also assessed using the AVE value, with a minimum threshold of > 0.50 .

Table 2. AVE (Average Variance Extracted) and Instrument Reliability Test Results

Research Variable	Variable Code	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha	Validity Evaluation (AVE > 0.50)	Reliability Evaluation (> 0.70)	Description
Work-Life Balance	X1	0.644	0.900	0.861	Meets the criterion	Meets the criterion	Valid
Non-Financial Compensation	X2	0.682	0.915	0.883	Meets the criterion	Meets the criterion	Valid
Non-Physical Work Environment	X3	0.658	0.906	0.869	Meets the criterion	Meets the criterion	Valid
Work Motivation	Z	0.711	0.925	0.898	Meets the criterion	Meets the criterion	Valid
Employee Performance	Y	0.675	0.912	0.878	Meets the criterion	Meets the criterion	Valid

Source: WarpPLS Data Processing Results (2026)

Convergent Validity: The AVE values for all variables are > 0.50 , indicating that the latent constructs are capable of explaining more than 50% of the variance in their respective indicators.

Reliability: The Composite Reliability and Cronbach's Alpha values for all variables are > 0.70 , demonstrating that all questionnaire items possess very high internal consistency and are free from measurement error.

Construct Discriminant Validity Test (Fornell-Larcker Criterion).

Discriminant validity between constructs is assessed by comparing the square root of the AVE ($\sqrt{\text{AVE}}$) values on the main diagonal with the inter-construct correlation values in the corresponding columns and rows. The ideal condition is met if the $\sqrt{\text{AVE}}$ value is greater than the inter-construct correlation.

Table 3. Inter-Construct Correlation Matrix and Square Root of AVE ($\sqrt{\text{AVE}}$)

Variable	WLB	NFC	NPWE	WM	EP
Work-Life Balance	(0.824)	0.179	0.338	0.628	0.562
Non-Financial Compensation	0.179	(0.803)	0.155	0.531	0.536
Non-Physical Work Environment	0.338	0.155	(0.802)	0.607	0.624
Work Motivation	0.628	0.531	0.607	(0.843)	0.821
Employee Performance	0.562	0.536	0.624	0.821	(0.804)

Source: WarpPLS Data Analysis Results (2026)

Based on Table 3, the square root of AVE ($\sqrt{\text{AVE}}$) values for the variables Work-Life Balance (0.824), Non-Financial Compensation (0.803), Non-Physical Work Environment (0.802), and Work Motivation (0.843) are consistently higher than their correlation values

with other constructs. The relationship between Work Motivation and Employee Performance—showing a correlation of 0.821—reflects a very strong conceptual link between the morale of hospital staff and daily clinical performance outcomes. Given that the indicator-level discriminant validity test (Combined Loadings and Cross-Loadings) has been fully satisfied and the Full Collinearity VIF values fall below the 5.00 threshold, all variables in this model are deemed to meet discriminant validity criteria and are suitable for proceeding to structural model testing.

Reliability Test

The reliability test aims to assess the reliability and internal consistency of the indicator items for each construct. Based on the evaluation criteria established by Hair et al. (2011, p. 145), an instrument is considered reliable if the Composite Reliability and Cronbach's Alpha values exceed 0.70.

Details regarding the reliability coefficients achieved for each variable are presented in Table 4 below:

Table 4. Reliability Test Results

No.	Research Variable	Composite Reliability	Cronbach's Alpha	Minimum Criterion	Description
1	Work-Life Balance	0.914	0.882	> 0.70	Reliable
2	Non-Financial Compensation	0.900	0.862	> 0.70	Reliable
3	Non-Physical Work Environment	0.900	0.861	> 0.70	Reliable
4	Work Motivation	0.925	0.898	> 0.70	Reliable
5	Employee Performance	0.901	0.863	> 0.70	Reliable

Source: WarpPLS Data Analysis Results (2026)

Based on Table 4, the reliability test results indicate that all research variables possess Composite Reliability and Cronbach's Alpha values well above the minimum threshold of 0.70. Composite Reliability values range from 0.900 to 0.925, while Cronbach's Alpha values range from 0.861 to 0.898. The Work Motivation variable (Z) recorded the highest reliability level, with a Composite Reliability value of 0.925 and a Cronbach's Alpha value of 0.898. Thus, it can be concluded that the questionnaire instrument used in this study demonstrates a reliable level of internal consistency and reliability; it is free from measurement issues and suitable for testing the structural model (inner model).

Full Collinearity Test (Full Collinearity VIF)

The full collinearity test was conducted to ensure the model is free from vertical and lateral collinearity issues (multicollinearity among independent, mediating, and dependent variables), with the criterion that Full Collinearity VIF values < 3.3 (ideal) or < 5.0 (acceptable).

Table 5. Full Collinearity VIF Test Results

No.	Research Variable	Full Collinearity VIF Value	Standard Criterion	Description
1	Work-Life Balance	1.877	< 5.00	Fit / Ideal
2	Non-Financial Compensation	1.809	< 5.00	Fit / Ideal

No.	Research Variable	Full Collinearity VIF Value	Standard Criterion	Description
3	Non-Physical Work Environment	2.006	< 5.00	Fit / Ideal
4	Work Motivation	4.264	< 5.00	Accepted
5	Employee Performance	3.834	< 5.00	Accepted

Source: WarpPLS data processing results (2026)

Based on the *Full Collinearity VIF* results in Table 5, all research variables had VIF values below the maximum acceptable threshold of 5.00. *Work-Life Balance* (1.877), *Non-Financial Compensation* (1.809), and *Non-Physical Work Environment* (2.006) were below the ideal threshold of 3.30, while *Work Motivation* (4.264) and *Employee Performance* (3.834) remained within the acceptable range.

According to Kock (2015, pp. 1–10), a *Full Collinearity VIF* below 5.00 is acceptable for complex PLS-SEM models, particularly those involving mediating variables and strong conceptual relationships. The model's *Average Full Collinearity VIF* (AFVIF) was 2.410, below the ideal threshold of 3.30. Therefore, the model was free from serious multicollinearity and common method bias, supporting the reliability of the path coefficient estimates for hypothesis testing.

Structural Model Evaluation (*Inner Model*) and Hypothesis Testing

After the research instrument was confirmed to be valid, reliable, and free from multicollinearity through the *outer model* evaluation, the structural model (*inner model*) was assessed. This analysis examined the relationships among latent constructs and the predictive capability of the model using WarpPLS 8.0. The resulting *path diagram*, including path coefficients (β), *p-values*, and coefficients of determination (R^2), is presented in Figure 2.

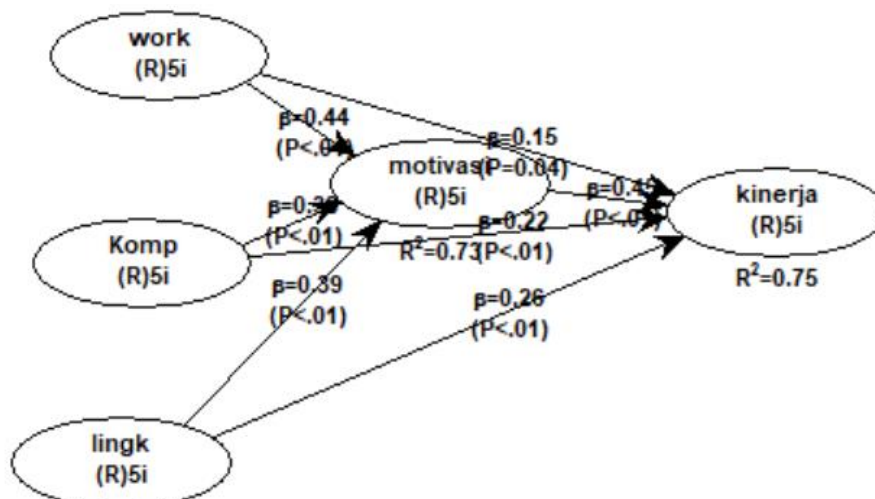


Figure 2. Visualization of the WarpPLS Structural Model Path Diagram

Source: WarpPLS Data Processing Results (2026)

Based on the path diagram in Figure 2, the structural relationships among the variables can be summarized as follows:

1. Effects on Work Motivation (Z)

Work-Life Balance (X1) had the strongest positive and significant effect on Work Motivation ($\beta = 0.44$, $p < 0.01$), followed by the Non-Physical Work Environment (X3) ($\beta = 0.39$, $p < 0.01$) and Non-Financial Compensation (X2) ($\beta = 0.38$, $p < 0.01$). Together, these three variables explained 73% of the variance in Work Motivation ($R^2 = 0.73$), while the remaining 27% was influenced by factors outside the model.

2. Effects on Employee Performance (Y)

Work Motivation (Z) had the strongest positive and significant effect on Employee Performance ($\beta = 0.45$, $p < 0.01$), confirming its important role as an intervening variable. *Work-Life Balance* (X1) also had a positive and significant direct effect ($\beta = 0.15$, $p = 0.04$), while Non-Financial Compensation (X2) ($\beta = 0.22$, $p < 0.01$) and the Non-Physical Work Environment (X3) ($\beta = 0.26$, $p < 0.01$) also significantly improved Employee Performance.

Collectively, *Work-Life Balance*, Non-Financial Compensation, the Non-Physical Work Environment, and Work Motivation explained 75% of the variance in Employee Performance ($R^2 = 0.75$), indicating strong predictive capability. The remaining 25% was explained by other factors outside the model.

Overall, all structural paths were positive and statistically significant ($p < 0.05$), indicating that the proposed model has strong reliability and predictive power in explaining employee performance at BSH Hospital Bogor.

Model Fit Evaluation (*Goodness of Fit*)

The *Goodness of Fit* assessment in WarpPLS was conducted to evaluate whether the proposed structural model was appropriate and sufficiently precise in explaining the research phenomenon.

Table 6. Model Fit and Quality Indices (Model Validity and Suitability)

No.	Model Fit / Quality Indicator	WarpPLS Output Value	Ideal Criterion (Fit Criterion)	P-value / Evaluation	Model Description
1	Average Path Coefficient (APC)	0.321	$P < 0.05$	$P < 0.001$	Model Fit
2	Average R-Squared (ARS)	0.684	$P < 0.05$	$P < 0.001$	Model Fit
3	Average Adjusted R-Squared (AARS)	0.676	$P < 0.05$	$P < 0.001$	Model Fit
4	Average Block VIF (AVIF)	2.145	Acceptable < 5.0 ; Ideal < 3.3	Free from Multicollinearity	Model Fit (Ideal)
5	Average Full Collinearity VIF (AFVIF)	2.410	Acceptable < 5.0 ; Ideal < 3.3	Free from Multicollinearity	Model Fit (Ideal)
6	Tenenhaus GoF (GoF)	0.678	Small > 0.10 ; Medium > 0.25 ; Large > 0.36	Very High Explanatory Power	Large GoF Fit

Source: WarpPLS data processing results (2026)

Based on Table 6, all *goodness-of-fit* indicators met the recommended evaluation criteria. The *Average Path Coefficient* (APC) was 0.321, the *Average R-Squared* (ARS) was 0.684, and the *Average Adjusted R-Squared* (AARS) was 0.676, with all values statistically significant at $p < 0.001$, well below the required threshold of $p < 0.05$.

Furthermore, the *Average Block VIF* (AVIF) of 2.145 and the *Average Full Collinearity VIF* (AFVIF) of 2.410 were both below the ideal threshold of 3.30, indicating that the model was free from collinearity and multicollinearity issues. The *Tenenhaus Goodness of Fit* (GoF) value was 0.678, substantially exceeding the 0.36 threshold for a large fit, confirming the model's strong explanatory and predictive capability.

Coefficient of Determination (R^2) and Q-Squared Predictive Relevance (Q^2)

Table 6. presents the R^2 , Adjusted R^2 , and Q^2 values for the endogenous variables

No.	Endogenous Variable (Dependent/Mediating)	R^2	Adjusted R^2	Explained Variance ($R^2 \times 100\%$)	Q^2 (Predictive Relevance)	Q^2 Criterion (> 0)	Explanatory Power
1	Work Motivation	0.730	0.723	73.00%	0.728	Meets the criterion (> 0)	High
2	Employee Performance	0.747	0.739	74.70%	0.748	Meets the criterion (> 0)	High

Source: WarpPLS data processing results (2026)

1. R^2 Value for Work Motivation (Z): 0.730 (73.0%). This indicates that 73.0% of the variation in the work motivation of BSH Hospital Bogor employees can be explained by the combination of the variables Work-Life Balance (X1), Non-Financial Compensation (X2), and Non-Physical Work Environment (X3), while the remaining 27.0% is explained by factors outside the model.
2. R^2 Value for Employee Performance (Y): 0.747 (74.7%). This indicates that 74.7% of the variation in employee performance can be simultaneously explained by Work-Life Balance, Non-Financial Compensation, Non-Physical Work Environment, and Work Motivation, while the remaining 25.3% is influenced by other variables.
3. Q^2 Value (Predictive Relevance): The Q^2 values are 0.728 for Work Motivation and 0.748 for Employee Performance. Since both Q^2 values are greater than 0, the model demonstrates excellent predictive accuracy (predictive validity).

Hypothesis Testing for Direct Effects

The criteria for accepting a direct effect hypothesis are met if the path coefficient has the expected direction and is statistically significant (p -value < 0.05).

Table 7. Results of Direct Effect Hypothesis Testing (H1 – H7)

Hypothesis	Variable Relationship Path	Path Coefficient (β)	Std. Error (SE)	Effect Size (ES)	P-value	Hypothesis Decision
H1	Work-Life Balance (X1) $\rightarrow$ Work Motivation (Z)	0.437	0.081	0.288	< 0.001	Accepted
H2	Non-Financial Compensation (X2) $\rightarrow$ Work Motivation (Z)	0.380	0.082	0.206	< 0.001	Accepted
H3	Non-Physical Work	0.387	0.082	0.237	< 0.001	Accepted

Hypothesis	Variable Relationship Path	Path Coefficient (β)	Std. Error (SE)	Effect Size (ES)	P-value	Hypothesis Decision
	Environment (X3) $\rightarrow$ Work Motivation (Z)					
H4	Work Motivation (Z) $\rightarrow$ Employee Performance (Y)	0.445	0.081	0.370	< 0.001	Accepted
H5	Work-Life Balance (X1) $\rightarrow$ Employee Performance (Y)	0.154	0.087	0.091	0.040	Accepted
H6	Non-Financial Compensation (X2) $\rightarrow$ Employee Performance (Y)	0.222	0.086	0.121	0.005	Accepted
H7	Non-Physical Work Environment (X3) $\rightarrow$ Employee Performance (Y)	0.263	0.085	0.166	0.001	Accepted

Source: WarpPLS data processing results (2026)

Based on the WarpPLS 8.0 hypothesis testing results in Table 7, two standardized structural equations were developed. As PLS-SEM uses standardized data, no constant is included.

The first equation explains Work Motivation (MK):

$$MK = 0.437 \text{ WLB} + 0.380 \text{ KNF} + 0.387 \text{ LKNF}$$

Work-Life Balance (WLB), Non-Financial Compensation (KNF), and Non-Physical Work Environment (LKNF) all have positive and significant effects on Work Motivation ($p < 0.001$). Together, these variables explain 73.0% of the variance in Work Motivation ($R^2 = 0.730$). Work-Life Balance provides the largest contribution, followed by the Non-Physical Work Environment and Non-Financial Compensation.

The second equation explains Employee Performance (KK):

$$KK = 0.154 \text{ WLB} + 0.222 \text{ KNF} + 0.263 \text{ LKNF} + 0.445 \text{ MK}$$

Employee Performance is positively and significantly influenced by Work-Life Balance ($p = 0.040$), Non-Financial Compensation ($p = 0.005$), Non-Physical Work Environment ($p = 0.001$), and Work Motivation ($p < 0.001$). Work Motivation has the strongest direct effect on Employee Performance.

Overall, the model explains 74.7% of the variance in Employee Performance ($R^2 = 0.747$), while the remaining 25.3% is explained by factors outside the model.

Interpretation of Results:

1. H1 Accepted: Work-Life Balance has a positive and significant effect on Work Motivation ($\beta = 0.437$; $P < 0.001$).
2. H2 Accepted: Non-Financial Compensation has a positive and significant effect on Work Motivation ($\beta = 0.380$; $P < 0.001$).
3. H3 Accepted: Non-Physical Work Environment has a positive and significant effect on Work Motivation ($\beta = 0.387$; $P < 0.001$).
4. H4 Accepted: Work Motivation has a positive and significant effect on Employee Performance ($\beta = 0.445$; $P < 0.001$).

5. H5 Accepted: Work-Life Balance has a positive and significant direct effect on Employee Performance ($\beta = 0.154$; $P = 0.040$).
6. H6 Accepted: Non-Financial Compensation has a positive and significant direct effect on Employee Performance ($\beta = 0.222$; $P = 0.005$).
7. H7 Accepted: Non-Physical Work Environment has a positive and significant direct effect on Employee Performance ($\beta = 0.263$; $P = 0.001$).

Hypothesis Testing for Indirect Effects / Mediation

Table 8. Results of Hypothesis Testing for Indirect Effects (Mediation H8 – H10)

Hypothesis	Indirect Effect Path	Mediation Coefficient	Std. Error (SE)	Effect Size (ES)	P-value	Type of Mediation
H8	WLB (X1) → Work Motivation (Z) → Employee Performance (Y)	0.195	0.061	0.115	< 0.001	Partial Mediation
H9	NFC (X2) → Work Motivation (Z) → Employee Performance (Y)	0.169	0.061	0.092	0.003	Partial Mediation
H10	NPWE (X3) → Work Motivation (Z) → Employee Performance (Y)	0.172	0.061	0.109	0.003	Partial Mediation

Source: WarpPLS data processing results (2026)

For the mediation analysis (Table 4.18), the total effect of each independent variable on Employee Performance was calculated by adding its direct and indirect effects:

$$\text{Total Effect} = \text{Direct Effect} + \text{Indirect Effect}$$

1. Work-Life Balance (WLB): $0.154 + 0.195 = 0.349$ ($p < 0.001$).
2. Non-Financial Compensation (KNF): $0.222 + 0.169 = 0.391$ ($p = 0.003$).
3. Non-Physical Work Environment (LKNF): $0.263 + 0.172 = 0.435$ ($p = 0.003$).

Since both the direct and indirect effects were positive and statistically significant ($p < 0.05$), Work Motivation was confirmed as a partial mediator in the relationships between Work-Life Balance, Non-Financial Compensation, Non-Physical Work Environment, and Employee Performance at BSH Hospital, Bogor.

Interpretation of Mediation Results

1. H8 Accepted: Work Motivation significantly mediates the effect of Work-Life Balance on Employee Performance ($\beta = 0.195$, $p < 0.001$).
2. H9 Accepted: Work Motivation significantly mediates the effect of Non-Financial Compensation on Employee Performance ($\beta = 0.169$, $p = 0.003$).
3. H10 Accepted: Work Motivation significantly mediates the effect of the Non-Physical Work Environment on Employee Performance ($\beta = 0.172$, $p = 0.003$).

VAF (Variance Accounted For) Mediation Analysis

The mediation effect was further evaluated using the Variance Accounted For (VAF) approach, following Hair et al. (2017). VAF measures the proportion of the indirect effect relative to the total effect.

The criteria are:

- VAF > 80%: Full Mediation
- 20% < VAF < 80%: Partial Mediation
- VAF < 20%: No Mediation

Table 9. Summary of Mediation VAF (Variance Accounted For) Evaluation Results

Relationship Path	Direct Effect	Indirect Effect	Total Effect	VAF Value	Type of Mediation
X1 → Z → Y (H8)	0.154	0.195	0.349	55.87%	Partial Mediation
X2 → Z → Y (H9)	0.222	0.169	0.391	43.22%	Partial Mediation
X3 → Z → Y (H10)	0.263	0.172	0.435	39.54%	Partial Mediation

Source: Research data analysis

- a. A VAF value of 55.87%, which falls within the 20%–80% range, indicates that Work Motivation (Z) partially mediates the relationship between Work-Life Balance (X1) and Employee Performance (Y).
- b. A VAF value of 43.22% indicates that Work Motivation (Z) plays a significant partial mediation role in the relationship between Non-Financial Compensation (X2) and Employee Performance (Y).
- c. A VAF value of 39.54% confirms that Work Motivation (Z) also significantly acts as a partial mediator in the relationship between the Non-Physical Work Environment (X3) and Employee Performance (Y).
- d. The indirect effect through Work Motivation was greater than the direct effect only for Work-Life Balance ($\beta = 0.195 > 0.154$). For Non-Financial Compensation and the Non-Physical Work Environment, the direct effects were stronger. Nevertheless, Work Motivation remains essential in strengthening the overall effects of these variables on Employee Performance at BSH Hospital, Bogor.

In SEM analysis, partial mediation occurs when an independent variable affects a dependent variable through both significant direct and indirect paths. This means that the mediator explains part, but not all, of the relationship between the independent and dependent variables.

The findings have important managerial implications. Work-Life Balance, Non-Financial Compensation, and a supportive Non-Physical Work Environment can directly improve Employee Performance. However, their effects can be strengthened and sustained when these factors also enhance employees' Work Motivation as an important psychological driver of performance.

Hypothesis Summary

Based on the SEM test results using the WarpPLS application (version 8), the summary of the research hypotheses is presented in Table 10 below:

Table 10. Hypothesis Summary

Hypothesis		SEM Analysis Results	Description
H1	Work-Life Balance (WLB) → Work Motivation (WM): Path coefficient = 0.437, p-value < 0.001***	Accepted	Diterima
H2	Non-Financial Compensation (NFC) → Work Motivation (WM): Path coefficient = 0.380, p-value < 0.001***	Accepted	Diterima
H3	Non-Physical Work Environment (NPWE) → Work Motivation (WM): Path coefficient = 0.387, p-value < 0.001***	Accepted	Diterima
H4	Work Motivation (WM) → Employee Performance (EP): Path coefficient = 0.445, p-value < 0.001***	Accepted	Diterima
H5	Work-Life Balance (WLB) → Employee Performance (EP): Path coefficient = 0.154, p-value = 0.040**	Accepted	Diterima
H6	Non-Financial Compensation (NFC) → Employee Performance (EP): Path coefficient = 0.222, p-value = 0.005***	Accepted	Diterima
H7	Non-Physical Work Environment (NPWE) → Employee Performance (EP): Path coefficient = 0.263, p-value = 0.001***	Accepted	Diterima
H8	Work-Life Balance (WLB) → Work Motivation (WM) → Employee Performance (EP): Indirect effect = 0.195, p-value < 0.001***	Accepted	Diterima
H9	Non-Financial Compensation (NFC) → Work Motivation (WM) → Employee Performance (EP): Indirect effect = 0.169, p-value = 0.003***	Accepted	Diterima
H10	Non-Physical Work Environment (NPWE) → Work Motivation (WM) → Employee Performance (EP): Indirect effect = 0.172, p-value = 0.003***	Accepted	Diterima

Note: *** significant ($P < 0.01$); significant ($P < 0.05$).

Based on Table 10, all ten hypotheses (H1–H10) were supported. *Work-Life Balance*, *Non-Financial Compensation*, and the *Non-Physical Work Environment* positively influenced *Work Motivation* and *Employee Performance*. *Work Motivation* had the strongest direct effect on *Employee Performance* ($\beta = 0.445$) and also significantly mediated the effects of all three variables on performance.

Discussion

H1: The Effect of *Work-Life Balance* (X1) on *Work Motivation* (Z)

The results of H1 indicate that *Work-Life Balance* (WLB) has a positive and significant effect on the *Work Motivation* of employees at BSH Hospital, Bogor City ($\beta = 0.437$; $P < 0.001$; *effect size* = 0.288). This indicates that better balance between work and personal life is associated with higher employee motivation.

In a 24-hour hospital environment with shift-based work, flexibility and harmony between professional and personal responsibilities are essential. The descriptive analysis showed that WLB4 (*shift arrangement autonomy*) had the highest mean score (3.902), while WLB3 (*physical stamina resilience*) had the lowest score (3.664). These findings suggest that

flexible shift arrangements and adequate recovery time are important for reducing fatigue and strengthening employees' motivation.

The findings support Clark's *Border Theory*, which explains that individuals who effectively manage the boundaries between work and family domains tend to achieve better psychological functioning (Clark, 2000, as cited in Sabilla & Wartini, 2023). Reduced role conflict allows employees to direct more psychological energy toward work commitment and achievement. This result is also consistent with previous studies by (Khansa, 2024b), (Gagnano, 2020), and (Sirgy & Lee, 2018), which found that *Work-Life Balance* positively contributes to employee motivation, morale, and work engagement.

H2: The Effect of Non-Financial Compensation (X2) on Work Motivation (Z)

The results of H2 show that Non-Financial Compensation has a positive and significant effect on Work Motivation ($\beta = 0.380$; $P < 0.001$; *effect size* = 0.206). Thus, Herzberg's *Two-Factor Theory* is supported, indicating that non-financial rewards can strengthen employees' motivation and enthusiasm.

Based on Table above KNF5 (*Institutional Reputation*) obtained the highest mean score (4.328), followed by KNF4 (*Work Protection Facilities*) at 3.861, while KNF3 (*Promotion Clarity*) recorded the lowest score (3.484). These findings indicate that institutional reputation, workplace protection, recognition, and career development opportunities provide important psychological rewards for hospital employees.

This finding is consistent with Herzberg's *Two-Factor Theory*, which identifies recognition, responsibility, and growth opportunities as important motivational factors (Khansa, 2024). The results also support previous studies by (Syarief, Thamrin Adam., 2019) and (Edward L. Deci et al., 2017), confirming that non-financial compensation and professional development positively contribute to work motivation and employee productivity.

H3: The Effect of the Non-Physical Work Environment (X3) on Work Motivation (Z)

The results of H3 demonstrate that the Non-Physical Work Environment has a positive and significant effect on Work Motivation ($\beta = 0.387$; $P < 0.001$; *effect size* = 0.237). Therefore, the *Job Demands-Resources* (JD-R) Model of Bakker and Demerouti is supported.

The descriptive analysis showed that LKNF2 (*social cohesion among employees*) had the highest mean score (4.123), followed by LKNF5 (*psychological safety*) at 3.926. Conversely, LKNF3 (*cross-unit coordination*) had the lowest score (3.754), indicating the need to improve communication and coordination among hospital units.

A supportive and harmonious psychosocial environment encourages employees to communicate openly, collaborate effectively, and take initiative. This finding is consistent with the views of Sedarmayanti (2011) in (Aan Supriadi et al., 2020b) and the concept of *Psychological Safety* proposed by Edmondson (Edmondson & Bransby, 2023). It is also supported by previous studies from (Ariati, Deasy., 2023), (Sevilla & Novialumi, 2025b), and

(Newman et al., 2017), which emphasize the importance of social interaction and supportive leadership in strengthening employee motivation and engagement.

H4: The Effect of Work Motivation (Z) on Employee Performance (Y)

The results of H4 confirm that Work Motivation has a positive and significant effect on Employee Performance at BSH Hospital, Bogor City ($\beta = 0.445$; $P < 0.001$; *effect size* = 0.370). This was the strongest direct relationship in the model, supporting Edwin Locke's *Goal-Setting Theory*.

The descriptive findings indicate that work motivation was at a very high level, particularly for MK2 (*spontaneous problem-solving initiative*) with a mean score of 4.287 and MK1 (*high performance standards*) with a score of 4.270. In the hospital setting, high motivation encourages employees to respond quickly, follow standard operating procedures, demonstrate initiative, and maintain operational independence.

These findings support *Goal-Setting Theory* (Locke & Latham, 1991), which explains that strong motivation directs attention, increases effort, and strengthens persistence in achieving performance goals. The results are also consistent with previous studies by (Samboe et al., 2025b) and (Gagné et al., 2015), which demonstrate that higher work motivation contributes to improved effectiveness, service quality, and employee performance in the healthcare sector.

H5: The Effect of Work-Life Balance (X1) on Employee Performance (Y)

The results of H5 indicate that *Work-Life Balance* has a positive and significant direct effect on Employee Performance at BSH Hospital, Bogor City ($\beta = 0.154$; $P = 0.040$; *effect size* = 0.091). These findings support *Spillover Theory*, suggesting that a healthy balance between work and personal life contributes to better physical condition, accuracy, and work performance.

The descriptive results show that WLB4 (*shift autonomy*) had a mean score of 3.902, while KK4 (*operational independence*) and KK2 (*emergency response agility*) recorded high scores of 4.270 and 4.213, respectively. This suggests that greater flexibility and adequate recovery may support employees' responsiveness and independence at work.

Although the direct effect of WLB on performance is significant, its coefficient ($\beta = 0.154$) is smaller than its effect on work motivation ($\beta = 0.437$). This indicates that *Work-Life Balance* not only affects performance directly but may also enhance performance by strengthening employees' psychological motivation.

The findings support *Spillover Theory* as discussed by (Luan et al., 2022), which proposes that positive experiences and satisfaction in personal life can transfer to the work domain. The results are consistent with studies by (Grace et al., 2025b) and (Mendis & Weerakkody, 2018), confirming that effective and flexible *Work-Life Balance* policies can positively contribute to employee performance in the healthcare sector.

H6: The Effect of Non-Financial Compensation (X2) on Employee Performance (Y)

The sixth hypothesis (H6) confirmed that Non-Financial Compensation positively and significantly affects Employee Performance at BSH Hospital, Bogor. The path coefficient was $\beta = 0.222$ ($P = 0.005$), with an effect size of 0.121, confirming the Social Exchange Theory of Homans and Emerson. Non-financial rewards, such as recognition, institutional reputation, and workplace protection, encourage employees to reciprocate through greater commitment, compliance with SOPs, and improved performance.

The findings support Homans (1958) and Emerson (1976), suggesting that employees tend to reciprocate positive organizational treatment with stronger work contributions. This result is consistent with studies by (Dewani, Putu Dinda Rama, 2025), (Dariantio, 2026), (Rahmawati, Eva. & Rahman, 2022), Aktar et al. (Aktar, 2012), and Kuvaas et al. (Kuvaas et al., 2017), which confirm that non-financial compensation significantly improves employee performance.

H7: The Effect of Non-Physical Work Environment (X3) on Employee Performance (Y)

The seventh hypothesis (H7) demonstrated that the Non-Physical Work Environment has a positive and significant direct effect on Employee Performance, with $\beta = 0.263$, $P = 0.001$, and an effect size of 0.166. This was the strongest direct effect among the exogenous variables, confirming the Job Demands-Resources (JD-R) Model.

A supportive psychosocial environment, including social cohesion, clear role boundaries, effective communication, and smooth coordination, improves teamwork and task completion. These findings support the JD-R Model developed by Bakker and Demerouti (Bakker, A. B., & Demerouti, 2017), which views a supportive work environment as an important resource for maintaining employee performance. The result is consistent with (Umi, 2023), (Aan Supriadi et al., 2020b), (Anggraini, 2022b), and Cai et al. (Cai et al., 2021).

H8: The Mediating Role of Work Motivation (Z) in the Relationship between Work-Life Balance (X1) and Employee Performance (Y)

The eighth hypothesis (H8) confirmed that Work Motivation significantly mediates the relationship between Work-Life Balance and Employee Performance. The indirect effect was $\beta = 0.195$ ($P < 0.001$), with an effect size of 0.115 and a VAF value of 55.87%. Since the VAF falls between 20% and 80% and the direct effect remains significant ($\beta = 0.154$; $P = 0.040$), Work Motivation serves as a partial mediator.

These findings indicate that a better work-life balance improves employees' physical and psychological well-being, which subsequently strengthens their motivation and performance. The result supports the Integrative Mediation Model of Preacher and Hayes (Preacher & Hayes, 2008) and extends Clark's Border Theory. It is also consistent with Khansa (Khansa, 2024b) and Minwer & Al (Minwer & Al, 2020b).

H9: The Mediating Role of Work Motivation (Z) in the Relationship between Non-Financial Compensation (X2) and Employee Performance (Y)

The ninth hypothesis (H9) confirmed that Work Motivation positively and significantly mediates the effect of Non-Financial Compensation on Employee Performance. The indirect effect was $\beta = 0.169$ ($P = 0.003$), with an effect size of 0.092 and a VAF value of 43.22%. Since the direct effect also remained significant ($\beta = 0.222$; $P = 0.005$), the mediation is classified as partial mediation.

Non-financial rewards, including recognition, workplace protection, and institutional reputation, enhance employees' psychological satisfaction and intrinsic motivation, which subsequently improves their performance. This finding supports Herzberg's Two-Factor Theory and the Social Exchange Theory of Homans and Emerson (Homans, 1958). It is consistent with findings from Syarief et al. (Syarief, Thamrin Adam., 2019), Herminingsih (Herminingsih, Anik., & Nainggolan, 2025), and Edward et al. (Edward L. Deci et al., 2017).

H10: The Mediating Role of Work Motivation (Z) in the Relationship between Non-Physical Work Environment (X3) and Employee Performance (Y)

The tenth hypothesis (H10) demonstrated that Work Motivation significantly mediates the relationship between the Non-Physical Work Environment and Employee Performance. The indirect effect was $\beta = 0.172$ ($P = 0.003$), with an effect size of 0.109 and a VAF value of 39.54%. Since the VAF falls between 20% and 80%, while the direct effect remains significant ($\beta = 0.263$; $P = 0.001$), Work Motivation acts as a partial mediator.

A supportive and psychologically safe work environment strengthens employee motivation, initiative, collaboration, and ultimately performance. This finding reinforces the Job Demands-Resources (JD-R) Model of Bakker and Demerouti (Bakker, A. B., & Demerouti, 2017) and the concept of Psychological Safety proposed by Edmondson (Edmondson & Bransby, 2023). The result is also supported by previous studies from Ariati (Ariati, Deasy., 2023), Sevilla (Sevilla & Novialumi, 2025b), and Newman et al. (Newman et al., 2017).

CONCLUSION

In conclusion, at BSH Hospital, Bogor City, *Work-Life Balance*, Non-Financial Compensation, and the Non-Physical Work Environment play important roles in improving Work Motivation and Employee Performance.

1. Work-Life Balance → Work Motivation: *Work-Life Balance* positively and significantly improves motivation. This supports *Clark's Border Theory*, suggesting that balanced work and family roles reduce role conflict and create positive spillover.
2. Non-Financial Compensation → Work Motivation: Non-financial rewards positively and significantly improve motivation. This supports *Herzberg's Two-Factor Theory*, emphasizing recognition, responsibility, and career development as key motivational factors.
3. Non-Physical Work Environment → Work Motivation: A supportive work environment positively and significantly increases motivation. This supports the *Job Demands-*

Resources (JD-R) Model of Bakker and Demerouti, where social support and positive workplace conditions serve as important job resources.

4. Work Motivation → Employee Performance: Work Motivation positively and significantly improves Employee Performance by encouraging greater effort, commitment, and service quality.
5. Work-Life Balance → Employee Performance: *Work-Life Balance* positively and significantly improves performance by reducing fatigue and improving focus and work accuracy, consistent with *Clark's Border Theory*.
6. Non-Financial Compensation → Employee Performance: Non-financial recognition and appreciation positively and significantly improve performance by strengthening employees' sense of responsibility and commitment to organizational standards.
7. Non-Physical Work Environment → Employee Performance: A positive non-physical work environment significantly improves performance by strengthening teamwork, coordination, and service efficiency, consistent with the *JD-R Model*.
8. Mediating Role of Work Motivation in the Relationship between Work-Life Balance and Employee Performance: Work Motivation significantly acts as a partial mediator, indicating that *Work-Life Balance* improves performance both directly and indirectly through increased motivation.
9. Mediating Role of Work Motivation in the Relationship between Non-Financial Compensation and Employee Performance: Work Motivation significantly mediates this relationship, as recognition and appreciation strengthen internal motivation, which subsequently improves performance.
10. Mediating Role of Work Motivation in the Relationship between the Non-Physical Work Environment and Employee Performance: Work Motivation significantly mediates this relationship, as a supportive work environment strengthens employees' motivation and encourages better performance, particularly in critical and collaborative service situations.

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