
The Influence of Quality Work-life Balance and Well-being on Intrinsic Motivation in Bima City

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Abstract

This study aims to analyze the influence of Quality Work-life Balance and Well-being on Intrinsic Motivation among Civil Servants (ASN) in Bima City. The background of this research is rooted in the growing challenges of the digital era, which require civil servants to maintain a balance between professional demands and personal life. In this context, individual well-being and intrinsic motivation are essential factors in supporting employee performance and engagement.

A quantitative approach was employed through a survey method involving civil servants in Bima City. The variables examined include Quality Work-life Balance, Well-being, and Intrinsic Motivation. The results of the analysis indicate that work-life balance and employee well-being significantly influence intrinsic motivation. Employees who are able to maintain a balance between work and personal life, and who feel physically and mentally well, tend to have a strong internal drive to work and develop professionally.

The findings of this study contribute to the development of human resource management policies, particularly in the public sector. Local governments are encouraged to create a supportive work environment that fosters work-life balance and employee well-being to enhance motivation and performance. Moreover, this research opens opportunities for future studies to explore the role of other variables, such as organizational culture or leadership styles, in supporting employees' intrinsic motivation.

Keywords: Quality Work-life Balance, Well-being, Intrinsic Motivation, Civil Servants, Bima City.

INTRODUCTION

In the digital era, characterized by rapid changes and increasing complexity in the work environment, work-life balance has emerged as a crucial issue. A healthy balance between work demands and personal life can contribute to individual well-being, which in turn can influence a person's resilience in facing various challenges. Intrinsic motivation serves as a critical moderating variable in the relationship between quality work-life balance, well-being, resilience, and emotional intelligence (EI). Individuals with high intrinsic motivation are more likely to pursue their personal and professional goals, contributing to improved performance and job satisfaction.

Amid rapid technological development and social changes, civil servants (ASN) face increasingly complex challenges in carrying out their duties and responsibilities. One emerging phenomenon is the rising demand to adapt to remote work systems and more flexible leadership models, such as Agile Leadership.

Work Culture Transformation in Government Institutions: In the long run, the findings of this study can drive cultural changes in the public sector. Civil servants who are more responsive, adaptable to change, and enjoy better well-being will be able to provide more effective public services. This could lay the foundation for building a more agile and adaptive bureaucracy, necessary for responding to global challenges and improving regional competitiveness.

Quality Work-life Balance (QWL) refers to the extent to which individuals can effectively manage the demands of work and personal life. In the modern context, QWL theory has evolved to emphasize the importance of integrating work flexibility, mental well-being, and personal life balance.

Intrinsic motivation, which refers to a person's internal drive to achieve goals without external incentives, is essential in enhancing employee performance and engagement. According to Self-Determination Theory (Deci & Ryan, 1985), intrinsic motivation is driven by three basic psychological needs: autonomy, competence, and relatedness. When these needs are fulfilled, individuals are more motivated to perform well and are more satisfied with their work. In the ASN context, creating an environment that supports autonomy and competency development will enhance intrinsic motivation.

Flow Theory (Csikszentmihalyi, 1990) explains that individuals reach the highest levels of engagement and happiness when they are fully immersed in meaningful activities that match their skills. Intrinsically motivated civil servants are more likely to experience this "flow" in tasks that provide meaningful challenges and autonomy in their execution.

These theories provide a strong foundation for analyzing the relationships among the variables studied and their relevance in today's context, particularly in the public sector such as the ASN. They support the argument that well-being, emotional intelligence, and intrinsic motivation are key factors in enhancing performance and leadership effectiveness in dynamic work environments.

This research aims to make a significant contribution to the literature in the fields of human resource management, leadership, and employee well-being, with a focus on the public sector, specifically civil servants (ASN) in Bima City.

A comprehensive approach to the relationship between work-life balance and well-being in the context of ASN is adopted, where most previous studies tended to focus on only one or two variables such as work-life balance or well-being, without considering resilience as an important mediating factor between them. This study offers a more holistic perspective by incorporating three main variables: quality work-life balance, well-being, and intrinsic motivation, and examining how they interact to create strong intrinsic motivation among ASN.

This is the first study in Bima City to combine these three variables into a single, complex conceptual framework that not only explores the link between work-life balance and well-being but also takes into account the role of employees' mental resilience in building intrinsic motivation.

METHODOLOGY

Conceptual Framework

The conceptual framework of this study is as follows:

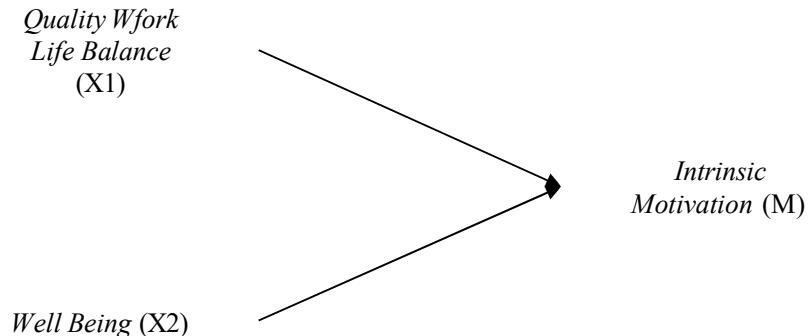


Figure 3.1. Conceptual Framework of the Study

Source: Processed Data, 2025

Research Hypotheses

Based on the conceptual framework illustrated above, the research hypotheses are as follows:

- **H1:** Quality Work-Life Balance (X1) has a positive effect on Intrinsic Motivation (Y) in Bima City.
- **H2:** Well-Being (X2) has a positive effect on Intrinsic Motivation (Y) in Bima City.
- **H3:** Quality Work-Life Balance (X1) and Well-Being (X2) simultaneously have a positive effect on Intrinsic Motivation (Y) in Bima City.

Research Design

This study employs a **quantitative research approach**. The quantitative method is based on the philosophy of positivism, where numerical data is used to examine a specific population or sample. Data is collected using research instruments, and the analysis is conducted quantitatively or statistically, aiming to test the predetermined hypotheses (Sugiyono, 2011).

The research design adopted is a survey-based quantitative design. This design was chosen because it allows data collection from a large sample, facilitating the identification of relationships between independent, intervening, and dependent variables.

Research Variables

Variables are concepts with varying values. The existence of a variable is determined by the presence or absence of certain indicators that distinguish it from others. In this study, there are independent and dependent variables. The variables used are as follows:

Table 3.1. Description of Research Variables

Type of Variable	Variable Name	Variable Description
X1	Quality Work-Life Balance	The balance between personal life and work, in which the demands of both aspects are met equally. (Greenhaus & Allen, 2011)
X2	Well-being	A subjective condition reflecting an individual's mental, physical, and social health. (Diener et al., 2003)
Y	Intrinsic Motivation	Motivation that comes from within an individual to achieve personal satisfaction and meaningful goals without external incentives. (Deci & Ryan, 1985)

Source: Bondarouk, T., & Brewster, C. (2023); Kaplan, M., Ogut, E., Kaplan, A., & Aksay, K. (2022).

Population and Sample

The **population** is a group consisting of objects and subjects that possess specific characteristics and qualities established by the researcher to be studied and drawn conclusions from (Sugiyono, 2011). In this study, the population includes all government employees in Bima City, specifically civil servants (PNS) working across various local government institutions.

The **sample** is a portion of the population selected for research, considered a representation of the whole, but not the population itself. The sample reflects a subset of the quantity and characteristics possessed by the population (Sugiyono, 2011).

The sample size was calculated using **Slovin's formula** for a population of 240 individuals, with a standard margin of error of 5% (0.05):

Slovin's Formula:

$n = N / (1 + N * e^2)$ Thus, the sample size is **n = 150**.

Data Collection Technique

The data collection technique used in this study was a **questionnaire**, which consisted of a series of questions or statements designed to gather information from respondents. A **Likert scale** was used to rate the responses in this questionnaire:

- a. Strongly Agree (SA) = score 5
- b. Agree (A) = score 4
- c. Somewhat Agree (SA) = score 3
- d. Disagree (D) = score 2
- e. Strongly Disagree (SD) = score 1

Data Analysis Technique

The data analysis technique used in this study is **Structural Equation Modeling (SEM)**, operated using **SmartPLS 4** software. SEM is a multivariate statistical analysis technique used to examine complex relationships, both direct and indirect, between variables, producing a comprehensive model overview (Santoso, 2018).

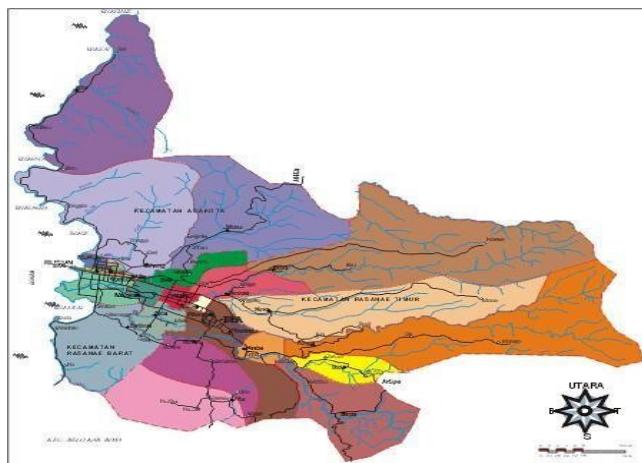
FINDINGS AND RESULTS

Research Data

Overview of Bima City and Civil Servants in Bima

Bima City, located in the province of Bima, is one of the cities that plays a strategic role in the development of eastern Indonesia. The city is known for its rich cultural heritage, historical significance, and abundant natural resources. As a growing city, Bima also faces challenges in improving the quality of human resources, especially in the public sector. Civil servants (ASN) in Bima City are key pillars in the administration of government and public services.

According to data from the Regional Personnel Agency (BKD) of Bima City, the number of civil servants in 2023 reached approximately 5,000 individuals, distributed across various government agencies. These civil servants play a significant role in implementing local government policies, making their performance and leadership quality essential to achieving regional development goals.



Source: BKD Bima City

Figure 5.1 Map of Bima City

Quality Work-life Balance is one of the critical factors influencing the performance and job satisfaction of civil servants in Bima City. Based on a preliminary survey of 200 civil servant respondents, 65% felt they had achieved a good balance between work and personal life. However, 35% still found it difficult to manage time between work demands and family responsibilities.

Well-being is another important aspect examined in this study. Survey results showed that 70% of civil servants were satisfied with their well-being, particularly in terms of physical and mental health. However, 30% indicated that high workloads and lack of institutional support negatively impacted their overall well-being.

Intrinsic motivation serves as a moderating variable in this study. High intrinsic motivation can strengthen the relationship between Quality Work-life Balance and Well-being. Survey data indicated that 65% of civil servants in Bima had high intrinsic motivation, as reflected in their desire for continuous growth and positive contributions to their institutions. Nonetheless, 35% still needed further encouragement to improve their intrinsic motivation. The findings of this study are expected to contribute to the development of local government policies in Bima City aimed at improving work quality and leadership among civil servants by understanding the influence of Quality Work-life Balance, Well-being, and Intrinsic Motivation.

Analysis and Research Results

Descriptive Analysis of Respondents' Answers

This section presents the descriptive analysis of respondents' answers regarding all the variables studied. The table below summarizes the responses:

Table 5.2 Respondents' Answers for All Variables

No.	Statement	Average Score	Category
1	I feel I have enough time for personal life outside of work	4.2	High
2	My workplace provides flexibility in work arrangements	4.1	High
3	My workload does not disrupt the balance between work and personal life	4.3	High
4	I feel my work supports my physical and mental health	4.4	High
5	I feel that my work provides both personal and professional satisfaction	4.5	High
6	I have enough time to maintain personal well-being outside of work	4.2	High
19	I can adapt teaching strategies to meet students' needs	4.3	High
20	I feel confident making decisions related to schedule or curriculum changes	4.2	High
21	I encourage teachers to collaborate and develop new teaching ideas	4.1	High

Source: Processed Data, 2025

Data Analysis Using Structural Equation Modeling – Partial Least Square (SEM-PLS) Evaluation of the Measurement Model (Outer Model)

The outer model represents the relationship between indicator blocks and their latent variables. This measurement model is used to assess construct validity and instrument reliability (Abdillah & Hartono, 2015). Evaluation includes the following:

a. Convergent Validity

Convergent validity in PLS is assessed through factor loadings. An indicator is considered valid if its loading is greater than 0.6. Convergent validity is also indicated by the Average Variance Extracted (AVE), which should exceed 0.5 (Chin, 2010).

Variable	Indicator	Factor Loading	AVE	Note
X1	X11	0.802	0.675	Valid
	X13	0.841		
X2	X21	0.852	0.685	Valid
	X22	0.793		
X2	X23	0.837		
Y	M1	0.816	0.703	Valid
	M2	0.880		
	M3	0.818		

Source: Processed Data, 2025

All indicators meet convergent validity requirements, with loadings > 0.6 and AVE > 0.5 .

b. Discriminant Validity

Discriminant validity is assessed using cross-loading values. A construct is valid if its indicators correlate more strongly with their respective construct than with others.

Indicator	M	X1	X2	X3	Y	Z1	Z2
X11	0.223	0.802	0.426	0.282	0.267	0.278	0.308
X13	0.293	0.841	0.505	0.411	0.269	0.358	0.311
X21	0.379	0.514	0.852	0.541	0.389	0.562	0.430
X22	0.415	0.346	0.793	0.535	0.417	0.534	0.321
X23	0.382	0.534	0.837	0.591	0.471	0.616	0.504
M1	0.816	0.196	0.337	0.366	0.278	0.439	0.241
M2	0.880	0.267	0.428	0.453	0.362	0.539	0.378
M3	0.818	0.320	0.410	0.401	0.348	0.418	0.374

Source: Processed Data, 2025

All indicators fulfill the discriminant validity requirement, with higher factor loadings than cross-loadings.

c. Reliability Test

Reliability is measured using Cronbach's Alpha and Composite Reliability. Acceptable thresholds are $\text{Alpha} \geq 0.6$ and $\text{CR} \geq 0.7$.

Variable	Cronbach's Alpha	Composite Reliability	Note
X1	0.520	0.806	Reliable
X2	0.771	0.867	Reliable
Y	0.789	0.876	Reliable

Source: Processed Data, 2025

All values meet the reliability criteria.

d. Structural Model Evaluation (Inner Model)

The inner model was evaluated using the Q^2 value (predictive relevance).

Variable	R ²
Y	0.701

$$Q^2 = 1 - (1 - R1^2) \times (1 - R2^2) = 0.823$$

Source: Processed Data, 2025

The Q^2 value of 0.823 indicates the model has strong predictive capability and fits well.

Hypothesis Testing Results

Hypothesis testing aims to verify causal relationships between variables. Using T-statistics and p-values, hypotheses are accepted if $T > 1.96$ and $p < 0.05$.

Hypothesis	Relationship	Coefficient	T-Statistic	P-Value	Conclusion
H1	X1 → Y	0.515	5.970	0.000	Accepted
H2	X2 → Y	0.368	2.944	0.003	Accepted
H3	X1 & X2 → Y	0.243	2.911	0.004	Accepted

Source: Processed Data, 2025

Interpretation:

- H1:** Quality Work-life Balance positively influences Intrinsic Motivation.
- H2:** Well-being positively influences Intrinsic Motivation.
- H3:** Combined, Quality Work-life Balance and Well-being influence Intrinsic Motivation.

CONCLUSION

1. Quality Work-life Balance and Well-being significantly shape the intrinsic motivation of civil servants in Bima City. Those with a better balance and higher well-being are more driven to perform and contribute positively.
2. Respondents generally reported high satisfaction regarding work conditions, flexibility, and professional development, indicating a supportive work environment boosts motivation and performance.
3. The model used effectively illustrates the relationships between variables and serves as a strong foundation for future HR policy development.

RECOMMENDATIONS

1. The Bima City government should develop policies that support work-life balance, mental health, and employee recognition to sustain motivation.
2. Government units must foster work environments that promote physical and mental well-being through stress management, counseling, and healthy work culture.
3. Future research should expand the scope geographically or include other variables such as leadership style, organizational culture, or supervisor roles for a broader understanding of intrinsic motivation drivers.

Civil servants are also encouraged to actively manage their time, maintain personal well-being, and build internal motivation despite workplace challenges.

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