

Work-Life Balance on Career Satisfaction among Digital Entrepreneurs

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Abstract

The COVID-19 pandemic has transformed our world in unpredictable ways. The COVID-19 crisis has brought about years of change in the way companies in all sectors and regions do business. The current environment has impacted us with the opportunity to re-examine our work values especially as they relate to our careers. In order to stay competitive in the economic environment, it is a great time to be digital entrepreneurs. The technology has made it incredibly easy to run online business from virtually anywhere in the world. This freedom is great in terms of flexibility and opportunity for personal life. Hence, this research aims to explore work-life balance on career satisfaction among digital entrepreneurs. The literature showed that satisfaction with work not only benefits personal lives but it also leads to better career performance. In order to verify the hypothesis, a questionnaire was used to gather data from digital entrepreneurs. The data were analysed using Structural Equation Modelling (SmartPLS) to assess the respondents. Results show that work-life balance has a positive influence on career satisfaction. The findings have implications in increasing our understanding of work-life balance on career satisfaction. This understanding is critical to help entrepreneurs improve their well-being and productivity, and to advance theoretical understanding of work-life balance research for management scholars. Therefore, future research will benefit from identifying the factors behind satisfaction among digital entrepreneurs.

Keywords: work-life balance, career satisfaction, digital entrepreneur

ARTICLE INFORMATION

Received:	27 Sept 2021
Revised	13 Dec 2021
Accepted:	15 Jan 2022
Published	30 April 2022

1.0 INTRODUCTION

Work-life balance is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of personal life. Some of the common reasons that lead to a poor work-life balance include; increased responsibilities at work, working long hours, increased responsibilities at home and having children. It is tough to make time for family, friends, community, spirituality, personal growth, self-care, and other personal activities. The issues arise as individuals struggle to balance between their work roles and manage their personal lives (Balven et al., 2018). Striking the perfect balance between career and family has always been a challenge for employees. In addition, an imbalance between work and life can cause chaos on employees professional and personal life. An imbalance of work and life can also lead to unhappiness, which can

affect productivity in the workplace and the ability to maintain healthy relationships with others in both professional and personal settings. For example, family issues like spending time with spouse and kids or going on vacation can just as easily bother one's work commitments. Ollier-Malaterre and Foucreult (2017) mentioned that the degree of industrialization can influence the nature of work-family needs, as it will affect employee demands (nature of work, number of children, health conditions) as well as resources (income, access to quality food, housing, education, health care). Furthermore, modern employees also demand greater control over their lives and a bigger say in the structure of their jobs. For example, the employees' demand for flexibility within working patterns such as flexible hours, compressed hours, job share and so forth (Akanji, 2017). Moreover, Kelliher et al. (2019) revealed that

entrepreneurs have a better work-life balance and overall job satisfaction, due to perceived autonomy. That is why more employees opt to be entrepreneurs instead of working with companies. Jeong and Choi (2017) reported that people choose entrepreneurship as a career choice based on consideration of the external environment and individual factors. Achieving a satisfied level of work-life balance is an important factor for entrepreneurs to their success and well-being.

2.0 LITERATURE REVIEW

2.1. Work-life Balance

The term work-life balance refers to the relationship between work and non-work aspects of individuals' lives, where achieving a satisfactory work-life balance is normally understood as restricting one side (usually work), to have more time for the other (Kelliher et al., 2019). Akanji (2017) indicated that work-life balance is the ability to pay attention to family commitments as well as also succeeding at work. Vasumathi (2018) revealed that if working women can rectify their issues to balance their work and life, it will lead to running a peaceful life in work and family. Norzita et al. (2020) indicated that work-life balance also plays an important role in attaining the organizational aspirations and individual performance. Meanwhile, Akanji (2017) argued that work-life balance also relates to the state of health and well-being that should not be compromised during the involvement with multiple roles in life. Hsu et al. (2019) reported that occupational stress acts as a mechanism in the links between working hours and work-life balance and job satisfaction. Therefore, it is important to maintain a healthy balance between competing priorities in our career and personal lives.

2.2. Career Satisfaction

Career satisfaction has been defined as individuals' perceptions of their career accomplishments to date and their prospects for future advancement (Gattiker & Larwood, 1988). In addition, Zwan et al. (2018) indicated that an individual's career transition from being an employee to being an entrepreneur is directly related to job satisfaction, and that individuals make this career change to increase their satisfaction. Bataineh (2019) highlighted those employees with good feeling and only small degree of stress at work and at home show more likelihood to experience satisfaction with their work. Meanwhile, Padovez-Cualheta et al. (2019) argued that entrepreneurs are more satisfied with their jobs than non-entrepreneurs although entrepreneurial activities are associated with risk taking

and uncertainty about monthly income. People take risky initiatives such as starting a business instead of choosing a stable job because low job satisfaction can be interpreted as a loss, which may encourage risk-seeking behaviour (Jeong et al., 2017). People tend to take the risk of leaving their stable careers and becoming entrepreneurs because they were dissatisfied (Guimaraes, et al., 2016). Therefore, career satisfaction is of utmost importance for entrepreneurs to remain happy and deliver their level best.

2.3. Digital Entrepreneur

Digital entrepreneurship is a phenomenon which arise through technological assets like internet and information and communications technology (Dinh et al., 2018). Digital technology provides entrepreneurs with a new form of infrastructure offering a multitude of opportunities (Kraus et al., 2018). Furthermore, Phonthanukitithaworn et al. (2019) stated that digital entrepreneur has characteristics such as having a creative plan, innovative products, risk-taking skills, skills in general management and performance intention. Entrepreneurial innovation expectedly benefits an individual's job satisfaction, balance between work and family, and life satisfaction (Jensen et al., 2017). Chakraborty et al. (2019) claimed that entrepreneurs look for a certain lifestyle and obtain satisfaction from their quality of life with respect to decision-making and independence. Digital entrepreneurship can improve work-life balance in terms of flexibility. This control over work schedule can be valuable when it concerns attending to the needs of personal life.

2.4. Relationship between Work-life Balance and Career Satisfaction

According to Smith (2016), employees believe that a healthy work-life balance is connected to work satisfaction, work performance, and ethical decision-making. Similarly, Clerq et al. (2021) found that there is a positive relationship between work-life balance and job satisfaction. Female entrepreneurs tend to be less happy with their job situation when they have difficulty maintaining a balance between their work and private lives (Clerq et al., 2021). Moreover, Omar et al. (2019) indicated that work-life balance among entrepreneurs can have an effect on the performance in productivity. It might be best associated with managing time effectively between business and private life to manage stress to boost business productivity and convey happiness to the family consistently. For example, entrepreneurs may choose their own schedules and have the power to make decisions regarding their work and personal life.

Therefore, a good work-life balance might enable entrepreneurs to feel more in control of their working life as well as bring benefits to their business.

2.5. Hypothesis Development

This research using Herzberg’s motivation hygiene factor theory to explain the motivation of individuals in entrepreneurship and their levels of satisfaction. Hertzberg’s motivation hygiene factor theory determined what people actually want from their jobs (Herzberg, 1966). Motivators came about with factors built into the job itself, such as achievement, recognition, responsibility and advancement. Thus, Herzberg’s motivation hygiene theory of job satisfaction offered a rationale as to why employees may be more productive, creative, and committed to their employer when they work in an environment that promotes job satisfaction. From the review, it is thus hypothesized that work life balance will be positively related to career satisfaction. The research framework is shown in Figure 1.

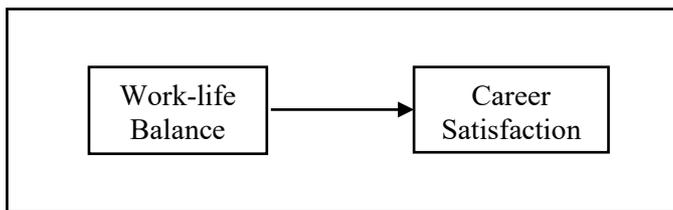


Figure 1: Research Framework

3.0 METHODOLOGY

This research employs quantitative which focuses on survey method to allow it to be more definite. The respondents for this study were digital entrepreneurs. The survey was carried through an online survey. Data were collected through an online survey format, using existing and validated instruments. The online survey method provided economy of design and the ability to have a rapid turnaround in data collection.

3.1. Measurement

Work-life Balance

Work-life balance was assessed with 6 items by using the measure from (Suliman, 2001). Respondents were asked to answer perceptions of work-life balance. Responses were measured on a 1 to 5 Likert scale (1 = strongly disagree, 5 = strongly agree), and yielded a coefficient alpha of 0.755.

Career Satisfaction

Career satisfaction was surveyed with the scale from (Greenhaus et al., 1990). The scale comprises of five statements such as ‘Overall, I am satisfied with my job’ answered on a 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree), and yielded a coefficient alpha of 0.914. Table 1 shows all the items included in the questionnaire.

Table 1: Instrument

Constructs	No.	Items
Work-life balance (WLB)	1	I always think of my family while I am working
	2	In my life, there is a clear boundary between work and family
	3	My current job allows me to get involved in my family as I should be
	4	My job enables me to spare a suitable time for my family
	5	There are differences in the roles I play in the work groups
	6	I tend to integrate my work and family duties
Career Satisfaction (CS)	1	I am content with the success I have achieved in my career
	2	I am content with the progress I have made toward meeting my overall career goals
	3	I am content with the progress I have made toward meeting my goals for income
	4	I am content with the progress I have made toward meeting my goals for advancement
	5	I am content with the progress I have made toward meeting my goals for advancement of new skills

4.0 RESULTS

One hundred respondents participated in this research. The total sample composed of 37 men (37%) and 63 women (63%). The participants were less than 25 of age (52%), between 25 to 35 years old (37%), between 36 to 45 years old (9%), and more than 45 years old (2%). As for their education level, 56% of respondents have a diploma, 28% have a bachelor degree, 14% have a master’s degree, and 2% have a doctorate degree. As for marital status of the respondents, 68% were single and 32% were married. The study employed PLS-SEM to test measurement and structural model by using the SmartPLS 3 Software.

The data were first screened to identify whether there was any missing data, identify outliers, assess normality and check for common method variance. The measurement model was test first preceding the structural model assessment. Each construct in the model was inspected for its validity and reliability. Construct validity was assessed to ensure the measurements were

valid. In convergent validity, the factor loadings and the average variance extracted (AVE) were checked (Hair et al. 2014). Convergent validity is achieved when the factor loadings are above 0.70 and the AVE is above 0.50 (Marcoulides & Chin, 2013). As for discriminant validity, a construct should be clearly distinct from other constructs which have been theoretically shown to be different. Construct reliability and AVE of the reflective constructs are shown in Table 2. Results from the outer loadings showed no indicators found to be below 0.40. The construct reliability was assessed by calculating Cronbach’s α coefficients for each of the multi item constructs. Therefore, it is decided that the instrument used in this study is valid and internally consistent.

Table 2: Factor Loadings, Composite Reliability, and Average Variance Extracted

Constructs	Items	Outer Loadings	Composite Reliability	Average Variance Extracted
WLB	WLB1	0.657	0.830	0.750
	WLB2	0.723		
	WLB3	0.738		
	WLB4	0.646		
	WLB5	0.606		
	WLB6	0.645		
CS	CS1	0.832	0.936	0.845
	CS2	0.901		
	CS3	0.880		
	CS4	0.879		
	CS5	0.882		

Inspection on AVE showed all constructs were above 0.50. The constructs were also checked on discriminant validity, the square root of the AVE of each construct and all other constructs (Fornell & Larcker, 1981; Hair et al., 2014). The Heterotrait-Monotrait ratio of correlations (HTMT) approach is to determine the discriminant validity of the constructs (Henseler et al., 2016). The HTMT value should not be greater than the HTMT value of 0.85 to achieve discriminant validity (Kline, 2016). The value of work-life balance is 0.438. It has, therefore, passed HTMT measures indicating that each construct in the model measures a unique subject and captures phenomena not presented by other constructs in the model. After running the PLS algorithm in SmartPLS to assess the measurement model, the variable scores were utilized to calculate the mean scores and the standard deviation scores. The mean scores reported for work-life balance (M=0.438, SD=0.076). Multicollinearity refers to the degree to which a variable can be explained by other variables in the analysis (Hair

et al., 2014). It is difficult to ascertain the effect of any single variable, the variance inflation factors (VIF) were used to examine multicollinearity (Hair et al., 2014). The VIF values were below the standard criteria (work-life balance = 1.000) indicating no multicollinearity issue.

The next analysis done was to assess the structural model. The structural model was assessed to test the relationships between work-life balance and career satisfaction. The coefficient of determination (R^2 value) and path coefficients (beta values) are parameters to determine how well the data supported the hypothesized relationships (Hair et al., 2014). A bootstrapping process with 500 iterations was performed to generate t-values and standard errors to confirm the statistical significance (Hair et al., 2014). R^2 measures the predictive accuracy of the model and represents the percentage of variance in the dependent variable as explained by the independent variable in the model (Hair et al., 2014). As shown in Figure 2, work-life balance explains about 15% of the variance in career satisfaction ($R^2=0.157$).

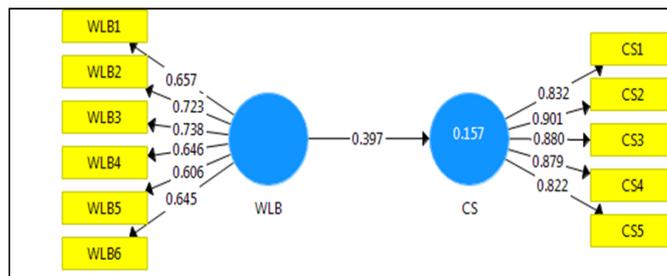


Figure 2: Measurement Model Framework

Path coefficients (B) indicate the degree of change in the dependent variable for the independent variable (Hair et al., 2014). As shown in Table 3, the path coefficients for work-life balance and career satisfaction was significant.

Table 3: Hypothesis Testing

Path	B	t	Decision
PWB -> WLB	0.397	5.184	Supported

The predictive relevance (Q^2) and effect size (f^2) are also reported in Table 4. The guidelines of Cohen (1988) were used to assess the f^2 , whereby 0.02, 0.15, 0.35 indicate small, medium and large effects respectively. The f^2 values show that it has a medium effect in producing R^2 for career satisfaction. Also, the predictive relevance of the model is examined using the blindfolding procedure, if the Q^2 value is larger than 0, the model has predictive relevance for career satisfaction. The Q^2 value for career satisfaction is 0.103 which is

larger than 0 indicating the model has sufficient predictive relevance.

Table 4: R2, f2, and Q2

Path	R ²	Q ²	f ²
Work-life balance	0.397		0.187
Career satisfaction		0.103	

In the hypothesis result, the SEM result indicated that work-life balance a variable of the independent construct is positively related to career satisfaction. Result indicated that work-life balance has a significant effect on career satisfaction with ($\beta = 0.397, t = 5.184$).

5.0 DISCUSSION

The findings of this research suggest that work-life balance influences career satisfaction. Creating a harmonious work-life balance is critical to improve not only our physical, emotional and mental well-being, but it is important for our career. This finding is consistent with previous studies. For example, Haider et al. (2018) found that the interaction of psychological well-being and satisfaction with company had an effect on employee job performance. In addition, the entrepreneurs should be aware of the fact that the perceived success of the business does not depend only from the effort and time spent at work, but also from the satisfaction of the balance between professional and personal life. Entrepreneurs need to have work-life balance in order to keep their physical and mental health, their personal and professional relationships to build and grow a successful digital business.

Furthermore, maintaining a work-life balance is easy when digital entrepreneur may work anywhere especially from their home. There are many advantages to the entrepreneurial lifestyle such as having the freedom to work from anywhere and the flexibility to create their own schedule. A good work-life balance has numerous positive effects including a lower risk of burnout and a greater sense of well-being. Balanced entrepreneurs are found to feel more motivated and less stressed out at work. A balanced work-life will also improve the well-being of the entrepreneurs by reducing the negative impacts of possible conflicts, stress or emotions. When entrepreneurs have adequate time and support for their personal life as well as their career, they are happier. Results also confirm with previous research whereby Aruldoss et al. (2021) found that when people

are happy at work and at home, the psychological well-being of families has a positive impact on society.

Moreover, a successful entrepreneur is more likely to contribute and create value for them and the society. Entrepreneurship has become a force to be reckoned with because it could significantly determine a country’s economic growth (Abu Bakar et al., 2020) Therefore, there is no doubt that people with a good work-life balance are more efficient, productive and motivated.

6.0 LIMITATIONS AND FUTURE RESEARCH

This research inevitably consists of some limitations, which, however, opens interesting possibilities for future research. This research is limited to the variables; work-life balance and career satisfaction. Thus, future research should address the possible limitations of the current study. Future research could broaden its scope. Future studies also might consider conducting longitudinal analysis, in order to see whether the implementation of work-life balance improve career satisfaction over time. Therefore, it provides interesting avenues for future research.

7.0 CONCLUSION

This research was initiated by recognizing how work-life balance influence career satisfaction among digital entrepreneurs. Based on Herzberg’s motivation hygiene factor theory, work-life balance can enhance satisfaction. Even though, balancing our career and personal life can be challenging, it is essential to us. Thus, a thorough understanding of the issues is especially paramount to achieve the aim of increasing the number of digital entrepreneurs.

Author Contributions: Conceptualization, S.F.; methodology, S.F.; software, S.F.; validation, S.F.; formal analysis, S.F.; investigation, S.F.; resources, S.F.; data curation, S.F.; writing—original draft preparation, S.F.; writing—review and editing, S.F.; visualization, S.F.; supervision, N.A.; project administration, N.A.; funding acquisition, S.F. All authors have read and agreed to the published version of the manuscript.

Funding: This research was funded by Ministry of Higher Education (MoHE), (KPM B)

Acknowledgments: The authors would like to acknowledge MoHE for sponsoring this research under the MyPhd. We would like to thank the interviewees for their invaluable time and insights. We also thank the two anonymous reviewers and

the subject editor for their constructive and timely responses, which positively shaped the paper.

Conflicts of Interest: The authors declare no conflict of interest. The funder had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript, or in the decision to publish the results.

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