

Research article

Improving the Performance of Pelanusa Group *Patchwork* and Quilting Craftswomen - Evidence from Mediation Model

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Abstract

Low work motivation, work-life balance, and inadequate job satisfaction are obstacles in improving the performance of patchwork crafters in Malang Regency. This condition has an impact on productivity and product quality, which in turn hinders the growth of the local creative economy. This study aims to analyze the mediating role of job satisfaction in the relationship between work motivation and work-life balance on the performance of patchwork crafters in the Pelanusa Group, Malang Regency. This study uses a quantitative method with a PLS-SEM approach. The research respondents consisted of 120 female patchwork crafters selected through accidental sampling technique. The results showed that work motivation and work-life balance have a significant influence on performance, both directly and through the mediation of job satisfaction. High work motivation increases job satisfaction and performance, while work-life balance contributes to the satisfaction and productivity of patchwork crafters. The findings indicate the importance of creating a work environment that supports work-life balance and recognizes the contribution of crafters to improve the performance and sustainability of the creative economy sector.

Keywords: work motivation, work life balance, work satisfaction, work performance

INTRODUCTION

The growth of the creative economy sector (ecraf) in Indonesia shows great potential, but is still faced with various challenges in terms of motivation, job satisfaction, and work life balance (Riswanto et al., 2023). Low work motivation and satisfaction with work, as well as imbalance between work and personal life (work life balance) in ecraf actors, such as patchwork craftsmen are often significant obstacles (Putri & Astuti, 2022). This has an impact on decreasing productivity and innovation, thus hindering the growth of the creative economy as a whole, especially since this sector plays an important role in community welfare by creating many new jobs and encouraging local economic growth, especially in potential areas such as Malang Raya (Sholeh et al., 2024). Patchwork craft which is a technique of arranging small pieces of fabric into beautiful patterns through sewing and embellished again with the quilting process, which is sewing in layers of three fabrics for thickness (Dewanti et al., 2021). The potential of patchwork crafts in Malang Raya is still very promising and has the support of the government. The facilitation program for the establishment of the patchwork and quilting creative center ecosystem in greater Malang initiated by the creative economy agency paved the way for the

development of this business (Fatimah, 2020). This condition shows the need for interventions to increase motivation and job satisfaction, and create a supportive work life balance for ecraft actors, especially in the patchwork craft sector in Malang Regency.

The quality of human resources must be improved to achieve optimal company performance in the global era (Apiyani, 2024). High employee performance will increase company productivity and profits, and allow companies to penetrate the global market (Ranta & Ylinen, 2024). Performance is a person's contribution in achieving success through the actions and results they achieve (Campbell et al., 1993; Egemen, 2024). According to Srimulyani et al. (2023) performance is the result of measurable employee activities, including tasks, context, skills, and effectiveness in achieving company goals. Employee and organizational performance is measured based on achieving targets, achievements, and work results according to standards (Hakim & Hamid, 2021). Several things can reduce employee performance, such as work motivation, work life balance and job satisfaction (Banne et al., 2023).

Work motivation is a driver for someone to do their tasks and work well which has an impact on their performance (Putra & Fernos, 2023). Employees who are less motivated tend to be lazy and less comfortable, so their performance decreases (Adzansyah et al., 2023). According to Herzberg's theory that motivator factors, such as achievement, recognition, and responsibility play an important role in increasing job satisfaction which in turn can improve performance (Abdulkhaidova, 2021). This theory is supported by research conducted by Hidayat et al. (2024); Safitri et al. (2024) that there is a positive and significant influence between work motivation and performance. Therefore, motivation that comes from within (intrinsic) and from outside (extrinsic) is needed to increase employees' sense of responsibility, enthusiasm, and commitment, so that optimal performance can be achieved.

The success of the company does not only depend on work motivation, but is also influenced by other factors such as work life balance. Work life balance is defined as creating a balance between work and personal life in a healthy and supportive work environment with the aim of increasing employee loyalty and productivity (Putri et al., 2021). Border's theory stated by Clark (2000) states that work life balance can create more satisfying working conditions which in turn improve individual performance. Work life balance is important so that employees not only focus on work but can also enjoy life with family. Work life balance can increase employee job satisfaction because it makes them feel more satisfied with their work and their lives as a whole (Maslichah & Hidayat, 2020). According to research by Fransiska and Maksun (2023); Pratiwi and Fatoni (2024); Rosmadiani et al. (2023); Savović and Babić (2021) that there is a significant influence between work life balance and employee performance where employee work life balance increases, employee performance also increases. Thus, ensuring employees have the time and energy to focus on their personal lives which will have a positive impact on their morale and performance at work. This can be seen from the difficulty of patchwork crafters in Malang Raya in fulfilling the growing orders, so they often sacrifice time with their families.

According to Dewi et al. (2021) research, that job satisfaction successfully mediates work motivation on employee performance. Employees who are satisfied with their jobs tend to have higher productivity and will ultimately have a positive impact on company performance (Niebuhr et al., 2022). This has the implication that increased job satisfaction can lead to increased productivity, and employee dedication which ultimately leads to better performance (Changgriawan, 2017). Previous research by Javed et al.

(2014) with the title “determinants of job satisfaction and its impact on employee performance and turnover intentions” shows that job satisfaction has a significant influence on employee performance and intention not to leave their jobs. Employees who are satisfied with their jobs tend to be more loyal and do not want to move, while dissatisfied employees tend to find new jobs more easily (Sudibjo & Ananta, 2021). Therefore, understanding employee job satisfaction is important in order to achieve company success.

Based on the above description, this study aims to further examine the mediating role of job satisfaction on the influence of work motivation and work-life balance on the performance of patchwork crafters in the Pelanusa Group, Malang Regency. Understanding the relationship between these variables is expected to generate concrete solutions to improve the productivity and quality of patchwork craft products, as well as encourage the growth of the creative economy in this region. In addition, the results of this study are expected to contribute to the development of policies that support the welfare of patchwork crafters and the sustainability of the creative economy sector. This research is also expected to enrich economic education by providing new insights related to performance improvement strategies in the creative economy sector that are relevant to support teaching and scientific development in economics.

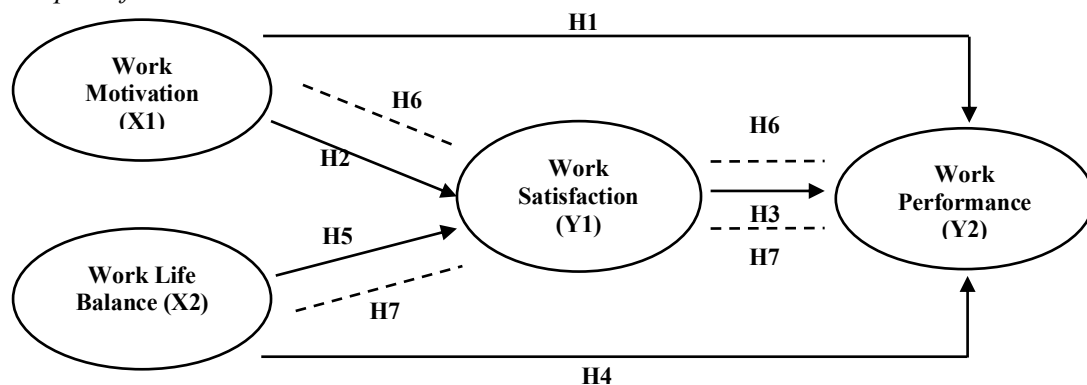
This paper consists of five main parts, namely: (1) Introduction that outlines the background, novelty, and importance of the research; (2) Research methods used; (3) Research results; (4) Discussion; and (5) Conclusion that includes theoretical and practical implications and suggestions for future research.

METHOD

Research Design

This research is a quantitative study that emphasizes four variables: work motivation, work-life balance, job satisfaction, and employee performance. The four variables form a conceptual framework that leads to the creation of hypotheses in this study (see Figure 1).

Figure 1
Conceptual framework



Hypotheses :

H1 : Employee performance can be significantly improved if each employee gets high work motivation.

- H2 : Employee satisfaction can be significantly improved if each employee gets high work motivation.
- H3 : Employee performance can be significantly improved if each employee is satisfied with his/her job.
- H4 : Employee performance can be significantly improved if work life balance is created.
- H5 : Employee satisfaction can be significantly improved if work life balance is created.
- H6 : Employee performance can be significantly improved if each employee has satisfaction with his/her job by getting high work motivation.
- H7 : Employee performance can be significantly improved if each employee has satisfaction with their work with the creation of work life balance.

Population and Sample

The research population is the entire object or subject that has certain characteristics that you want to study, and then draw conclusions (Sugiyono, 2019). The population of this study is all of the members of The Pelanusa Group. The sampling technique in this study used accidental sampling techniques on patchwork craftsmen in the Singosari Pelanusa Group, Malang Regency, totaling 120 people by employing Slovin Fomula.

Measurement and Data Collection

Each variable was measured using various items as shown in Table 1. The quantitative data collection procedure was conducted by providing an online questionnaire survey to the respondents. Each item in the questionnaire was given a 5-point Likert scale.

Table 1
Measurements of variable

Variable	Items
<p><i>Work Motivation</i> (X1) Adapted from Basalamah and As’ad (2021); Subekti (2021)</p>	<p>(X11) I feel that I get sufficient and constructive feedback on my patchwork work. (X12) I feel proud and honored by my patchwork work. (X13) I feel that I have enough support from the patchwork environment. (X14) The incentives given for my patchwork work motivate me. (X15) I expect to receive attention and appreciation from my patchworker friends or superiors.</p>
<p><i>Work Life Balance</i> (X2) Adapted from Fisher et al. (2009); Tongam et al. (2021)</p>	<p>(X21) My patchwork activities often interfere with my free time and family activities. (X22) My family responsibilities, such as childcare or housekeeping, often hinder my productivity in patchwork. (X23) My patchwork activities provide an opportunity for me to be closer to my family and children. (X24) The time I spend doing patchwork helps me reduce stress and improve my personal well-being. (X25) The patchwork I make brings me personal happiness and satisfaction which has a positive impact on my family life.</p>
<p><i>Work Satisfaction</i> (Y1) Adapted from Basalamah</p>	<p>(Y11) I enjoy the process of making patchwork.</p>

Variable	Items
and As'ad (2021); Subekti (2021)	(Y12) My supervisor gives clear and easy-to-understand directions. (Y13) My coworkers help each other in completing the work. (Y14) The company provides training to improve skills. (Y15) I feel my salary is competitive with other patchwork artisans.
<i>Work Performance</i> (Y2) Adapted from Thamrin and Riyanto (2020); Esthi (2020)	(Y21) The quality of my stitching and detailed workmanship is very good. (Y22) I am able to produce enough patchwork products to meet market needs. (Y23) I always complete patchwork projects within the agreed deadline. (Y24) I am able to save time and resources in project work. (Y25) I am able to work on patchwork projects independently without the help of others.

Source: Developed by the authors (2024)

Data Analysis

This study uses two analysis approaches, namely: (1) descriptive analysis used to explain the demographics of research respondents, and (2) PLS-SEM analysis including Outer Model Measurement used to test the validity and reliability of research instruments and Inner Model Measurement (Model feasibility test, determination test (R^2), effect size test (f^2) and hypothesis testing through t-test).

RESULT

Respondent's Demographic

Based on the demographic data, all respondents in this study (100%) were female. Regarding age distribution, most respondents (54.2%) were 26-35 years old, almost half (35%) were 36-45 years old, and a small proportion (10.8%) were 17-25 years old. Meanwhile, based on the education of the respondents, most (58.3%) had a junior high school education, almost half (32.5%) had a high school education, and a small proportion (9.2%) had a primary school education. It concluded that the Pelanusa Group members are all women with the majority aged 26-35 years and have a junior high school education.

SEM-PLS Outer-Model Measurement

Convergent Validity

The factor loading value must exceed 0.70 to signify a valid item measuring the variable (Kock, 2023). Figure 1 shows that each item is valid, as the factor loading value (the number displayed on the connecting line between the item and variable) exceeds 0.7.

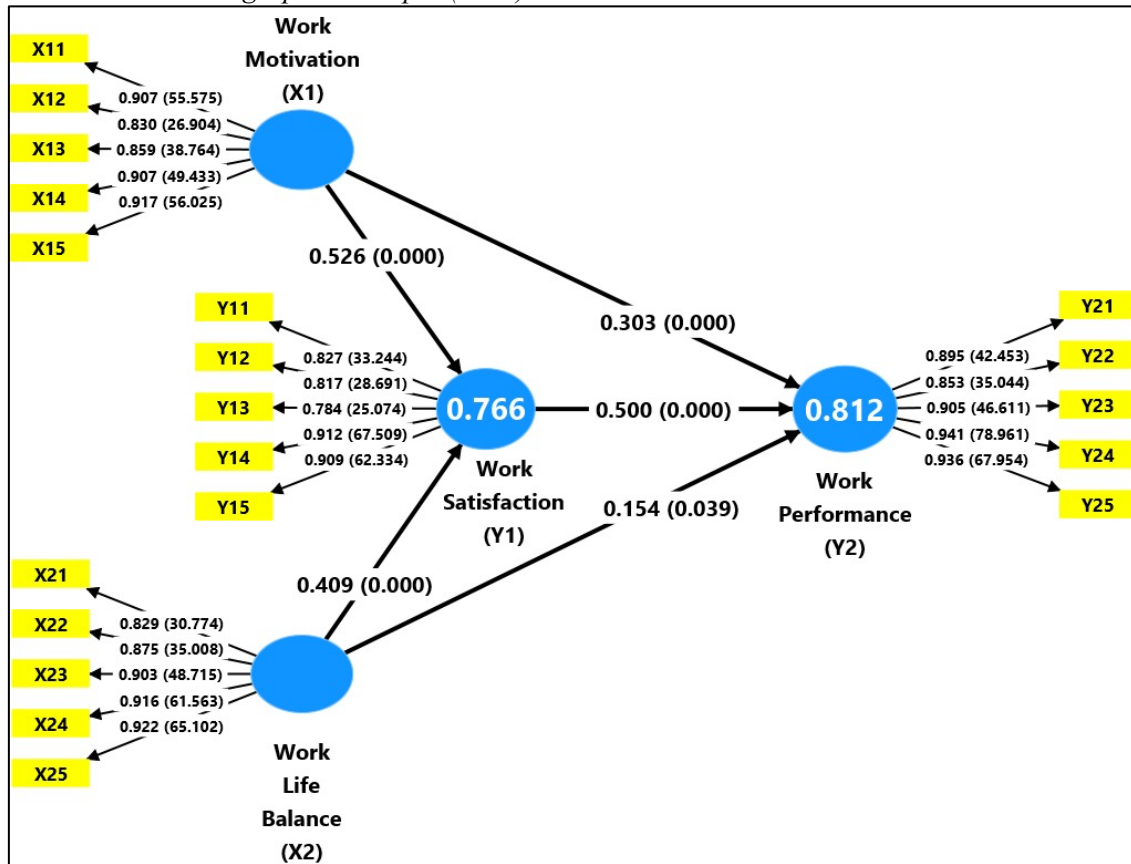
Table 2

Reliability and validity

	AVE	Cr-A	Co-R (rho a)	Co-R (rho c)
Work Motivation (X1)	0.783	0.930	0.931	0.947
Work Life Balance (X2)	0.791	0.934	0.934	0.950
Work Satisfaction (Y1)	0.725	0.904	0.904	0.929
Work Performance (Y2)	0.822	0.946	0.946	0.958

Source: SmartPLS-4.1.0.9- Output (2024)

Figure 2
SmartPLS-4.1.0.8's graphical-output (2024)



Another measure of convergent validity in indicating a valid research instrument is the Average Variance Extracted (AVE) value, which must be more than 0.5. Table 2 shows that the AVE value of each variable is more than 0.5. Meanwhile, Cronbach's alpha (Cr-A) and Composite reliability (Co-R) in Table 2. indicate the expected reliability of research instruments of more than 0.6 (Cr-A) and more than 0.8 (Co-R). So that the research instrument is valid.

Discriminant Validity

Discriminant validity was assessed by the Fornell-Larcker (FL) criterion and cross-load analysis. The FL criterion specifies that a research instrument is valid if the square root of the Average Variance Extracted (AVE) exceeds the correlation coefficient between variables. From the data in Table 3, it is known that the WM FL value of 0.885 is greater than the WM-WS correlation of 0.526, and the WM-WP correlation of 0.303. The FL WLB value of 0.890 is greater than the WLB-WS correlation of 0.409, and the WLB-WP correlation of 0.154. The FL WS value of 0.851 is greater than the WS-WP correlation of 0.500. The FLWP value of 0.907 exceeds the WS-WP correlation of 0.500, the WLB-WP correlation of 0.154, and the WM-WP correlation of 0.303. These results indicate that the research instruments assessing these variables are discriminatively valid.

SEM-PLS Inner Model Measurement

This study uses the R-Square test which shows the percentage contribution of the independent variable to the dependent variable. An independent variable is considered to

have a significant effect on the dependent variable if the R-Square value is at least 0.67 (Hair et al., 2022). Based on Figure 2, the adjusted R-square value of the Job Satisfaction variable is 0.766, which indicates that the Work Motivation and Work Life Balance variables are able to explain the Job Satisfaction variable by 76.6%, it can be concluded that the model is considered strong. While the adjusted R-square value of the Performance variable is 0.812 which indicates that the variables of Work Motivation, Work Life Balance, and Job Satisfaction are able to explain the Performance variable by 81.2%, it can be concluded that the model is considered strong.

Table 3*Fornell-Larcker criterion*

	WM (X1)	WLB (X2)	WS (Y1)	WP (Y2)
WM (X1)	0.885		0.526	0.303
WLB (X2)		0.890	0.409	0.154
WS (Y1)			0.851	0.500
WP (Y2)				0.907

Source: SmartPLS-4.1.0.9- Output – Modified by The Authors (2024)

Testing the Hypotheses

This study uses the t test to test the correctness of the hypothesis. If the t-statistic exceeds 1.96 (at a significance level of 5%) or the p-value is less than 0.05, then the effect of the independent variable on the dependent variable is significant, or vice versa. Simultaneously, the path coefficient value (Original Sample-O) indicates the direction of influence, whether positive or negative. The t-test results are shown in Table 5.

Table 5*T-test results*

Variabel Relational	Path.Coeff	T statistic	P values	Inferences
Direct Impacts				
WM → WP	0.303	3.854 > 1.96	0.000 < 0.05	(+)Sig.;H1-Supported
WM → WS	0.526	7.303 > 1.96	0.000 < 0.05	(+)Sig.;H2-Supported
WS → WP	0.500	5.020 > 1.96	0.000 < 0.05	(+)Sig.;H3-Supported
WLB → WP	0.154	2.060 > 1.96	0.039 < 0.05	(+)Sig.;H4-Supported
WLB → WS	0.409	6.170 > 1.96	0.000 < 0.05	(+)Sig.;H5-Supported
Indirect Impacts				
WM→WS→WP	0.263	4.935 > 1.96	0.000 < 0.05	(+)Sig.;H6-Supported WS is Partial-Mediation
WLB→WS→WP	0.204	3.446 > 1.96	0.001 < 0.05	(+)Sig.;H7-Supported WS is Partial-Mediation

Source: SmartPLS-4.1.0.9- Output (2024)

The direct effect of WM on WP is positive and significant, with a path coefficient of 0.303 (positive), t-statistic $3.854 > 1.96$ and p-value $0.000 < 0.05$ (significant). These results support the first research hypothesis (H1). The direct effect of WM on WS is positively significant with a path coefficient of 0.526 (positive), t-statistic $7.303 > 1.96$ and p-value $0.000 < 0.05$ (significant). These results support the second research hypothesis (H2). The direct effect of WS on WP is positively significant with a path coefficient of 0.500 (positive), t-statistic $5.020 > 1.96$ and p-value $0.000 < 0.05$ (significant). These results support the third research hypothesis (H3). The direct effect of WLB on WP is positively significant with a path coefficient of 0.154 (positive), t-

statistic $2.060 > 1.96$ and p-value $0.039 < 0.05$ (significant). These results support the fourth research hypothesis (H4). The direct effect of WLB on WS is positively significant with a path coefficient of 0.409 (positive), t-statistic $6.170 > 1.96$ and p-value $0.000 < 0.05$ (significant). These results support the fifth research hypothesis (H5).

Meanwhile, the indirect effect of WM on WP through WS as mediation is positively significant with a path coefficient of 0.263 (positive), t-statistic $4.935 > 1.96$ and p-value $0.000 < 0.05$ (significant). These results support the sixth research hypothesis (H6). WS is a partial intermediary because it supports the direct impact of WM on WP significantly (H1). The indirect effect of WLB on WP through WS as mediation is positively significant with a path coefficient of 0.204 (positive), t-statistic $3.446 > 1.96$ and p-value $0.001 < 0.05$ (significant). These results support the seventh research hypothesis (H7). WS is a partial mediation because it supports the direct impact of WLB on WP significantly (H4).

DISCUSSION

Work Motivation, Work Satisfaction, and Work Performance

The findings of this study indicate a significant influence between work motivation and the performance of patchwork crafters in the Pelanusa Group. The significance t value of 3.854 (greater than 1.96) supports the hypothesis that work motivation contributes to improved performance. This finding not only corroborates the results of Putra & Fernos, (2023) who emphasized the role of motivation in improving productivity but also provides specific context on how it applies to the craft sector. High work motivation among patchwork artisans in the Pelanusa Group drives them to perform better, improves the quality of their work and strengthens their dedication to their assigned tasks.

More than just presenting statistical relationships, it is important to discuss how work motivation can be managed and enhanced in this context. For example, work motivation can be influenced by rewards, recognition, or even opportunities for skills development. An in-depth discussion of the management practices in the Pelanusa Group can help understand how these factors are implemented and how they impact the performance of artisans. In other words, these findings may trigger further discussion on strategic steps that can be taken to improve work motivation, such as the development of a fairer reward system or the provision of constructive feedback.

The findings of this study found that work motivation also affects the job satisfaction of patchwork artisans with a significance t value of 7.303 (greater than 1.96). This effect reflects the importance of feeling valued and having work needs met in creating job satisfaction. This finding is in line with research conducted by Sembiring et al., (2021) which emphasizes that motivation not only drives performance but also strengthens job satisfaction. High job satisfaction will positively affect the enthusiasm and commitment of crafters to continue working with better quality. Therefore, it is important for the Pelanusa Group to maintain and improve factors that can motivate crafters, such as recognition of achievements, provision of positive feedback, and opportunities for self-development. Thus, not only will performance improve, but also the overall satisfaction and well-being of crafters.

This study shows that job satisfaction acts as a partial mediator in the influence between work motivation and performance. The path coefficient of 0.263 indicates that job satisfaction strengthens the effect of work motivation on performance. This finding

supports Herzberg's theory of the role of motivating factors in increasing job satisfaction which ultimately contributes to better performance (Abdulkhamidova, 2021). This opens up opportunities to further explore interventions that can maximize the mediating role of job satisfaction, such as increasing employee involvement in decision making, designing more meaningful work, or providing positive and constructive feedback.

The researcher argues that the social and economic context of patchwork crafters in the Pelanusa Group is an important factor in discussing work motivation. The majority of the crafters are young mothers with economic limitations that affect their access to education and skills training. This suggests that their motivation is not only influenced by internal factors but also by external conditions. When these young mothers feel that their work is valued and gives them the opportunity to be financially independent, their motivation to produce quality work increases, as well as their dedication to their work. Conversely, if they feel their work is inadequately rewarding or unappreciated, this can lead to demotivation and a decline in work quality. Therefore, it is important for patchwork industry managers to understand this socio-economic context and create a more inclusive and supportive work environment, by providing relevant training, skills development opportunities and a fair reward system. In this way, it is hoped that the motivation of artisans can be enhanced, which in turn contributes to improving the performance and competitiveness of their craft products in the market.

Work Life Balance, Work Satisfaction, and Work Performance

The findings of this study reveal that work-life balance has a direct effect on the performance of patchwork crafters in the Pelanusa Group. However, a more significant influence lies in the mediating role of job satisfaction. Although work-life balance has a direct effect on performance, the indirect effect through job satisfaction shows a higher value with a t-signification result of 3.446 compared to 2.060 for the direct effect. This indicates that job satisfaction acts as an important partial mediator in the relationship between work life balance and performance. Success in maintaining work-life balance not only has a direct impact on performance, but also through the feelings of satisfaction that patchwork crafters have towards their work.

In this context, work life balance plays an important role in creating more satisfying working conditions which in turn can improve individual performance. This concept is in line with previous research by Fransiska and Maksum (2023) who found that work life balance affects the performance of BTN Syariah Bank Malang employees with job satisfaction acting as a link between the two. The findings also support the Border Theory stated by Clark (2000), explaining that individuals form their work-life balance "border" to manage both domains effectively. When individuals can manage this border well, they tend to feel more satisfied and organized which can reduce stress and conflict between roles. This condition not only benefits personal well-being, but also improves their productivity and performance at work. In the context of patchwork crafters, the ability to flexibly divide time between creative work and personal life can create a more supportive atmosphere for their life balance, as well as promote better work outcomes.

The researcher argues that the findings of this study highlight the importance of intrinsic factors such as job satisfaction in the context of creative and independent work such as patchwork. In this kind of work, where individuals manage the balance between their work and personal lives, job satisfaction acts as a key factor influencing productivity. Thus, efforts to increase the job satisfaction of patchwork crafters will not

only increase productivity, but also improve the quality of their products and the sustainability of their business. Therefore, it is important for Pelanusa Group managers to pay more attention to work-life balance factors and support efforts that promote the well-being of crafters, both in terms of time, social support, and resources needed to work better.

CONCLUSION

Based on the results of the research conducted, it can be concluded that work motivation and work-life balance have a significant influence on the performance of patchwork crafters. This influence does not only occur directly, but also through the mediation mechanism of job satisfaction. High work motivation encourages crafters to continue to improve the quality and quantity of their production. A good work-life balance also plays an important role in improving performance. In addition, a good work-life balance can reduce stress levels and improve general well-being, thus having a positive impact on productivity. Job satisfaction acts as a link between work motivation, work-life balance and performance. Crafters who are satisfied with their jobs tend to have high motivation, good productivity and low absenteeism. High job satisfaction can also increase crafters' loyalty to their company or craft community.

Implication

This research can serve as a basis for further research by identifying other factors that can affect the performance of patchwork crafters, or by conducting research in other sectors. In addition, the results of this study can be used as learning materials in the field of economic education, especially in understanding the dynamics of small and medium enterprises (SMEs) and the application of performance improvement strategies in the context of microeconomics.

Limitation and Future Direction

The limitations of this study focused on patchwork crafters in the Pelanusa Group in the Greater Malang area, so the results cannot be generalized to crafters in other areas. This study only measures the influence of work motivation and work-life balance on performance without considering other external factors such as economic conditions or social support. In addition, the data used came from questionnaires and interviews at a specific period which limits the scope of the analysis to long-term changes in crafters' performance.

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