

THE MOM-INTRAPRENEURIAL PATH TO WORK–LIFE BALANCE: EXAMINING THE ROLE OF SALARY AS A MEDIATOR

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Abstract: This study examines the effect of mom-intrapreneurship on work–life balance among employed women in Indonesia, and analyzes whether salary functions as a mediating variable in this relationship. Using a quantitative approach and Partial Least Squares Path Modeling (PLS-PM), the research assesses direct and indirect relationships among the constructs. The findings show four key results. First, mom-intrapreneurship positively affects salary, indicating that women’s creativity, initiative, and involvement in intrapreneurial activities contribute to higher income. Second, mom-intrapreneurship also improves work–life balance, suggesting that the autonomy and flexibility gained through intrapreneurial roles help women better manage professional and domestic responsibilities. Third, salary does not significantly influence work–life balance, implying that increased earnings alone do not ensure greater harmony between work and personal life. Fourth, salary does not significantly mediate the relationship between mom-intrapreneurship and work–life balance, highlighting that psychological and motivational factor—rather than financial ones—play a more important role in achieving life balance. Overall, the study concludes that the well-being of working mothers is shaped primarily by intrinsic motivational factors derived from intrapreneurial engagement rather than financial compensation. These insights contribute to gender-based intrapreneurship literature and offer practical guidance for organizations promoting flexibility, innovation, and sustainable employee well-being.

Keywords: *mom-intrapreneurship, salary mediation, work–life balance, self-determination theory*

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1. Introduction

The structural transformation of Indonesia’s economic and social systems has substantially increased women’s participation across both formal and informal sectors. This development not only represents progress toward gender equality but also signifies a paradigmatic shift in women’s organizational roles—from task executors to strategic agents of innovation (Fanggidae et al., 2025). Within this evolving context, a distinctive category of working mothers—referred to as mom-intrapreneurs—has emerged. They simultaneously maintain childcare and household responsibilities while contributing to organizational value creation through creativity, initiative, and innovation. Despite their significant potential, mom-

intrapreneur frequently encounter substantial challenges in balancing professional responsibilities with personal and familial obligations (Cui & Li, 2021). As women performing dual roles, they face considerable pressure to demonstrate superior performance in the workplace while fulfilling societal expectations as primary caregivers. The intersection of professional and domestic responsibilities may generate role conflict, psychological strain, and reduced life satisfaction when not supported by adequate organizational and social systems. The blurring of work–life boundaries—intensified by the digital era’s continuous connectivity—further exacerbates these tensions, potentially undermining women’s mental health, productivity, and family cohesion, which together constitute the core of their well-being (Cesaroni et al., 2018).

This complexity is magnified within Indonesia’s socio-cultural landscape, where traditional norms continue to position women as primary caretakers of household welfare. Deeply rooted cultural expectations frequently constrain women’s freedom to pursue professional aspirations (Cui & Li, 2021). In many Indonesian communities, women’s success is still evaluated based on family harmony rather than professional accomplishment. Consequently, the tension between cultural norms and professional demands becomes a persistent source of psychological dissonance for many women navigating dual roles. Organizational environments can further amplify these challenges through rigid work structures, extended working hours, and a predominantly masculine corporate culture that disadvantages women. The limited availability of family-supportive policies—such as flexible scheduling, childcare assistance, or remote-work arrangements—represents a critical barrier to achieving equilibrium between occupational and domestic responsibilities (Fanggidae et al., 2025). Under such conditions, women’s capacity for innovation, adaptability, and time management becomes central to sustaining both productivity and personal well-being.

Beyond sociocultural and structural dimensions, economic factors play a decisive role in shaping women’s work–life balance. Compensation functions not merely as a reward for professional engagement but also as a coping mechanism for managing multiple role pressures (Suprayitno, 2024). Adequate remuneration enables women to access external support systems—such as childcare services or domestic assistance—that alleviate household burdens and create opportunities for self-development. Conversely, income instability often intensifies role conflict, increases financial stress, and undermines overall life quality. Thus, the economic dimension serves as a mediating mechanism linking intrapreneurial activity and work–life balance among women. At the same time, mom-intrapreneur possess significant potential to drive organizational innovation and growth through their entrepreneurial orientation and creative energy (Marshall et al., 2021). However, the realization of this potential depends heavily on organizations’ capacity to establish an enabling environment that facilitates integration between professional and family roles. When women receive adequate structural and cultural support—such as flexible work arrangements or recognition of creative contributions—they are more likely to channel their innovative capacities effectively without compromising emotional stability or personal fulfillment. Accordingly, empowering Mom-Intrapreneur should be viewed not only as an issue of gender equality but also as a strategic imperative for organizational sustainability. Although the concept of work–life balance has been extensively examined in management and organizational psychology scholarship, empirical research specifically addressing mom-intrapreneur in Indonesia remains limited (Berisha et al., 2025). Most extant studies focus broadly on female employees without differentiating the distinctive intrapreneurial and innovative

characteristics embedded in their professional roles. Yet, intrapreneurship entails heightened emotional engagement, autonomy, and creative accountability compared with conventional employment contexts. This gap underscores the need for a more contextually grounded approach to understanding how women engaged in intrapreneurial roles navigate work–life balance within complex socio-economic settings (Fan & Potočnik, 2021). Accordingly, this study seeks to address this gap by investigating the influence of Mom-Intrapreneurship on work–life balance, with salary as a mediating variable, within the context of Indonesian working women. The study aims to advance theoretical discourse on gender-based work–life balance while offering practical insights for organizations and policymakers seeking to develop inclusive and equitable work systems.

Drawing on this background, the research articulates four primary objectives. First, to examine the effect of mom-intrapreneurship on work–life balance. Second, to analyze the influence of mom-intrapreneurship on salary. Third, to investigate the relationship between salary and work–life balance. Fourth, to assess the mediating role of salary in the relationship between mom-intrapreneurship and work–life balance, particularly within the Indonesian context. Through these objectives, this study seeks to make both theoretical and practical contributions: enriching the literature on gendered intrapreneurship and informing organizational strategies for empowerment and compensation systems that are adaptive to the evolving work–life dynamics of professional women in the creative economy era.

2. Literature Review

2.1. Self-Determination Theory

Self-Determination Theory (SDT), originally developed by Ryan & Deci serves as a fundamental conceptual framework for understanding human motivation, particularly within the domains of work engagement and life balance. The theory posits that human behavior is driven by three innate and universal psychological needs—autonomy, competence, and relatedness—which collectively foster self-motivation and psychological growth. Within the context of mom-intrapreneurship, these needs encapsulate women’s intrinsic drive to self-actualize through creativity, independent decision-making, and value creation within organizational settings, while simultaneously maintaining familial responsibilities. Consequently, SDT offers a theoretical lens through which the interplay between intrinsic motivation and the pursuit of equilibrium across professional and personal spheres can be examined (Ryan & Deci, 2020).

The application of SDT to this study is particularly pertinent, as the mom-intrapreneur phenomenon integrates two complex motivational domains: the maternal role, characterized by nurturing and emotional labor, and the intrapreneurial role, defined by innovation and organizational value creation. Both roles demand a delicate equilibrium between the need for autonomy in decision-making and the need for relatedness within supportive social systems—both at home and in the workplace. When organizations provide women with opportunities to articulate ideas, manage projects, and regulate their work pace independently, they fulfill the needs for autonomy and competence that are central to SDT. Recent theoretical developments emphasize that the satisfaction of these basic psychological needs remains a key mechanism through which individuals achieve sustainable well-being and adaptive functioning across multiple life domains, including work and family roles (Howard et al., 2025).

Furthermore, SDT provides a robust foundation for conceptualizing salary as an extrinsic yet integrative factor that reinforces intrinsic motivation. From this perspective, income

derived from professional activities extends beyond mere material compensation; it also represents social recognition of an individual's competence and contribution. For mom-intrapreneur, earnings symbolize not only personal achievement but also economic autonomy, strengthening their sense of competence and enhancing their capacity to manage dual role pressures effectively. Thus, salary operates as a mediating variable that bridges intrapreneurial engagement and a more stable, enduring form of work–life balance. From an SDT standpoint, work–life balance is achieved when intrinsic motivation interacts harmoniously with environmental support that nurtures basic psychological needs. Mom-intrapreneur who align their professional motivations with deeply held personal values are more likely to attain coherence between professional productivity and emotional connectedness within their families. In this regard, organizational climates that foster autonomy, trust, and recognition of women's contributions amplify self-determination and cultivate a balance grounded in autonomous motivation rather than external pressure. Ultimately, SDT elucidates how intrinsic and extrinsic motivational forces jointly contribute to women's capacity to sustain creativity, resilience, and psychological well-being while navigating the dual demands of work and family life.

2.2. Intrapreneurship

Intrapreneurship is broadly defined as entrepreneurial behavior exhibited by individuals within established organizations who seek to create new value, foster innovation, and enhance organizational performance, despite not holding ownership status (Antonicic & Hisrich, 2003; Neessen et al., 2019). Conceptually, intrapreneurial behavior encompasses four essential dimensions: proactivity, innovativeness, initiative-taking, and creative problem-solving (Menzel et al., 2007; Moriano et al., 2014). Recent scoping reviews emphasize the conceptual diversity and measurement challenges in individual-level intrapreneurship research, highlighting the need for multi-dimensional operationalizations that include innovativeness, proactiveness, and adaptability (Lajçi, 2025). These attributes collectively reflect an individual's capacity to identify opportunities, implement novel ideas, and challenge conventional routines to achieve strategic renewal within organizational contexts.

Empirical research reveals that engagement in intrapreneurial activity often differs markedly between men and women. Such disparities are not solely the outcome of formal employment conditions but are also deeply shaped by the social constructions of gender and familial roles (Adachi & Hisada, 2017). Accordingly, intrapreneurship should be examined not only as an organizational or business-oriented construct but also as an expression of individual capability—particularly among women—to integrate and manage overlapping social and familial responsibilities. This broader perspective situates intrapreneurship at the intersection of organizational behavior and socio-cultural dynamics, acknowledging that entrepreneurial expression within organizations is inherently influenced by gendered expectations and domestic role structures.

Moreover, contemporary studies emphasize that competitive organizational cultures and the presence of gender role models within firms serve as powerful motivators that encourage women to assume intrapreneurial roles (Blomkvist et al., 2025). These developments signal an ongoing cultural shift in which women are no longer confined to domestic boundaries but are increasingly active in professional spheres while continuing to fulfill maternal and household responsibilities. In this sense, female intrapreneurship embodies both professional agency and personal resilience—the courage to navigate dual roles as innovative contributors

in the workplace and as primary caregivers in the family domain. Consequently, intrapreneurship should not be understood merely as a driver of innovation or organizational competitiveness, but also as a social phenomenon that illustrates how women negotiate the intersections of work and family life. This dual-function perspective reinforces the idea that women's intrapreneurial engagement reflects a transformative redefinition of gendered work identities—where creativity, autonomy, and family commitment coexist as complementary rather than competing pursuits.

2.3. Mom-Intrapreneur

Building upon the intrapreneurship framework, this study introduces the concept of the mom-intrapreneur—a working mother who exhibits intrapreneurial behaviors across both her professional and personal spheres. A mom-intrapreneur not only functions as an employee within an organizational structure but simultaneously assumes the domestic role of a mother within her family. The conceptual foundation of mom-intrapreneurship is drawn from two complementary bodies of literature:

1. Intrapreneurship, which emphasizes proactivity, innovation, and initiative in the workplace (Neessen et al., 2019); and
2. Working mother studies, which explore the challenges and strategies employed by working mothers to balance professional and family responsibilities (Kossek et al., 2014; Shockley et al., 2017).

Accordingly, mom-intrapreneurship is positioned as an adaptation of intrapreneurial constructs to the lived experiences of employed mothers. It does not represent an entirely new theoretical construct divorced from existing literature; rather, it extends the concept to reflect the dual-role phenomenon of women who remain innovative, proactive, and resilient in their professional endeavors while concurrently fulfilling family responsibilities.

From the perspective of Self-Determination Theory (SDT), as previously discussed, intrapreneurial behavior among working mothers can be understood as a manifestation of intrinsic motivation that arises when fundamental psychological needs are fulfilled. When women perceive autonomy in their work, feel competent in overcoming challenges, and experience meaningful social support, they tend to display higher levels of motivation, energy, and psychological well-being (Ryan & Deci, 2020). These internal drivers enable mom-intrapreneur to sustain productivity in the workplace while effectively performing their familial roles. This view aligns with Work–Family Enrichment Theory (Greenhaus & Powell, 2006), which posits that positive work experiences can enrich family life through the transfer of energy, skills, and satisfaction. However, for mom-intrapreneur, such enrichment is not solely derived from external resources such as income or schedule flexibility but is primarily rooted in intrinsic motivation and the psychological meaning embedded in their intrapreneurial behavior.

Mom-intrapreneur simultaneously encounter both challenges and opportunities, demonstrating that an intrapreneurial mindset can enhance their capacity to maintain work–life balance when sufficient resources are available. Within this framework, salary is posited to play a crucial role as a factor that can either strengthen or weaken this balance. Adequate compensation not only contributes to increased job satisfaction but also enables working mothers to access external support—such as childcare services—that can mitigate domestic burdens and facilitate more effective role integration (Olafsen et al., 2024). Therefore, this study conceptualizes salary as a potential mediating variable in the relationship between mom-intrapreneurship and work–life balance. It warrants empirical investigation to determine

the extent to which income moderates or enhances women's ability to achieve equilibrium between professional and personal domains across varying organizational and socio-economic contexts.

2.4. Salary

Salary represents a form of financial compensation that extends beyond its material function to encompass psychological and motivational significance. It plays a pivotal role in shaping employees' motivation, well-being, and job satisfaction (Olafsen et al., 2024). Within the context of working mothers, salary assumes a dual function: it serves as both a motivational driver for sustaining multiple roles and a resource that facilitates access to external support systems, such as childcare and domestic assistance (Cukrowska-Torzewska & Matysiak, 2020). Furthermore, perceptions of fairness and equity in salary structures significantly enhance job satisfaction and contribute to the achievement of role balance (Mohrenweiser & Pfeifer, 2023). When individuals perceive that their remuneration is fair and commensurate with their contributions, they experience a sense of recognition and social legitimacy for their dual roles. This perception of fairness reduces psychological strain, strengthens emotional commitment to the organization, and ultimately enhances the ability of working mothers to maintain equilibrium between occupational and familial demands.

The intrapreneurial behaviors demonstrated by mom-intrapreneur not only improve individual performance but also create opportunities for higher financial rewards in the form of increased salary. Innovative performance and proactive contribution are frequently associated with elevated compensation levels, as they generate added value for the organization (Mohrenweiser & Pfeifer, 2023; Neessen et al., 2019). In this sense, higher salary functions not merely as financial remuneration but as symbolic recognition of intrapreneurial contributions. Beyond acknowledgment, adequate pay also operates as a critical resource supporting the attainment of work–life balance. By earning sufficient income, working mothers can secure external assistance—such as childcare services or household support—which alleviates domestic burdens and facilitates more effective role integration (Cukrowska-Torzewska & Matysiak, 2020; Olafsen et al., 2024). Accordingly, this study conceptualizes salary as a mediating variable that bridges the relationship between mom-intrapreneurial behavior and the achievement of work–life balance. Through this lens, salary embodies both the instrumental and symbolic dimensions of compensation—serving as a tangible reward for intrapreneurial excellence and as an enabling resource that empowers women to harmonize the competing demands of work and family.

2.5. Work–Life Balance

Work–life balance refers to a condition in which individuals are able to maintain harmony between occupational demands and personal life such that both domains function in alignment without producing excessive interference that undermines psychological well-being or performance (Berglund et al., 2021). The concept extends beyond a mere division of time; it also encompasses the quality of engagement and the subjective satisfaction derived from the multiple roles one fulfils (Sirgy & Lee, 2018). In the contemporary work environment—where the boundaries between professional and personal life are increasingly blurred due to technological connectivity, performance pressures, and social expectations—work–life balance serves as a critical indicator of individual well-being and organizational sustainability.

From a theoretical standpoint, SDT provides a robust framework for understanding how work–life balance emerges through the fulfillment of basic psychological needs that underpin intrinsic motivation. When individuals experience autonomy in decision-making, competence in role performance, and sufficient social relatedness, they are more capable of regulating priorities and sustaining equilibrium between work and personal life (Ryan & Deci, 2020). Within this framework, balance is conceptualized not merely as a mechanical outcome of time management or workload reduction, but as a manifestation of psychological well-being rooted in motivation, self-regulation, and perceived agency. For mom-intrapreneur, work–life balance represents a multifaceted dimension of well-being. The capacity to sustain such balance is not solely determined by the number of available resources but by how individuals interpret, manage, and leverage those resources. Organizational support, flexible work arrangements, and inclusive social environments are pivotal in enabling women to cope with role strain and maintain emotional stability (Kossek et al., 2014; Shockley et al., 2017). Empirical evidence suggests that workplace flexibility interacts with job autonomy to influence work–life balance, indicating that greater autonomy can amplify the benefits of flexible arrangements for reducing work–home conflict (Baum & Rau, 2024). These contextual factors operate synergistically with psychological resources to facilitate adaptive functioning in complex role environments.

Beyond psychological and organizational determinants, economic factors also exert significant influence on the attainment of work–life balance. Adequate financial compensation can alleviate domestic burdens by enabling access to external supports such as childcare and household services, thereby enhancing material security and emotional well-being (Cukrowska-Torzewska & Matysiak, 2020). In this study, salary is conceptualized as a potential mediating variable linking mom-intrapreneurship and work–life balance. The empirical investigation seeks to determine whether financial resources strengthen the positive effects of intrapreneurial behavior on life balance, or whether such balance is primarily determined by psychological strength and intrinsic motivation, as articulated in SDT. Accordingly, work–life balance in this research is understood as an integrative outcome—the convergence of psychological well-being derived from intrinsic motivation and contextual support that enables individuals to navigate the complexities of dual-role demands. This conceptualization provides the theoretical foundation for analyzing the relationships among intrapreneurial behavior, financial compensation, and work–life balance among working women in Indonesia.

Based on the theoretical framework and literature review discussed above, the following hypotheses are proposed:

- H1: Mom-Intrapreneurship has a positive effect on Salary.
- H2: Mom-Intrapreneurship has a positive effect on Work–Life Balance.
- H3: Salary has a positive effect on Work–Life Balance.
- H4: Salary mediates the relationship between Mom-Intrapreneurship and Work–Life Balance.

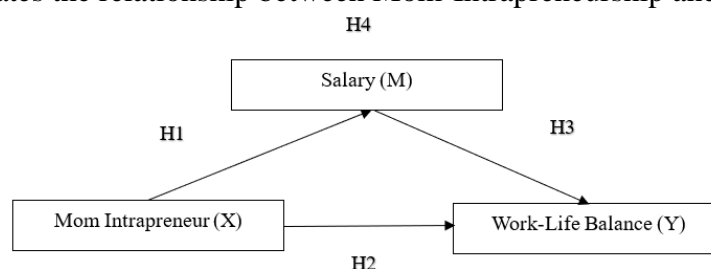


Figure 1. Research Framework

3. Research Method

3.1. Respondent

This study employs a quantitative approach to examine the influence of independent variables on the dependent variable while accounting for the mediating role that shapes the causal relationships among constructs. Data were gathered through a structured, close-ended questionnaire utilizing a five-point Likert scale to capture respondents' perceptions of predefined construct indicators. This approach enables the transformation of subjective perceptions into structured numerical data suitable for rigorous statistical analysis. All constructs incorporated in the research framework are treated as latent variables.

The analytical framework encompasses mom-intrapreneur as the exogenous (independent) variable, salary as the mediating variable, and work–life balance as the endogenous (dependent) variable. Relationships among these constructs were assessed using the Structural Equation Modeling (SEM) technique based on the Partial Least Squares (PLS) approach. PLS-SEM was selected due to its robustness in analyzing models that include mediating effects and its suitability for data that deviate from normal distribution assumptions.

The study population consisted of professionally employed women. A purposive sampling technique was applied because only individuals who met predefined eligibility criteria could accurately represent the target construct. To be included, respondents were required to be working mothers who received compensation from an external employer, had at least one child aged 0–18 years, and were actively employed in the formal economic sector. A total of 127 respondents met these criteria and were included in the final sample. Data were collected online through social media platforms and academic networks to enable wider respondent reach. The data analysis procedure was conducted systematically to examine both direct and indirect relationships among variables and to assess the mediating role of salary in the relationship between mom-intrapreneurship and work–life balance.

Table 1. Demographic Descriptive Statistics of Respondents

Demography Profile	Frequency	%
Gender		
Female	127	100%
Total	127	100%
Age		
<25 years	2	1.57%
25 - 35 years	68	53.54%
36 - 45 years	45	35.43%
>45 years	12	9.49%
Total	127	100%
Domicile		
Bali	1	0.78%
Balikpapan	20	15.74%
Bandung	2	1.58%
Banjarmasin	6	4.72%
Bekasi	1	0.79%
Bitung	1	0.79%
Bogor	3	2.36%
Makassar	18	14.17%
Denpasar	1	0.79%

Fakfak	1	0.79%
Jakarta	24	18.89%
Tangerang	2	1.57%
Kendari	5	3.93%
Manado	26	20.47%
Pontianak	3	2.36%
Raha	1	0.79%
Sangata	4	3.15%
Semarang	1	0.79%
Surabaya	1	0.79%
Tahuna	1	0.79%
Yogyakarta	3	2.36%
Total	127	100%
Occupation		
Mom-Intrapreneurs	127	100%
Total	127	100%

Source: Primary Data, 2025

According to Table 1, all respondents in this study are women. Based on age distribution, the majority fall within the 25–35 age group, accounting for 53.54% (68 respondents), followed by those aged 36–45 years at 35.43% (45 respondents), respondents aged above 45 years at 9.49% (12 respondents), and those below 25 years at 1.57% (2 respondents). The participants represent various cities across Indonesia, with the largest proportion originating from Manado (20.47%, 26 respondents), followed by Jakarta (18.89%, 24 respondents), Balikpapan (15.74%, 20 respondents), Makassar (14.71%, 18 respondents), and other cities with smaller proportions. All participants meet the study's criteria as mom-intrapreneur, reflecting women who simultaneously perform dual roles as mothers and professionals.

This demographic composition provides a comprehensive representation of the mom-intrapreneur segment, characterized by the multifaceted nature of their responsibilities at both the family and professional levels. The geographical diversity of respondents, spanning multiple urban areas with varying degrees of social and occupational stress, further enriches the contextual understanding of this population. The predominance of respondents aged 25–35 years illustrates a life stage marked by heightened complexity: professionally, they are advancing to higher career levels, while personally, they are managing children in adolescence—a period of intense developmental and emotional demands. The dissemination of questionnaires across various Indonesian cities is expected to yield a holistic picture of how mom-intrapreneurial roles influence work–life balance, with salary compensation serving as a mediating factor within this relationship.

3.2. Measurement

The research instrument comprised a structured questionnaire employing a five-point Likert scale, where a score of 1 indicated “strongly disagree” and a score of 5 denoted “strongly agree.” All questionnaire items were developed based on indicators adapted from prior empirical findings and relevant theoretical frameworks to ensure conceptual validity in examining the mediating role of salary in the relationship between mom-intrapreneur and work–life balance among Indonesian mom-intrapreneur. The specific indicators used for each construct are outlined as follows:

Mom-Intrapreneur (Exogenous Variable)

- I choose to remain employed even though it adds to my responsibilities as a mother (X1.1).
- I actively organize and adjust my schedule so that my roles as both mother and employee can function simultaneously (X1.2).
- I perceive my dual role (as mother and employee) as a source of motivation and responsibility that I undertake on my own initiative (X1.3).
- I rely on external support (from both the workplace and family) in managing my dual role as mother and employee (X1.4).
- I believe that the skills developed through motherhood (e.g., scheduling, prioritizing, multitasking) enable me to act proactively and take initiative at work (X1.5).

Salary

- My salary is sufficient to meet my family's daily needs (M1.1).
- I am satisfied with the salary I receive from my job (M1.2).
- My income helps my family cover the educational needs of our children (M1.3).
- My earnings provide a sense of security when facing unexpected family expenses (M1.4).
- I consider my salary fair relative to the workload I perform (M1.5).

Work-Life Balance (Endogenous Variable)

- I can effectively allocate time between work and family responsibilities (Y1.1).
- I am still able to spend quality time with my children despite work demands (Y1.2).
- I have sufficient energy to fulfill both my professional and family obligations (Y1.3).
- I rarely experience extreme stress from the simultaneous demands of work and family (Y1.4).

3.3. Analysis

The Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique was employed as the primary analytical method in this study, given that the data distribution obtained from respondents exhibited deviations from normality. PLS-SEM is widely recognized for its robustness in handling non-normal data and its capacity to model complex interrelationships among latent constructs, particularly in studies emphasizing predictive and exploratory objectives. This analytical approach allows for consistent and efficient parameter estimation even when classical distributional assumptions are not satisfied. The methodological reliability of PLS-SEM in such contexts has been extensively validated in recent literature (Hair et al., 2021; Henseler et al., 2014; Kock, 2022). In this study, statistical analysis was performed using SmartPLS version 4 with a bootstrapping procedure of 5,000 resamples to estimate the significance of path coefficients and to test the mediation effect of salary.

4. Results and Discussion

4.1. Results

Following data collection, the subsequent step involved performing statistical analyses and hypothesis testing. One of the primary assessments conducted was the evaluation of model fit.

Goodness of Fit

As presented in Table 2, the results of the structural model's Goodness of Fit evaluation, based on the Standardized Root Mean Square Residual (SRMR) indicator, yielded a value of

0.076. This figure satisfies the recommended model adequacy threshold, as it falls below the commonly accepted maximum cut-off value of 0.080 in the PLS-SEM framework, as suggested by Henseler et al., 2014. Consequently, the structural model in this study can be considered statistically well-fitted, indicating that the pattern of relationships among the latent constructs aligns appropriately with the observed data. This finding confirms that the model is suitable for subsequent hypothesis testing and inferential interpretation.

Table 2. Results of the Goodness of Fit Test (SRMR)

Indicator GoF	Cutoff	Point
SRMR	<0.080	0.076

Source: SEM-PLS Analysis Output (SmartPLS 4), 2025

Validity and Reliability Testing

Table 3 presents the outer loading values of each indicator corresponding to the constructs of mom-intrapreneurship (X), salary (M), and work–life balance (Y). In accordance with the PLS-SEM standard criteria, an outer loading value of ≥ 0.60 is considered acceptable and indicative of adequate construct validity. The results demonstrate that all observed indicators—X1.1 to X1.5, M1.1 to M1.5, and Y1.1 to Y1.4—exceed the 0.60 threshold, with most values surpassing 0.80. This finding suggests that each indicator contributes strongly and significantly to explaining its respective latent construct. Consequently, the measurement model fulfills the requirement for convergent validity, confirming that the indicators consistently and statistically represent their underlying variables.

Among the indicators, Y1.1 demonstrates the strongest loading (0.906), indicating that it best reflects the concept of work–life balance. Similarly, all salary indicators (M1.1–M1.5) demonstrate outer loading values above 0.80, as do Y1.1–Y1.3 for work–life balance and X1.2 for mom-intrapreneurship. These results provide strong empirical evidence that the measurement instrument employed in this study possesses high psychometric quality and effectively captures both the psychological and financial behavior dimensions of respondents. Therefore, the measurement model can be confidently advanced to the structural model evaluation and hypothesis testing stages, as the latent constructs have been adequately validated.

Table 3: Validity and Reliability Test Results

Variable & Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Mom-Intrapreneurship				
X1.1	0.748	0.607	0.838	0.862
X1.2	0.888			
X1.3	0.763			
X1.4	0.727			
X1.5	0.759			
Salary				
M1.1	0.872	0.752	0.918	0.924
M1.2	0.889			
M1.3	0.859			
M1.4	0.857			
M1.5	0.858			
Work-Life Balance				
Y1.1	0.906	0.677	0.846	0.920

Y1.2	0.883			
Y1.3	0.821			
Y1.4	0.659			

Source: SEM-PLS Analysis Output (SmartPLS 4), 2025

Effect Size Testing (F-Square, F^2)

Table 4 presents the results of the F-Square (F^2) analysis, which assesses the magnitude of the latent effects among variables on the work–life balance construct (Y). The F^2 statistic is utilized to determine the relative contribution strength of each exogenous variable to its corresponding endogenous construct. According to Hair et al. (2019), an F^2 value of ≥ 0.02 indicates a small effect, ≥ 0.15 indicates a medium effect, and ≥ 0.35 reflects a large effect. The results reveal that the mom-intrapreneurship variable (X1) exerts a substantial influence on the mediating variable, salary (M), as reflected by an F^2 value of 0.383. This value suggests that mom-intrapreneurship serves as the most influential determinant driving respondents' work–life balance. Conversely, the direct effect of mom-intrapreneurship (X1) on work–life balance (Y) is relatively small, with an F^2 value of 0.115. Similarly, the salary variable (M) demonstrates a small contribution to work–life balance (Y). Overall, these findings underscore the central role of mom-intrapreneurship as the dominant factor within the research model, while salary operates primarily as a supporting variable whose influence on the final outcome is comparatively limited.

Table 4. Results of Effect Size (F^2) Testing

Latent Variable	X1	M	Y
Mom-Intrapreneur		0.383	0.115
Salary			0.005
Work–Life Balance			

Source: SEM-PLS Analysis Output (SmartPLS 4), 2025

Empirical Model

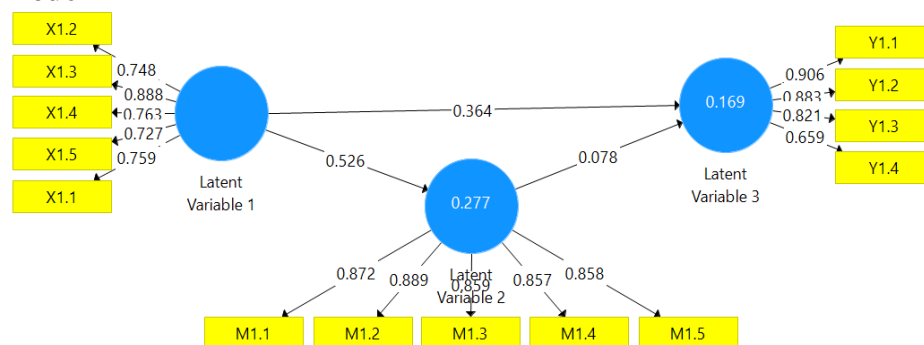


Figure 2. Outer Loading Path Diagram

Hypothesis Testing

Based on the hypothesis testing results presented in Table 5, several significant findings emerged concerning both the direct and indirect relationships among the variables within the research model. The results reveal that mom-intrapreneurship exerts a positive and significant effect on salary (H1; $\beta = 0.526$; $p = 0.000$), indicating that Hypothesis 1 is supported. This finding suggests that entrepreneurial engagement among mothers serves as a key determinant of financial compensation. Moreover, mom-intrapreneurship also positively influences work–life balance (H2; $\beta = 0.405$; $p = 0.000$), implying that participation in entrepreneurial

activities enhances not only respondents' material well-being through income generation but also their capacity to achieve a balanced integration between professional and personal life.

Conversely, the effect of salary on work–life balance is statistically insignificant ($H3$; $\beta = 0.074$; $p = 0.257$), leading to the rejection of Hypothesis 3. This outcome implies that monetary income alone does not constitute a sufficient condition for achieving work–life balance among the respondents. Likewise, salary fails to mediate the relationship between mom-intrapreneurship and work–life balance ($H4$; $\beta = 0.041$; $p = 0.264$), resulting in the rejection of Hypothesis 4. Overall, the findings suggest that salary, as a financial reward, does not significantly contribute to work–life balance either directly or indirectly. In contrast, mom-intrapreneurship itself emerges as a pivotal factor in fostering balance between work and family domains. This highlights the intrinsic value of professional engagement outside the household for mothers, wherein the sense of community, autonomy, and social support developed through mom-intrapreneur networks indirectly nurtures a sustainable work–life balance, even when the monetary compensation they receive may not be sufficient to ensure such equilibrium.

Table 5. Hypothesis Test Results (Direct and Indirect Effects)

Hypothesis	Std. β	St. Dev.	T-stat	P Values	Decision
H1: Mom-Intrapreneurship has a positive effect on Salary	0.526	0.082	6.401	0.000	Accept
H2: Mom-Intrapreneurship has a positive effect on Work–Life Balance	0.405	0.085	4.785	0.000	Accept
H3: Salary has a positive effect on Work–Life Balance	0.074	0.119	0.653	0.257	Reject
H4: Salary mediates the relationship between Mom-Intrapreneurship and Work–Life Balance	0.041	0.065	0.631	0.264	Reject

4.2. Discussion

Mom-Intrapreneur and Salary

The findings reveal that mom-intrapreneurship exerts a positive influence on salary, indicating that the higher the level of intrapreneurial engagement among women within organizations, the greater their likelihood of earning increased income. This outcome underscores that women's capacity for innovation, proactive initiative, and meaningful contribution to organizational performance is increasingly recognized through economic rewards. In this context, mom-intrapreneur function not merely as task executors but as change agents who generate added value through creative ideas, operational efficiency, and strategic adaptability in response to dynamic business environments. Women's involvement in intrapreneurial activities reflects elevated levels of autonomy and competence—two essential dimensions consistently associated with enhanced productivity and individual performance. When these contributions tangibly improve organizational outcomes, compensation systems tend to respond by providing greater financial recognition. Consequently, the positive association between mom-intrapreneurship and salary highlights that the economic value of female employees is progressively determined by their innovative capacity and strategic accountability. Furthermore, these findings suggest that Indonesian organizations are increasingly adopting performance- and innovation-based reward systems, where intrapreneurial behavior serves as a key indicator of employee contribution. For mom-intrapreneur, salary enhancement represents not merely a material incentive but also a form

of acknowledgment for their ability to integrate professional and domestic roles productively. Hence, this study emphasizes the importance of cultivating an organizational culture that nurtures women's intrapreneurial potential, as such empowerment not only elevates individual income but also strengthens organizational competitiveness and long-term sustainability.

Mom-Intrapreneur and Work–Life Balance

The findings indicate that mom-intrapreneurship positively influences work–life balance, suggesting that the greater the extent of women's involvement in intrapreneurial activities within the workplace, the more effectively they can harmonize their professional and domestic roles. This result implies that women who demonstrate innovation, initiative, and autonomy in their work tend to experience higher levels of satisfaction and equilibrium between their career and family life. Within this framework, intrapreneurship serves as an empowering platform that enables women to exercise creativity and responsibility independently, thereby alleviating the psychological strain often associated with managing dual roles. The role of a mom-intrapreneur affords women greater control over their schedules, decision-making processes, and work orientations that align with personal values and family needs. When they perceive their work as meaningful and conducive to personal growth, job-related stress becomes more manageable, leading to enhanced life satisfaction. The ability to integrate professional aspirations with personal life fosters a more stable and sustainable form of balance, both emotionally and functionally. Consequently, intrapreneurial engagement functions as an adaptive mechanism that helps women navigate role-related pressures constructively. Moreover, the findings underscore that workplaces fostering innovation, flexibility, and autonomy significantly contribute to women's overall well-being. When organizations provide women with opportunities to engage in intrapreneurial practices, they not only facilitate personal and professional development but also strengthen their capacities in time management, emotional regulation, and life prioritization. In essence, intrapreneurship emerges not merely as a productivity instrument but as a form of psychological empowerment, enhancing the quality of work–life balance among working women in Indonesia.

Salary and Work–Life Balance

The findings reveal that salary does not exert a significant influence on work–life balance, indicating that income level alone does not directly determine an individual's ability to achieve equilibrium between professional and personal life. This outcome suggests that financial resources are not the sole determinant of psychological well-being, particularly for women who simultaneously perform dual roles as mom-intrapreneur. In this context, the notion of life balance is shaped more profoundly by non-material dimensions, such as social support, workplace flexibility, autonomy in decision-making, and intrinsic satisfaction derived from fulfilling one's multiple roles. Women with an intrapreneurial orientation tend to define success and well-being not merely through the magnitude of their earnings but through their capacity to manage time, energy, and responsibilities in a harmonious manner. While higher income may provide material comfort, it does not necessarily guarantee emotional equilibrium when work pressure, family demands, and societal expectations are misaligned. In many cases, income growth is accompanied by greater professional responsibilities and heavier workloads, which may reduce the time and emotional availability needed for family or self-care. Furthermore, the findings emphasize that work–life balance is more accurately a reflection of organizational quality and structural support than of financial remuneration. Supportive leadership, inclusive workplace culture, and opportunities for

personal and professional development play a more substantial role in fostering harmony between professional and domestic spheres. Therefore, although salary remains an important motivational factor, work–life balance among mom-intrapreneur is primarily determined by psychosocial factors and intrinsic role dynamics, rather than by external economic rewards.

Mom-Intrapreneur, Salary, and Work–Life Balance

The findings reveal that salary does not mediate the relationship between mom-intrapreneurship and work–life balance, indicating that income does not serve as an intervening mechanism explaining how intrapreneurial engagement influences life equilibrium. This result underscores that the enhancement of work–life balance experienced by female intrapreneurs is not contingent upon economic factors but rather stems from psychological and motivational dimensions inherent in their intrapreneurial roles. In other words, women’s capacity to manage and harmonize dual roles is more profoundly shaped by work meaningfulness, autonomy, and a sense of personal accomplishment than by the magnitude of financial compensation received. Within the Indonesian context, the intrinsic value of work often exerts a stronger influence on overall well-being than material benefits. Mom-intrapreneurs who are granted opportunities to innovate, lead initiatives, and contribute substantively to organizational goals experience heightened psychological satisfaction that reinforces both self-agency and emotional equilibrium. This suggests that non-monetary rewards—such as recognition, organizational support, and workplace flexibility—play a more decisive role in fostering work–life balance than mere income increases. Furthermore, the findings highlight that compensation structures in many organizations may not fully reflect the value of women’s intrapreneurial contributions. The absence of equitable reward systems or misalignment between workload and financial returns may diminish salary’s potential as an effective mediating variable. Consequently, the positive relationship between intrapreneurial activity and work–life balance is better understood as an outcome of intrinsic motivation rather than an external, economy-driven effect. Overall, this study affirms that work–life balance is a manifestation of psychological well-being derived from autonomy and meaningful work, rather than a direct consequence of financial enhancement.

5. Conclusion

Mom-Intrapreneurial Behavior Fosters Balance through Intrinsic Motivation.

This study demonstrates that mom-intrapreneurship positively influences work–life balance. The findings suggest that the proactive, innovative, and resilient attitudes of women managing dual roles enhance both psychological well-being and adaptive capacity. Within the framework of self-determination theory, balance is achieved when the fundamental psychological needs of autonomy, competence, and relatedness are fulfilled through meaningful work experiences.

Financial Compensation Functions as Recognition, not as a Determinant of Well-Being.

Empirical evidence indicates that mom-intrapreneurship increases salary, yet salary does not significantly affect work–life balance. This suggests that financial rewards primarily serve as a form of acknowledgment for professional contributions rather than as a decisive factor in achieving harmony between work and family. For working women, equilibrium across roles is more strongly shaped by organizational support, flexibility, and perceived control over one’s work than by income level alone.

Women’s Life Balance is Shaped by Psychosocial and Cultural Contexts.

The study further reveals that women’s well-being depends not solely on economic resources but also on social environments and supportive organizational cultures. Amid rising

social pressures and the high cost of living in urban Indonesia, sustainable balance is more realistically achieved through inclusive, appreciative, and self-actualizing work environments that recognize women's multidimensional contributions.

Suggestion

1. **Strengthening Work Climate through Autonomy and Social Support**
Organizations should foster a work culture that empowers women to manage their work rhythms independently, make strategic decisions, and express creativity without structural constraints. Supportive leadership, flexible work arrangements, and non-financial forms of recognition can strengthen intrinsic motivation and enhance the overall quality of work–life balance. Establishing an inclusive and psychologically supportive work environment not only promotes individual well-being but also reinforces employee loyalty and emotional attachment to the organization.
2. **Integrating Compensation Policies with Non-Material Well-Being**
A fair and transparent compensation system should be designed in conjunction with policies that support role balance, such as the provision of childcare facilities, flexible leave, well-being programs, and hybrid work options. A holistic compensation approach can reinforce perceptions of fairness, enhance affective commitment, and help retain top talent. Such initiatives represent not only a form of corporate social responsibility toward female employees but also a strategic investment in organizational sustainability—ensuring the retention of high-performing, intrapreneurially driven professionals.
3. **Future Research on Motivational Dynamics and Support Structures**
Future studies are encouraged to explore moderating variables such as spousal support, organizational culture, and demographic diversity in the relationship between mom-intrapreneurship and work–life balance. Longitudinal and qualitative approaches are also recommended to capture the contextual evolution of motivation and role balance over time. A deeper understanding of these psychosocial and structural mechanisms will enable organizations to design sustainable retention and empowerment strategies, ensuring that intrapreneurial values remain embedded within organizational culture.

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