A Conceptual Exploration of Organizational Decision-Making, Perceived Organizational Support, Job Satisfaction, Work Motivation and Employee Performance in Family Business

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Abstract. This research aims to investigate the impact of the decision-making process, perceptions of organizational support, job satisfaction, and work motivation on employee performance in family businesses in Indonesia, as well as supporting the sustainability of family businesses in Indonesia. This research focuses on the footwear manufacturing industry and covers various organizational levels in family businesses, from front-line supervisors to members of the board of directors. This research design includes descriptive, explanatory, and confirmatory elements using quantitative methods to investigate the relationship between research constructs and contextual factors. This research paradigm adopts a deductive approach, starting with formulating a hypothesis which is then tested and verified using empirical data. Primary data collection was facilitated through an online questionnaire, which was then used for hypothesis testing. A quantitative approach was applied in this research, and cross-sectional data was collected to see the extent to which variables such as decision-making, perceived organizational support, job satisfaction, work motivation, and employee performance were correlated at the time the research was conducted. This research is expected to provide insight into increasing the effectiveness and sustainability of family businesses in Indonesia, as well as making a positive contribution to the wider business landscape.

Keywords: *Family Business, Decision Making, Organizational Support, Job Satisfaction, Work Motivation*

1   INTRODUCTION

Family businesses are known for their unique strengths, including long-term orientation, commitment to values, and a sense of resilience [1]. However, they also face challenges, such as succession planning, maintaining family harmony, and balancing business and family interests [2], [3], [4]. Family relationship dynamics can significantly influence decision-making processes, company culture, and overall business performance on a global scale [5]. Family businesses are an important part of the global

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economy, making a major contribution to employment and economic growth [6]. These companies are characterized by a strong relationship between family ties and business operations, where ownership, governance, and management are often intertwined [7]. According to various studies, family businesses account for the majority of businesses in the world, covering various sectors such as manufacturing, services, and retail [8]. Family-owned businesses, which make up 90% of global enterprises, have driven job creation and entrepreneurship over history [9].

According to a survey conducted by PwC Indonesia, 95% of companies in Indonesia are family companies with total wealth reaching 134 trillion USD, accounting for 0.2% of the total population in Indonesia. In a survey by PwC Indonesia, it was found that 60% of family businesses in Indonesia believe that they have the complete trust of family members, lower than the global average of 74%. Research found that 50%-80% of businesses are family businesses with a large contribution to the economy. However, in running a business in a family company there are several challenges, including internal company problems.

Business families often encounter various challenges related to employee performance. Conflicts of interest often emerge when personal or familial dynamics clash with professional standards, hindering optimal business outcomes. Additionally, difficulties arise in objectively evaluating family members' performance, potentially delaying the identification and resolution of performance issues. Providing honest feedback becomes challenging due to familial dynamics, as some may resist criticism from relatives. Moreover, perceptions of favoritism or undervaluation based on family ties can undermine professionalism. The blurred boundary between work and personal life further complicates matters, impacting employee effectiveness. Lastly, the absence of a clear organizational structure can confuse responsibilities and task expectations among employees.

2   LITERATURE REVIEW

2.1   Grand Theory

The grand theory in this research is a conceptual model that highlights the complex interactions between the main elements in the context of the work environment. This theory emphasizes that organizational decision-making processes influence employees' perceptions of organizational support, which in turn influences their job satisfaction and work motivation. Job satisfaction and work motivation then have a direct impact on employee performance, where high levels of satisfaction and motivation tend to result in better performance. In addition, this theory recognizes that organizational decision-making processes can also directly influence employee work motivation and job satisfaction. When the process is perceived as fair and transparent by employees, they tend to feel more motivated to contribute and are more satisfied with their work environment overall. Therefore, this theory emphasizes the importance of understanding the complex relationship between these factors in creating a productive work environment and supporting optimal employee performance.

2.2   Research Variables

The organizational decision-making process is a fundamental aspect of organizational functioning and culture. Research by Simon (1957) and Eisenhardt (1989) has highlighted the importance of transparent and participative decision-making processes in fostering employee satisfaction and commitment. When employees feel included and informed in decision-making, they are more likely to perceive the organization positively and be committed to its goals.

Perceived organizational support (POS) is a crucial concept in organizational psychology, referring to employees' beliefs about how much their organization values their contributions and cares about their well-being. Eisenberger et al. (1986) and Rhoades & Eisenberger (2002) have demonstrated that high levels of POS are associated with increased job satisfaction, motivation, and organizational citizenship behaviors. Employees who perceive high levels of support from their organization are more likely to exhibit higher levels of engagement and discretionary effort.

Job satisfaction is a multifaceted construct influenced by various factors within the work environment. Locke (1976) pioneered research in this area, emphasizing the importance of job characteristics, leadership style, and organizational culture in shaping employees' satisfaction levels. Judge et al. [18] further expanded on this, highlighting the role of intrinsic and extrinsic factors in determining job satisfaction. When employees find their work meaningful, challenging, and aligned with their values, they are more likely to experience higher levels of satisfaction.

Work motivation is another critical determinant of employee behavior and performance. Deci & Ryan (1985) proposed the Self-Determination Theory, which suggests that individuals are driven by intrinsic needs for autonomy, competence, and relatedness. Latham & Pinder (2005) provided insights into the role of goal-setting and feedback mechanisms in enhancing work motivation. Empirical studies, such as those by Judge et al. [18] and Gagné & Deci (2005), have consistently found positive relationships between job satisfaction, work motivation, and employee performance. When employees are satisfied with their jobs and feel motivated to achieve their goals, they are more likely to demonstrate higher levels of performance and productivity

Variable

Employee performance is the dependent variable which is measured using a questionnaire adopted by Ali Hadian Nasab (2019). The construct of decision making as the independent variable is measured using measurements that are adopted from Emil KNEZOVIĆ and Hamza SMAJIĆ (2022), the construct was measured using five observed variables. The construct perceived organizational support as the independent variable is measured using measurements that are adopted from Eisenberger et al (2001). The construct of job satisfaction as the independent variable is measured using measurements that are adopted from Alex Aruldoss (2020). Work motivation can be viewed as a mediating variable between decision-making, perceived organizational support, and job satisfaction toward employee performance, and the variable is measured using measurements that are adopted from Gagnè et al. (2010).
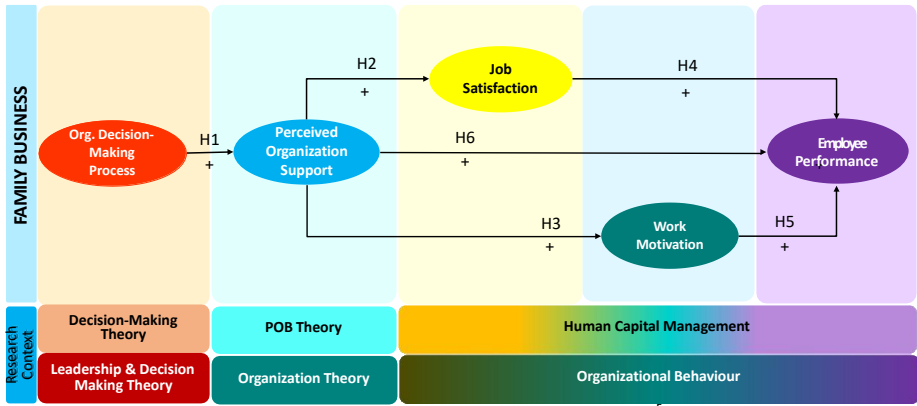
Fig.1. Research Model

3   RESEARCH METHOD

This study employs a qualitative research approach to conduct a conceptual exploration of the relationships between organizational decision-making, perceived support, and employee performance within the unique context of family businesses. The research design involves purposive sampling to select participants from various roles within family businesses, including owners, managers, and employees, ensuring diverse perspectives. Data will be collected through semi-structured interviews and focus group discussions, allowing for in-depth exploration of participants' experiences, attitudes, and perceptions regarding decision-making processes, support mechanisms, and their impact on employee performance. Thematic analysis will be utilized to analyze the qualitative data, systematically identifying recurring patterns, themes, and relationships. Ethical considerations will be paramount, with measures in place to ensure participant confidentiality, voluntary participation, and informed consent. Strategies for enhancing trustworthiness and rigor include member checking, peer debriefing, and triangulation of data sources. While acknowledging potential limitations such as sample bias and generalizability constraints, this qualitative approach offers valuable insights into the complex dynamics of family business environments.

4   RESULT AND DISCUSSION

4.1   Decision-making and Perceived Organizational Support

Previous research has provided strong evidence to support the hypothesized relationship between the supporting factors of Perceived Organizational Support (POS) and the outcomes of decision-making (Decision-making or DM) in an organizational context. For example, research by [10] revealed a positive relationship between POS and employee performance, confirming that perceptions of organizational support create favorable conditions for better decision-making. The research supports the hypothesis

that employees who feel supported by the organization are more likely to make decisions that contribute to improving organizational performance.

A study by [11] highlighted the positive impact of organizational support on job satisfaction. In this context, the hypothesis that decision-making influenced by POS antecedents can increase employee job satisfaction receives support from the findings of this study. Other research by [12] shows that leadership support can facilitate innovation. Therefore, the hypothesis that decisions based on organizational support can create an environment that supports innovation and organizational adaptability proves relevant. In the framework of financial success, research by [13] provides the view that organizational commitment, which is influenced by POS, is correlated with factors that can increase the financial success of an organization. This supports the hypothesis that high POS can contribute to an organization's financial success through more strategic decision-making [14] show that support from superiors and leadership can have a positive impact on relationships with stakeholders.
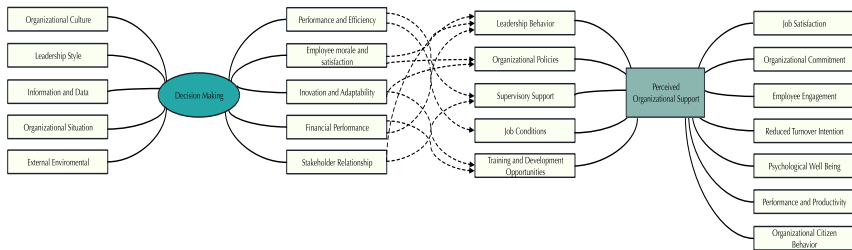
Fig. 2. Research Model Relationship between Decision-making and Perceived Organizational Support

4.2   Perceived Organizational Support and Job Satisfaction

Several preliminary studies have provided empirical support for this relationship. For example, a research [15] shows that the level of organizational engagement, which is one of the outcomes of POS, is positively correlated with the level of employee job satisfaction. Similar findings were found in a research [16] where support from superiors and the organization significantly influenced employee job satisfaction.

In addition, a research [17] highlighted those certain aspects of the work environment, which are included in the antecedents of JS, such as good job design, have a positive relationship with job satisfaction. Likewise, a study found that leadership and supervision qualities, which are antecedents of JS, can influence the level of employee engagement and job satisfaction [18].

The level of low intention to move (Reduced Turnover Intention), which is a POS outcome, can also be influenced by factors that influence Work-Life Balance [19].
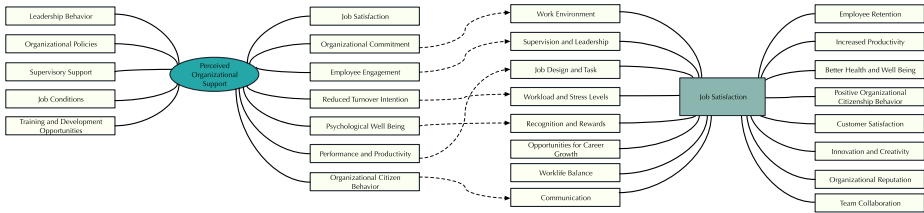
Fig. 3 Relationship between perceived organizational support and job satisfaction

4.3   Perceived Organizational Support and Work Motivation

A research result supports the hypothesis that Job Satisfaction, as a POS outcome, can be influenced by good job design [20]. These findings confirm that jobs designed with clear tasks and a variety of skills can increase employee motivation. Another research contributed to the understanding of the relationship between Organizational Commitment (Outcome POS) and Organizational Culture (Antecedents WM) [21]. The results of this study indicate that a positive and supportive organizational culture significantly influences employee motivation.

Furthermore, in the context of Employee Engagement (Outcome POS) and Leadership Style (Antecedents WM), research by [22] supports the hypothesis that transformational leadership can influence employee engagement. These findings underscore the role of leaders in inspiring and motivating employees.

Low intention to move (Reduced Turnover Intention) as a POS outcome and Job Security as antecedents of WM also find empirical support in research. The study by [23] showed that job security contributes to the psychological well-being and motivation of employees, providing an empirical basis for this relationship.

Another research supports the hypothesis that Recognition and Rewards, as WM antecedents, can influence Psychological Well-being (Outcome POS). This study highlights the role of fair reward systems in enhancing employee motivation and psychological well-being [24].

Training and Development Opportunities (Antecedents WM) influence Performance and Productivity (Outcome POS) [25]. The results of this study emphasize the role of training in increasing employee motivation and, as a consequence, performance.
Autonomy and Empowerment (Antecedents WM) which influence Organizational Citizenship Behavior (OCB) as a POS outcome are also supported by [26] self-determination theory. This study highlights the importance of autonomy in increasing intrinsic motivation, which can encourage positive organizational citizenship behavior. Thus, the results of this study consistently support the hypothesis that motivational factors can influence the level of organizational support perceived by employees.
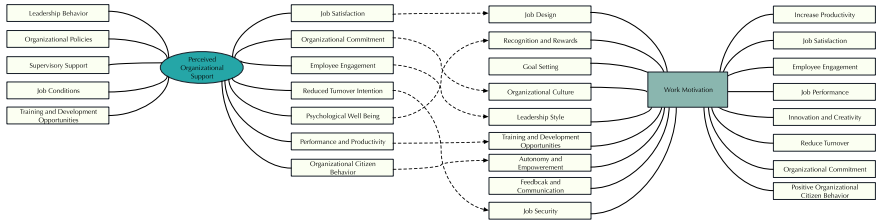
Fig. 4 Relationship between perceived organizational support and work motivation

4.4 Job Satisfaction and Employee Performance

The conceptual model presented illustrates the relationship between various factors that influence employee performance in the family business context. Input factors include the initial elements that shape the organizational environment and employee experience, such as ethics, recognition and rewards, training, trusting relationships, leadership style, organizational culture and climate, job autonomy, job design, and job satisfaction. A research [27] shows that participatory decision-making processes in family businesses, where input from employees is taken into account, can increase employee satisfaction and commitment. Additionally, the importance of intrinsic and extrinsic factors in determining employee job satisfaction is highlighted [28]. Mediating factors such as job performance, organizational support, organizational climate, organizational commitment, employee well-being, work motivation, and optimized working conditions serve as a bridge between input and output factors, influencing how initial conditions translate into employee performance. High perceived organizational support (POS), which refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being, is associated with increased job satisfaction, motivation, and performance [29]. Finally, the results of the interaction of these factors are reflected in various aspects of employee performance, such as the effectiveness of training and development, clarity of job roles, relevant feedback, motivational support, knowledge management, efficient assignment of resources and tasks, level of job stress, boredom work, work engagement, employee well-being, and employee turnover rates. Research by [30], [31], [32] supports these findings, showing that job satisfaction and motivation are strong predictors of performance. Thus, a deep understanding of these relationships is critical to creating a supportive and productive work environment in a family business.
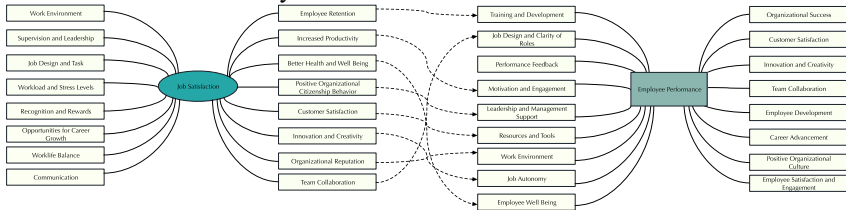

Fig. 5 Relationship between Job Satisfaction and Employee Performance

4.5   Work Motivation and Employee Performance

The conceptual model presented illustrates the relationship between various factors that influence employee performance in family businesses. In the initial stage, input factors such as ethics, recognition and rewards, training, trusting relationships, leadership style, organizational culture and climate, job autonomy, job design, and job satisfaction play an important role in shaping the work environment. These factors are then influenced by mediating factors such as job performance, organizational support, organizational climate, organizational commitment, employee welfare, work motivation, and optimized working conditions. These mediating factors bridge between initial conditions and final outcomes, influencing how input factors are translated into employee performance. Furthermore, organizational support perceived by employees, which includes income stability, job satisfaction, support for values, organizational capacity, work-life balance, support from superiors, behavioral feedback, optimized conditions, and employee well-being, becomes an important determinant of employee performance. This support ensures that employees feel valued and supported in their work environment, which in turn increases their motivation and commitment to their work.

The end result of the interaction of these factors includes various aspects of employee performance, such as the effectiveness of training and development, clarity of job roles, relevant feedback, motivational support, knowledge management, efficient assignment of resources and tasks, level of job stress, job boredom, work engagement, employee well-being, and employee turnover rates. All of this contributes to broader organizational goals, including employee development and achievement of organizational goals. By understanding and managing these complex relationships, organizations can create a more supportive, motivating, and productive work environment.
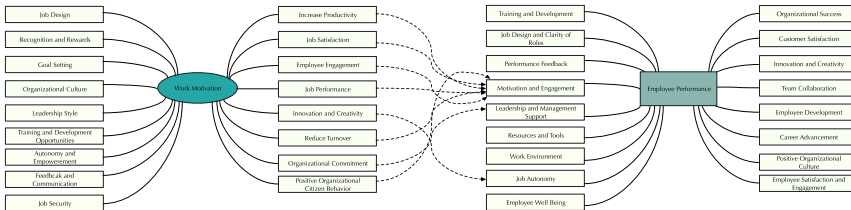

Fig. 6 Relationship between Work Motivation and Employee Performance

4.6   Perceived Organizational Support and Employee Performance

The relationship between Job Satisfaction (Outcome POS) and Motivation and Engagement (Antecedents EP) is supported by the understanding that employees who feel supported by the organization tend to be more satisfied with their jobs. Research has shown that the positive relationship between organizational support and job satisfaction can increase employee motivation and engagement (Conte et al., 2015). Therefore, it can be assumed that when organizations provide sufficient support to employees, this can contribute positively to job satisfaction, which in turn can motivate and increase employee engagement in their work.

In the context of Organizational Commitment (Outcome POS) and Leadership and Management Support (Antecedents EP), research supports the view that the level of support and trust in organizational leadership can increase employee engagement with

the organization. Employees who feel supported by leaders and management tend to be more committed to the organization (Eisenbeiss et al., 2018). Therefore, it can be concluded that the support provided by leadership and management can shape the level of employee engagement with the organization.

In Employee Engagement (Outcome POS) and Motivation and Engagement (Antecedents EP), organizational support is recognized as a trigger for employee engagement in their work. Research shows that employees who feel supported are more likely to be actively involved in their duties and responsibilities (Albrecht et al., 2015). Therefore, it can be considered that organizational support can provide the necessary stimulus to increase employee engagement levels.

The importance of Leadership and Management Support (Antecedents EP) in reducing Turnover Intention (Outcome POS) is also supported by research. The level of support from leaders and management can reduce employee turnover intentions, because employees who feel supported are more likely to remain loyal to the organization (Eisenberger et al., 2019). This suggests that support from the leadership level may be an important factor in mitigating turnover intentions.

In the context of Psychological Well-being (Outcome POS) and Employee Well-being (Antecedents EP), organizational support is recognized as a positive contributor to employee psychological well-being. Initiatives such as work-life balance and health and wellness programs can positively influence psychological well-being (Kossek et al., 2017). Therefore, it can be considered that organizational support in various forms can play a role in improving the psychological well-being of employees.

The relationship between Performance and Productivity (Outcome POS) and Resources and Tools (Antecedents EP) shows that providing the necessary resources and tools can improve employee performance and productivity. Organizational support in providing adequate technology, training, and infrastructure can make a positive contribution to performance and productivity outcomes (Rasmussen et al., 2019).

In the context of Organizational Citizenship Behavior (OCB) (Outcome POS) and Motivation and Engagement (Antecedents EP), this relationship is supported by research showing that employees who feel supported by the organization tend to engage in positive organizational citizenship behavior. Organizational support can be a motivating factor for positive behavior outside of primary job duties (Podsakoff et al., 2014). Therefore, it can be assumed that organizational support can stimulate or maintain positive organizational citizenship behavior. Thus, it can be concluded that organizational support can have a significant impact on various aspects of the workplace, including job satisfaction, engagement, involvement, psychological well-being, performance, and positive organizational citizenship behavior.
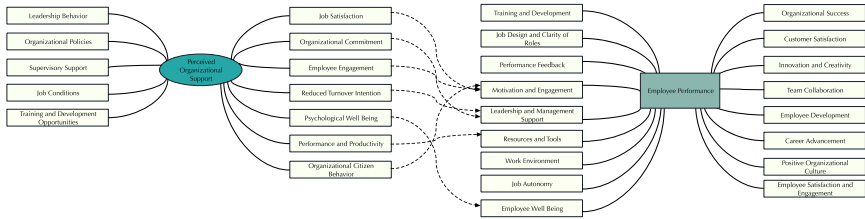
Fig. 7 Relationship Perceived Organizational Support and Employee Performance

4.7   Discussion

In family businesses, the organizational decision-making process often differs from non-family companies because of the unique dynamics involved. Decision-making processes that are centralized and influenced by family hierarchies, values, and long-term goals that prioritize legacy over short-term profits can create conflict if non-family employees feel marginalized. Research by Ensley and Pearson (2005) shows that participatory decision-making processes, where input from family and non-family employees is considered, result in higher employee satisfaction and commitment. Perceived organizational support (POS), which refers to employees' beliefs about the extent to which the organization values their contributions and cares about their well-being, also plays an important role. Studies by Rhoades and Eisenberger (2002) show that high POS is correlated with increased job satisfaction, motivation, and performance.

Job satisfaction is a critical determinant of employee performance and overall organizational effectiveness. Locke (1976) defines job satisfaction as a pleasant or positive emotional state resulting from evaluating one's work. In family businesses, job satisfaction can be influenced by a variety of factors, including job autonomy, recognition, and alignment of personal and organizational values. Research by Judge et al. [18] highlighted that job satisfaction is strongly related to intrinsic and extrinsic factors. Work motivation, which can be driven by a mix of intrinsic and extrinsic factors, is also important. Self-Determination Theory by Deci and Ryan (1985) suggests that intrinsic motivation arises when employees engage in work for inherent satisfaction, while extrinsic motivation involves tasks to achieve external rewards.

Employee performance is the end result of various factors, including job satisfaction, work motivation, and perceived organizational support. Research by Chrisman, Chua, and Sharma (2005) suggests that family employees may feel inherent pressure to perform because of family ties, whereas non-family employees' performance is strongly influenced by how they perceive their treatment and opportunities in the organization. A study by Gagné and Deci (2005) found that job satisfaction and motivation were strong predictors of performance. In a family business, ensuring that both family and non-family employees feel valued and motivated is key to maintaining high levels of performance. Thus, the relationships between organizational decision-making processes, perceived support, job satisfaction, work motivation, and employee performance are complex and interdependent, emphasizing the importance of holistic management practices in family businesses.

5   CONCLUSION AND RECOMMENDATION

5.1   Conclusion

In family businesses, organizational decision-making processes, perceived organizational support (POS), job satisfaction, work motivation, and employee performance are complexly interrelated and influence each other. A participatory and transparent decision-making process increases employee satisfaction and commitment, both family and non-family. The perception of high organizational support leads to increased job satisfaction and motivation, which ultimately has a positive impact on employee performance. Job satisfaction in family businesses is influenced by intrinsic factors such as a sense of belonging and purpose, as well as extrinsic factors such as fair compensation and professional development opportunities. Work motivation, which can be driven by intrinsic and extrinsic needs, is an important determinant of employee behavior and performance.

5.2   Recommendation for Future Research

For future research, it is recommended to further explore how the dynamics of relationships between family and non-family members in family businesses influence perceptions of organizational support and employee performance. Longitudinal research can provide in-depth insight into changes in perceptions and performance over time as well as factors that influence the sustainability of job satisfaction and motivation. Additionally, comparative studies between family and non-family businesses can reveal differences and similarities in human resource management, which can offer more effective management strategies. Research that combines quantitative and qualitative approaches can also provide a more comprehensive picture of how factors such as organizational culture, leadership structure, and management practices influence employee outcomes. Finally, an exploration of the impact of technology and digitalization on decision-making and organizational support in the family business environment can also be a relevant and fruitful research area in this modern era.

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