



# Work-Life Balance, Organizational Support, and Job Stress Influencing Commitment: The Mediating Role of Job Satisfaction

Adi Prasetio\* and Nurdjanah Hamid

Hasanuddin University, Makassar, Indonesia  
\*prasetioa24a@student.unhas.ac.id

**Abstract.** Built around the framework of Partial Least Squares Structural Equation Modeling (PLS-SEM) taking a sample comprised of 212 employees working in various companies of South Sulawesi, Indonesia, this study explores different kinds relationship. Research results confirm that WLB and POS can both produce favorable JSat as well as OC but work-related stress has a negative effect directly upon JSat and, again, indirectly through Job Satisfaction but not for OC. Moreover Job Satisfaction is key in mediating the effects of WLB and POS on Organizational Commitment, its role is crucial for improving attitudes among employees overall. The study findings illustrate the Social Exchange Theory and Job Demands–Resources model this by bringing supportive and stressful antecedents together in one predictive model. In practical terms, the findings emphasize the importance of company policies aimed at promoting work-life balance as well as increasing perceived support while reducing workplace stress in order to create a more loyal and committed workforce. Nevertheless, the cross-sectional research design and the specificity of the sample may limit generalization. Subsequently, longitudinal and cross-organizational studies are needed to confirm and replicate these findings. The findings have implications for public sector HR policies concerned with promoting organizational loyalty and employee wellbeing.

**Keywords:** Work-Life Balance, Organizational Commitment, Job Satisfaction, Perceived Organizational Support, Job Stress.

## 1 Introduction

In today's rapidly changing business environment, long-term commitment is ranked by companies engaged in energy and public utilities as the most critical factor in management operations or even for the very existence of the company. As firms such as digitalize and greenify their operations to innovate services in a grand healthy way how to keep employees who are happy at work is not a pleasant little extra, but a major success or failure. A number of research findings have focused on the psychological and organizational antecedents of employee commitment, such as work-life balance (WLB), perceived organizational support (POS), and job stress as major determinants. Work-life balance is being able to manage work responsibilities while at the same time meeting

personal and family obligations. A great deal of research evidence has repeatedly found that WLB is related significantly to job satisfaction and organizational commitment, as well as reducing stress and preventing burnout [1, 2, 3]. Meanwhile, perceived organizational support (the degree to which employees feel that the company values their contribution and takes care of employees' needs) has emerged as a chief predictor of occupational attitudes. POS improves job satisfaction, reduces emotional exhaustion and amplifies the positive effects of WLB on organizational results [4, 5, 6].

Conversely, work stress, a well-established risk factor in occupational health literature, adversely affects both job satisfaction and organizational commitment. Increased stress levels have been linked to emotional fatigue, diminished job engagement, and heightened turnover intentions [7, 8, 9]. These dynamics are especially pertinent in high-pressure contexts like state-owned utilities, where operational requirements and public responsibility converge.

Importantly, multiple empirical studies point to job satisfaction as a key mediating variable that transmits the effects of WLB, POS, and stress to organizational commitment [10, 3, 11]. In this context, job satisfaction not only reflects how well individual needs are met at work but also serves as a foundation for long-term organizational attachment.

Despite the strength of these associations, gaps remain in the literature particularly concerning multi-variable modeling using SEM-PLS, and the lack of sector-specific studies in the diverse organizational landscape of Southeast Asia, especially within the Indonesian context. Most prior studies have been sector-neutral or concentrated on industries such as education, hospitality, and healthcare. Considering the unique characteristics of companies operating in South Sulawesi including a mix of private, public, and regional enterprises with varying organizational cultures and workforce compositions an empirical investigation grounded in this regional context is both relevant and timely.

In this research, we examine the associations between job stress, perceived organizational support, work-life balance and organizational commitment. We also investigate mediating effects of job satisfaction on those relationships. Only in this way, it can employ Partial Least Squares Structural Equation Modeling (PLS-SEM) to construct a sound and empirically driven model to explain what the mediating paths in organizational psychological factors-employee commitment reorganization joint effects on the employee's are organizationally-oriented life attitude.

## **2 Literature Review**

### **2.1 Work-Life Balance and Organizational Outcomes**

Whether we can maintain a healthy balance between jobs and our personal life determines our quality of life. Work-life balance is considered a good predictor of job satisfaction and organizational commitment universally [1, 2 3]. A good work-life balance helps to lower burnout levels and promotes a good attitude towards the work place [12, 13].

Nevertheless, several research indicate that the direct effect of work-life balance on commitment may become statistically non-significant when accounting for mediating factors like as job satisfaction or psychological well-being, suggesting a mediated pathway [14, 15].

- H1: Work-life balance enhances work satisfaction.
- H2: Work-life balance enhances organizational commitment.
- H3: Job satisfaction mediates the link between work-life balance and organizational commitment.

## 2.2 Perceived Organizational Support as a Psychological Resource

Perceived Organizational Support (POS) refers to an employee's perception that the organization values its interests and cares about its welfare. There is quite a large amount of data from experiments which demonstrates that perceived organizational support (POS) increases employee satisfaction, job involvement, and feelings of personal achievement, reduces work-related stress [4, 5, 6]. In the workplace DemandsResources (JD-R) model, perceived organizational support (POS) is an important resource that alleviates even the worst job experience and Harry discovered this surrogate social support for emotional connection [16, 17, 18].

- H4: Perceived organizational support favorably affects work satisfaction.
- H5: Perceived organizational support enhances organizational commitment.
- H6: Job satisfaction serves as a mediator in the link between perceived organizational support and organizational commitment.

## 2.3 The Detrimental Role of Job Stress

Job stress represents the psychological and physiological strain resulting from excessive work demands. Research shows that job stress undermines job satisfaction, leading to emotional exhaustion and disengagement [7, 9, 8]. Although several research indicate a negative correlation between stress and commitment, the more prevalent conclusion is that work satisfaction serves as a crucial mediator, mitigating or neutralizing the detrimental impacts of stress on organizational attachment [11, 3].

Given this, the direct path from job stress to organizational commitment is omitted in favor of a mediated-only pathway, aligning with findings from Hasan et al. [10] and Mbh et al. [9].

- H7: Job stress negatively influences job satisfaction.
- H8: Job satisfaction serves as a mediator in the link between job stress and organizational commitment.

## 2.4 Job Satisfaction as a Central Mediator

Job satisfaction has long been recognized as a central variable that bridges the influence of organizational factors (WLB, POS, stress) with behavioral outcomes like commitment [19, 20, 10]. Employees that are content with their positions exhibit more engagement, loyalty, and productivity. Numerous research confirm that job satisfaction completely or partly mediates the impact of organizational support and work-life balance on commitment [2, 21, 22].

- H9: Job satisfaction positively influences organizational commitment.

## 3 Methodology

It used a structured questionnaire to test the correlation between work-life equilibrium and POS, stress, job satisfaction, organizational commitment. This was a cross-sectional and quantitative study. To collect the samples, I invited employers from various public and private institutions in South Sulawesi province, Indonesia to participate in a survey conducted by both on-line or offline self-administered questionnaires. Scales of response were quoted by default using standardized items from earlier research on a 5point Likert scale (1 = Strongly disagree, 5 = Very much support). The sample size was considered suitable for relay studies through stratified purposive sampling in order to get a variety of units, fields, levels and organizations. The osmatic statistical technique used PLS-SEM in SmartPLS 4.0 because it was developed for models like the one we wanted to test (big and complex models with multiple latent variables), and also that nonnormal data can be anticipated. In order to evaluate the measurement models, a twostep evaluation was conducted. The reliability of the first was tested by checking Cronbach's alpha, and composite reliability. The second part examined convergent validity (average variance extracted) as well as discriminatory validity through the use of Heterotrait Monotrait ratio (HTMT). A second test of the structural model was done by inspecting path coefficients and performing bootstrapping for significance of indirect and direct effects. For addressing endogeneity issues, the research adopted a strongly specified theoretical structure, used mediating variables and checked multicollinearity tested through variance inflation factor ( $VIF < 3.3$ ). PLS-SEM had been chosen because of its proficiency in handling complex models with many mediators, dropping any tendency of data non-normality or low power through prediction under psychological research conditions.

## 4 Result

### 4.1 Sample Characteristics

This research included 212 workers from several commercial and public sector enterprises in South Sulawesi, Indonesia, to guarantee representativeness and contextual relevance. Participants were selected from several corporate roles, including operations, administration, commerce, and human resources. A stratified purposive sample method

was used to guarantee diversity in the respondents' jobs, tenure, and educational qualifications. Demographic data was gathered to delineate the sample's characteristics for gender, age, educational attainment, tenure, and functional division. Table 1 delineates the demographic distribution of the respondents.

**Table 1.** Respondent Demographic Profile

Demographic Indicator	Classification	Frequency (n)	Percentage (%)
Gender	Man	102	48,1
	Woman	108	50,9
Age	≤ 25 years	48	22,6
	26–35 years	80	37,7
	≥ 36 years	84	39,6
Academic Qualification	High School	12	5,7
	Diploma	35	16,5
	Bachelor's Degree (S1)	123	58,0
	Postgraduate (S2/S3)	42	19,8
Length of Employment	< 5 years	55	25,9
	5–10 years	85	40,1
	> 10 years	72	34,0
Organizational Unit	Operations	64	30,2
	Commercial	44	20,8
	Human Resources/Admin	56	26,4
	Technical Support	48	22,6

Source: Primary Data Process

The demographic profile indicates a nearly equal distribution of male and female respondents, with a dominant age group of 26–35 years (46.7%), reflecting a youthful but experienced workforce. Most participants hold at least a bachelor's degree (60.3%), and a substantial portion (20.7%) possess postgraduate qualifications. Tenure-wise, the majority of employees (71.7%) have worked for five years or more, indicating organizational familiarity. The functional division data shows adequate representation across operational, commercial, administrative, and technical roles, ensuring broad organizational coverage.

## 4.2 Measurement Model Assessment

**Table 2.** Measures with scale items, factor loadings, composite reliability (CR), Cronbach's  $\alpha$ , and average variance extracted (AVE)

Measure/ Variable	Item no	Scale/Item	Factor Loadi ng	CR	Cronbach's $\alpha$	AVE
<b>Work-Life Balance (WLB)</b>	WLB1	I have enough time to fulfill both work and personal responsibilities.	0.782	0.886	0.851	0.661
	WLB2	My job allows me to maintain a good balance between work and life.	0.831			
	WLB3	I can take care of personal needs while working.	0.805			
	WLB4	My personal life is not disrupted because of work.	0.741			
<b>Perceived Organizational Support (POS)</b>	POS1	My organization genuinely prioritizes my well-being..	0.870	0.927	0.912	0.680
	POS2	My organization gives thoughtful attention to my values and goals.	0.866			
	POS3	My organization demonstrates concern for my personal needs.	0.837			
	POS4	Help is available from Support from my organization is accessible whenever I face difficulties.	0.781			
	POS5	My contributions are appreciated by my organization.	0.815			
<b>Job Stress (JS)</b>	JS1	I feel overwhelmed by my job responsibilities.	0.791	0.865	0.822	0.616
	JS2	I often feel emotionally exhausted after work.	0.794			
	JS3	Work-related stress interferes with my personal life.	0.788			

Measure/ Variable	Item no	Scale/Item	Factor Loadi ng	CR	Cronbach's $\alpha$	AVE
<b>Job Satisfaction (JSat)</b>	JS4	I find it difficult to relax because of work pressure.	0.755	0.915	0.895	0.682
	JSat1	I feel satisfied with my current job.	0.872			
	JSat2	I feel a sense of achievement from my work.	0.825			
	JSat3	I enjoy my daily work activities.	0.861			
	JSat4	I feel that my job provides personal growth.	0.779			
<b>Organiza- tional Commitment (OC)</b>	OC1	I feel emotionally attached to this organization.	0.888	0.947	0.932	0.720
	OC2	I consider myself part of this organization's family.	0.872			
	OC3	I experience a strong feeling of connection and belonging to this organization.	0.912			
	OC4	I am eager to build my future career within this organization.	0.875			
	OC5	This organization holds deep personal significance for me.	0.851			

Source: Primary Data Process

Indicators evaluate the measures in every domain which was covered in this study, and they are based on reference scales from established empirical studies. Our operational definitions reflect the scales used in prior research. All the measurement items were rated on a five-point scale from 1 (strongly disagree) to 5/strongly agree. The measurement model was evaluated using convergent validity, internal consistency reliability and construct validity criteria. Table 2 reveals that all loadings were above the 0.70 threshold. This means our indicators are definitely reliable. These loadings will be less than or equal to 1 if the same results are observed across different VARs, instead, your ordinal gamma statistic could suggest lack of replicability. As for the AVE scores, making them all above 0.50 is another indication that convergent validity has been achieved. These results illustrate that our measurement model meets the criteria for psychometric properties as put forward by Hair et al. [23] and is therefore suitable to be used in more complex structural path analysis via the PLS-SEM approach.

**Table 3.** Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)

	<b>Job Satisfaction</b>	<b>Organizational Commitment</b>	<b>Perceived Org. Support</b>	<b>Job Stress</b>	<b>Work-Life Balance</b>
<b>Job Satisfaction</b>					
<b>Organizational Commitment</b>	0.801				
<b>Perceived Org. Support</b>	0.775	0.729			
<b>Job Stress</b>	0.654	0.601	0.573		
<b>Work-Life Balance</b>	0.638	0.562	0.504	0.457	

Source: Primary Data Process

Convergent validity was assessed using the Average Variance Extracted (AVE) and discriminant validity was evaluated by checking the Heterotrait-Monotrait (HTMT) matrices for all latent variable pairs. As displayed in Table 3, discrimination validity indexes all fell below 0.85 (24). For these five factors the convergent validity indices were thus satisfactory: Work-Life Balance, Pervasive Organizational Support, Job Stress, Job Satisfaction and Organizational Commitment. In fact, when we look at the HTMT index representing 'Job Satisfaction and Organizational Commitment, its value of 0.801 gives further positive grounds for the present variables obviously relate. The HTMTs through College Student (Heterotrait-Monotrait) are: Job Satisfaction and Perceived Organizational Support(0.775) and Perceived Organizational Support and Organizational Commitment(0.729) which are theoretically tenable links. Work-Life Balance also gets good HTMT values when compared with Job Satisfaction (0.638) and Organizational Commitment (0.562), thus showing it to be a valid representational facet of life. Measurement model HTMTs the regression model for discriminant validity, which shows that all of its constructs are conceptually and empirically distinct.

**Table 4.** Fornell–Larcker Criterion for Discriminant Validity

	<b>Job Satisfaction</b>	<b>Organizational Commitment</b>	<b>Perceived Org. Support</b>	<b>Job Stress</b>	<b>Work-Life Balance</b>
<b>Job Satisfaction</b>	<b>0.825</b>				
<b>Organizational Commitment</b>	0.731	<b>0.848</b>			
<b>Perceived Org. Support</b>	0.698	0.711	<b>0.824</b>		
<b>Job Stress</b>	0.592	0.538	0.466	<b>0.792</b>	
<b>Work-Life Balance</b>	0.609	0.497	0.485	0.427	<b>0.781</b>

Source: Primary Data Process

The Fornell-Larcker criterion is also included in this research, which compares the square of AVE for each construct with its inter-relationships to other constructs. Going through the square root of average variance extracted for each variable, we can see that the figures in bold and italic are located on diagonal line of a Table 2, As this is larger than any other row's figure (25-38), it serves as adequate means for distinguishing between these types [25]. We have satisfied the demand if Job Satisfaction's square root of AVE is 0.825 and the top score on Organizational Commitment 0.731. Correspondingly, the AVE square root corresponding to Work-Life Balance is 0.781, surpassing its maximum association with Job Satisfaction, which is 0.609. These data confirm that each latent construct encapsulates behaviors indicating that each latent variable captures a unique conceptual dimension not shared with others in the model. This result corresponds with previous studies suggesting a substantial although empirically separate relationship between work satisfaction and organizational commitment [10, 11], whereas perceived organizational support and job stress exhibit moderate to low intercorrelations with other dimensions [26, 12]. In summary, the Fornell–Larcker test offers further validation of the psychometric soundness of the measurement model, so affirming the theoretical uniqueness of each concept used in the research.

### 4.3 Hypothesis Testing Results

**Table 5.** Direct Effects from SEM–PLS Structural Model: Path Coefficients, t-values, and pvalues for Hypothesis Testing.

Hypothesis	Path	Coefficient ( $\beta$ )	t-value	p-value	Notes
H1	Work-Life Balance → Job Satisfaction	0.426	8.210	<0.001	Supported
H2	Work-Life Balance → Organizational Commitment	0.217	3.965	<0.001	Supported
H4	Perceived Organizational Support → Job Satisfaction	0.392	7.943	<0.001	Supported
H5	Perceived Organizational Support → Organizational Commitment	0.311	6.342	<0.001	Supported
H7	Job Stress → Job Satisfaction	-0.336	5.624	<0.001	Supported
H9	Job Satisfaction → Organizational Commitment	0.478	9.151	<0.001	Supported

Source: Primary Data Process

**Table 6.** Indirect Effects from SEM–PLS Structural Model: Path Coefficients, t-values, and pvalues for Hypothesis Testing.

Hipotesis	Jalur Mediasi	Koefisien			Status
		(β)	tvalue	pvalue	
H3	Work-Life Balance → Job Satisfaction → Organizational Commitment	0.183	3.482	<0.001	Supported
H6	Perceived Org. Support → Job Satisfaction → Organizational Commitment	0.164	2.891	0.004	Supported

Source: Primary Data Process

These are the results following an analysis of the structural model through PLSSEM. Direct effects show that perceived organizational support, job satisfaction, OC and WLB all have significant but positive relationships with one another. For Organizational Commitment, Job Satisfaction is the most powerful predictor( $\beta = 0.478, p <$

$0.001$ ), followed by Perceived Organizational Support ( $\beta = 0.311, p < 0.001$ ) WLB's effect of organizational commitment only exists temporarily, though its average size is 0.217 points ( $p < 0.001$ ). And Job Stress had a significant negative effect on Job Satisfaction ( $\beta = -0.336, p < 0.001$ ). This finding is again consistent with most findings about organizational psychology.

The mediation study suggests that Organizational Commitment is significantly influenced by Job Satisfaction and Perceived Organizational Support (H3 and H6) through indirect effects. These findings validate the mediating function of work satisfaction, corroborating previous research by Hasan et al. [10] and Talukder & Galang [12], and substantiating the theoretical integrity of the proposed model. All hypotheses were statistically supported, as evidenced by t-values exceeding the critical threshold of 1.96 and p-values below 0.05. This suggests that the structural routes are both significant and resilient.

## 5 Discussion

The current study expands the underpinnings of employee commitment theory by examining work-life balance (WLB) and its relationship to perceived organizational support (POS), stress on jobs and job satisfaction, before taking in corporate commitment public utilities in Indonesia. With PLS-SEM, we believe our data provide a strong empirical basis for this model, which strongly supports the mediating role played by work satisfaction in corporate loyalty.

This implies that in the expected direction Work-Life (WLB) will have a significant impact on work satisfaction and organizational commitment. Through its theoretical framework (Work-Life Enrichment Theory), as well as prior research [10, 27] in this area follows an integration model that can be altered to include all aspects of human life. Workers who manage a win-win solution come up with a satisfactory deal between what they have to do and what is merely optional future. Effective commitment is more probable from them. Therefore office would have flexible working conditions and reach

effective boundaries management the probability of this looms ever greater. Organisations which strive to allow employees sufficient flexibility to 'refresh' themselves could well see gains in terms of organisational attachments 5 The role of job satisfaction in mediating the relationship between work-life balance and organizational commitment supports findings that work-life policies lead to commitment via an affective mechanism, according to Wongsuwan et al.'s research [11].

Likewise, the fact that Perceived Organizational Support significantly influenced job satisfaction and commitment supports Social Exchange Theory (SET) of how employee's are willing to give their loyalty or trust if they feel supported by their organization both emotionally and tangible [16, 26]. The alternative path of job satisfaction suggests that organizational work characteristics foster commitment not only directly, but also indirectly through positive reactions in terms of employee morale and psychological health [4,12]. These findings are particularly important as in collectivist culture such as Indonesia, organizational caring holds high value.

The research also supports the view that there is a statistical significantly positive relation between job satisfaction and self-evaluation. With various models of the Job Demands–Resources (JD-R) Model as well as previous studies in high-pressure areas corroborating these results, this evidence was itself well confirmed and further augmented [7, 9]. Chronic job stress undermines motivation, increases emotional exhaustion, and erodes employee satisfaction ultimately weakening commitment to the organization. Although the mediation from job stress to commitment through satisfaction was not modeled in this study, existing literature strongly supports this indirect effect and calls for its further investigation [28, 29].

Most notably, Job Satisfaction emerged as the strongest predictor of Organizational Commitment, emphasizing its foundational role in human capital strategies. This aligns with meta-analytic findings [30] and affirms the value of satisfaction-driven interventions in retaining public sector employees. The significant mediating role of satisfaction across multiple paths also reflects its function as a central psychological construct in attitudinal outcomes.

In sum, this research contributes to the growing literature on employee commitment by integrating multiple antecedents within a coherent structural framework. It extends previous models by demonstrating how both resources (WLB, POS) and strains (job stress) exert their effects through the satisfaction pathway. Moreover, it highlights the contextual relevance of these relationships in a public utility environment undergoing transformation in Indonesia. The findings offer practical implications for HR policymakers, particularly regarding stress management, work-life programs, and support systems as levers for enhancing organizational commitment.

## 6 Conclusion

This study utilized PLS-SEM to examine the associations among POS, Job Stress, OC and WLB in a sample of employees from state-owned power company in Indonesia. And job satisfaction was introduced as a mediator variable. Findings The results reveal

that WLB and POS significantly increase job satisfaction and organizational commitment, while workplace stress decreases the satisfaction. One of the largest mediator was job satisfaction, illustrating its critical position as a conduit that linked organisational practices to attitudinal outcomes. Theoretically, this study contributes to both the Social Exchange Theory/Job Demands–Resources model by integrating resource-based and strain-based antecedents of commitment into an integrated framework as well as providing some contextually relevant findings focused on a public sector environment in developing countries. Results suggest that firms can increase commitment through the development of work-life balance programs that enhance perceived support and reduce workplace stress when job satisfaction is used as a key lever. The research is limited to a cross-sectional design and sector-specific focus, suggesting the necessity for longitudinal work, comparison across sectors and inclusion of alternative mediators such as involvement or well-being. The findings of this research highlight the importance of developing supportive and equitable work arrangements for promoting employee happiness and long-lasting organizational commitment.

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