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The Role of Job Satisfaction in Mediating the Impact of Work-Life Balance and Employee Engagement on Organizational Commitment

Deri Monata¹, Yulihhasri Yulihhasri²

¹Program Magister Manajemen Institut Teknologi dan Bisnis Haji Agus Salim, West Sumatera, Indonesia, email. derihattal@gmail.com

² Program Magister Manajemen Institut Teknologi dan Bisnis Haji Agus Salim, West Sumatera, Indonesia.

Corresponding Author: derihattal@gmail.com¹

Abstract: This study investigates the influence of work-life balance, employee engagement, and job satisfaction on organizational commitment among employees. Utilizing a quantitative method with a causal design, data were collected from 191 employees through questionnaires. The results indicate that employee engagement and job satisfaction significantly impact organizational commitment. Employees who are more engaged and satisfied tend to have higher levels of commitment. Additionally, work-life balance was found to positively affect job satisfaction, with a good work-life balance enhancing employee satisfaction. The study also revealed that job satisfaction and employee engagement mediate the effect of work-life balance on organizational commitment. Therefore, a good work-life balance increases job satisfaction and employee engagement, ultimately enhancing organizational commitment. This research contributes to the understanding of the relationships between work-life balance, employee engagement, job satisfaction, and organizational commitment, providing practical guidance for management in creating a supportive work environment to boost employee motivation and commitment.

Keyword: Organizational Commitment, Work-life Balance, Employee Engagement

INTRODUCTION

Organizational commitment is a crucial behavioral dimension in evaluating employees' desire to remain within the organization (Sapitri & Suryalena, 2016). Employees who are committed to the organization tend to exhibit high loyalty and pride towards their organization, motivating them to maintain good performance (Hakim & Hidayat, 2018). High levels of commitment encourage employees to take responsibility for the organization's sustainability and contribute to continuous improvement.

According to a survey conducted by Towers Watson in 2014, reported by the media outlet ekbis.sindonews.com, involving 1,000 employees in Indonesia from various job levels, it was found that 66% of employees tended to leave their companies within two

years, while only 34% expressed an intention to stay. Another survey by Mercer Indonesia in 2022, reported in *topcareer.id* by Ferdian (2022), collected data from over 23,200 employees from both local and multinational companies in Indonesia. The results showed that 30% of the surveyed employees felt unable to achieve their career goals in their current companies. They believed there were better opportunities outside their organizations, often leading them to leave the company.

These survey results indicate that the level of organizational commitment among employees is still low and needs to be improved to ensure longer employee retention. Although the surveys show that employees tend to leave companies for various reasons, organizational commitment remains a serious issue that companies must address. Employees who lack commitment can hinder the organization from achieving its goals. In this context, PT Tina Dimans Raya Padang (hereafter referred to as PT. TDR Padang) serves as the research object to evaluate the organizational commitment level of its employees, which is a significant issue in its organizational structure.

The data on employee turnover for PT TDR Padang over the past three years, from 2021 to 2023, is presented in the following table:

Table 1. Employees Turn Over

Year	Total of Employee	Employees Hired	Employees Resigned	Turnover(%)
2021	223	9	26	11.66%
2022	208	11	22	10.57%
2023	201	15	21	10.44%

Source: PT. Tina Dimans Raya Padang (2024)

Based on the data presented in Table 1, the employee turnover rate at PT Tina Dimans Raya Padang was 11.66% in 2021, 10.57% in 2022, and 10.44% in 2023. These figures indicate that the employee turnover rate at the company is relatively high and not ideal. Research by Gallup Consulting suggests that the ideal turnover rate is around 10% per year.

In addition to turnover data, another indicator that may reflect issues with organizational commitment is employee absenteeism, as shown in the following table:

Table 2. Data of Employee Absences

Month	Employees	Absences	Sick Leaves	Late
October 2023	201	17	7	21
November 2023	201	21	7	20
December 2023	201	26	9	23

Source: PT. Tina Dimans Raya Padang (2024)

From Table 2, it is evident that in the last three months, from October to December, there has been an increase in employee absenteeism. This suggests a potential issue with employee commitment, as the rate of absenteeism exceeds normal thresholds. The standard maximum acceptable absenteeism rate is approximately 5% of the total workforce per month, which in this case equates to three employees. The data showing absenteeism beyond this norm, especially with repeated absences and lateness over the past three months, indicates that there are underlying issues affecting organizational commitment that warrant attention.

Companies often overlook the importance of maintaining employee commitment due to their focus on achieving corporate goals. As a result, many employees choose to resign and seek opportunities elsewhere. Several factors influence organizational commitment, one of which is the work environment. The work environment significantly impacts employees' emotional well-being. When employees feel comfortable in their work environment, they are

more likely to stay and perform their tasks effectively (Fahmi, 2016). Paying attention to and creating a motivating work environment can enhance employee morale (Qoyyimah, Abrianto, Chamidah, 2019). A safe, conducive work environment equipped with adequate facilities will make employees feel comfortable and improve their mood, which in turn positively affects their performance and the company's productivity.

Employee engagement is a key attitude held by employees and is believed to be related to organizational commitment. Previous research has shown varying findings regarding the relationship between employee engagement and organizational commitment. Studies by Boonsiritomachai & Sud-On (2021) and Sadikin, Tecualu, Desy (2020) have indicated that employee engagement has a significant positive effect on organizational commitment. Conversely, research by Rameshkumar (2020) found no significant relationship between employee engagement and organizational commitment. Additionally, there are differing findings in research concerning the relationship between job satisfaction and organizational commitment. Curry et al. (1986) concluded that job satisfaction does not significantly affect organizational commitment. However, To and Huang (2022) found that job satisfaction has a positive impact on organizational commitment.

Another factor examined is work-life balance and its relationship with job satisfaction. Research by Mustagfirin, Wulan, and Haryono (2019) and Taheri, Miah, and Kamaruzzaman (2020) found that work-life balance has a significant positive effect on job satisfaction. However, Santoso and Sidik (2019) reported no significant relationship between work-life balance and job satisfaction. Furthermore, studies exploring the relationship between employee engagement and job satisfaction have shown varied results. Putra and Darmastuti (2021) found a significant positive impact of employee engagement on job satisfaction, whereas Fairnandha (2021) found no significant relationship between the two.

These varying findings suggest that the relationships between employee engagement, job satisfaction, and organizational commitment may differ depending on the context and research methodology employed. Thus, further research is necessary to gain a better understanding of the dynamics among these variables.

Previous studies have identified several variables that may influence organizational commitment, including: perception of supervisor support (Bae, 2021), perception of organizational support (Bae, 2021), work-life balance (Boonsiritomachai & Sud-On, 2021; Aruldoss, Berube, Travis, Parayitam, 2022), organizational learning (Somaskandan, Parayitam, Arulandu, 2022), job satisfaction (To & Huang, 2022), and employee engagement (Sadikin et al., 2020).

This study aims to explore the impact of work-life balance and employee engagement on organizational commitment at PT Tina Dimans Raya Padang, considering the mediating role of job satisfaction. In this context, work-life balance refers to the flexibility of working hours and the balance between employees' work responsibilities and personal life, while employee engagement reflects the level of emotional involvement and motivation employees have towards their work. Job satisfaction, as a mediating variable, is seen as a factor that facilitates the relationship between work-life balance, employee engagement, and organizational commitment. This research is expected to provide a deeper understanding of the dynamics among these variables within the context of PT Tina Dimans Raya Padang and offer valuable insights for the company's management in enhancing employee organizational commitment.

METHOD

This study employs a quantitative research approach. The population of the research consists of employees at PT. Tina Dimans Raya Padang. Sampling was conducted using a non-probability sampling technique, specifically a saturation sampling method. The total sample size for this study is 191 respondents. Data collection was carried out through a

survey method using a questionnaire as the instrument. The collected data were analyzed using the Smart-PLS software. Structural Equation Modeling (SEM) was utilized to test the research model. The results of the SEM analysis were used to evaluate the path coefficients in this study (Hair et al., 2019).

RESULTS AND DISCUSSION

In this study, there were 191 respondents who participated by filling out the questionnaires directly. The findings indicate that the majority of respondents were male, with a total of 161 individuals, accounting for 80.76% of the total respondents. Female respondents numbered 30, representing only 19.25% of the total 191 respondents. Regarding age, the majority of respondents were between 31 and 40 years old, totaling 75 individuals or 39.27%, followed by those aged 21 to 30 years, amounting to 65 individuals or 34.03%. In terms of educational background, the majority of respondents had a high school diploma (SMA), with 112 individuals or 58.64%. The second largest group was those with a diploma (D1-D3), totaling 56 individuals or 29.32%, while bachelor's degree (S1) holders comprised 23 individuals or 12.04%. Regarding length of service, most respondents had been employed for 2 to 5 years, totaling 84 individuals or 43.98%. The second largest group had been employed for 6 to 10 years, with 67 individuals or 35.08%.

Outer Model- Measurement Model

The evaluation of the measurement model, or outer model, is essential for assessing the validity and reliability of the model. In PLS-SEM, the measurement model consists of a set of relationships between indicators and latent variables (Hair et al., 2016). According to Hair et al. (2016), to assess convergent validity, the outer loading values of indicators should be greater than 0.70. However, Henseler et al. (2015) suggest that reflective indicator loadings can be considered adequate for latent variables if they exceed 0.50, implying that a loading factor between 0.50 and 0.70 is acceptable but not ideal. By ensuring that the outer loadings of the indicators meet these thresholds, researchers can confirm that the indicators are valid measures of their respective latent variables and contribute to the overall reliability and robustness of the model.

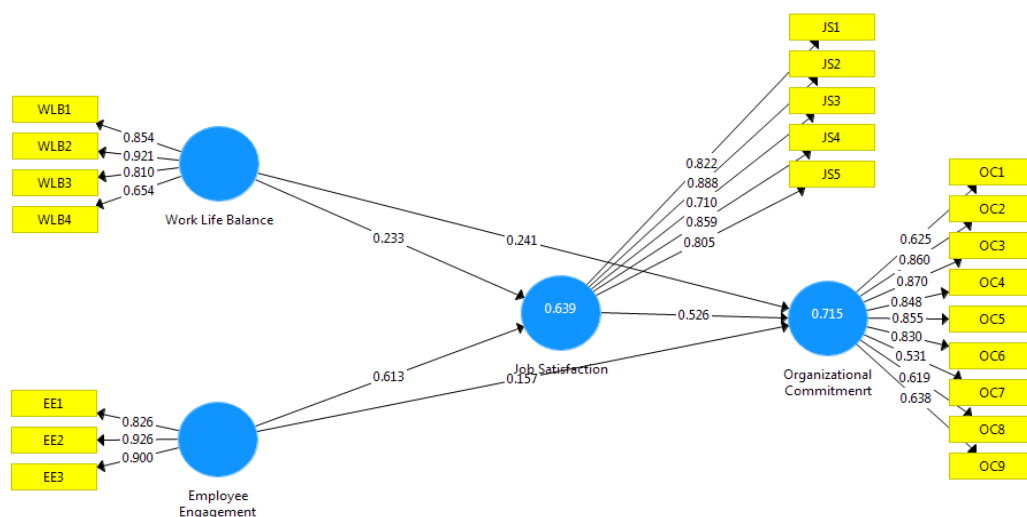


Figure 1. The results of reflective indicator loadings in a measurement model

After the removal of indicators OC1, OC6, OC7, OC8, and OC9, and according to the Fornell-Larcker Criteria, the results of the final measurement model are presented in the following table:

Table 3. Discriminant Validity Results

Variable	Employee Engagement	Job Satisfaction	Organizational Commitment	Work Balance	Life
Employee Engagement	0.885				
Job Satisfaction	0.768	0.832			
Organizational Commitment	0.874	0.791	0.673		

Source: Processing output SmartPLS 3.0 (2024)

Based on Table 3 above, it is evident that all values are below 0.9. However, this is permissible since the Fornell-Larcker Criterion (from the previous test) has already met the specified criteria.

Internal Consistency Reliability

After evaluating the validity of the indicators, the next step is to assess the reliability of each latent construct using Cronbach's alpha and composite reliability values. Cronbach's alpha and composite reliability values are used to ensure the reliability of PLS constructs, as recommended by Hair et al. (2021), with values ranging from 0.7 to 0.9. Table 4.5 below presents the results of the internal consistency reliability test:

Table 4. Descriptive Statistical Testing Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Employee Engagement	0.861	0.915	0.783
Job Satisfaction	0.876	0.910	0.671
Organizational Commitment	0.938	0.953	0.802
Work Life Balance	0.825	0.886	0.664

Source: Processing output SmartPLS 3.0 (2024)

The results of the internal consistency reliability test in Table 5 show that the Cronbach alpha and composite reliability values have passed the predetermined criteria, namely between 0.7 - 0.9 (Hair et al., 2021). all variables have met the AVE value criteria > 0.5.

Koefisien Determinasi R-Square (R²)

The coefficient of determination, R-Square (R²), indicates the extent to which independent variables explain the variation in the dependent variable. The value of R-Square ranges from zero to one. A higher R-Square value, approaching one, signifies that the independent variables account for most of the variation in the dependent variable, providing all the necessary information for prediction. Conversely, a lower R-Square value indicates a limited ability of the independent variables to explain the variation in the dependent variable. Based on the data processing conducted, the obtained R-Square values are as follows:

Table 5. R²

Variable	R Square
Job Satisfaction	0.642
Organizational Commitment	0.604

Source: Processing output SmartPLS 3.0 (2024)

Based on Table 5, it can be concluded that all independent variables in the study explain approximately 64.2% of the variance in Job Satisfaction and account for 60.4% of the variance in Organizational Commitment.

Effect size (f^2)

Effect size (f^2) is a measure used to assess the relative impact of an exogenous variable on an endogenous variable. The f^2 value of a model is used to determine the magnitude of the effect size of an endogenous latent variable on an exogenous latent variable. According to Ghazali (2014), if the f^2 value is 0.35, it indicates a strong effect; if it is 0.15, it indicates a moderate effect; and if it is 0.02, it indicates a weak effect.

Table 6. Effect size (f^2)

Variable	Employee Engagement	Job Satisfaction	Organizational Commitment	Work Life Balance
Employee Engagement		0.492	0.041	
Job Satisfaction			0.259	
Organizational Commitment				
Work Life Balance		0.072	0.005	

Source: Processing output SmartPLS 3.0 (2024)

Based on Table 6, it is observed that the variable Work-Life Balance has a weak effect on Organizational Commitment. Meanwhile, Employee Engagement has a moderate effect on Organizational Commitment, Work-Life Balance has a moderate effect on Job Satisfaction, and Employee Engagement has a strong effect on Job Satisfaction. Additionally, Job Satisfaction has a moderate effect on Organizational Commitment.

Predictive Relevance (Q^2)

Predictive Relevance (Q^2) is used to represent the synthesis of validation and fitting functions with the prediction of manifest variables and estimation of construct parameters. A Q^2 value greater than 0 indicates that the model has predictive relevance, while a Q^2 value less than 0 indicates that the model has poor predictive relevance (Hair et al., 2014). The Q^2 value is presented in Table 4.8, which shows the predictive relevance (Q^2) for the structural model. This measure assesses how well the observed values are predicted by the model and its parameter estimates. It is applicable only to endogenous factor models. A Q^2 value greater than 0 demonstrates that the model has predictive relevance, whereas a Q^2 value less than 0 indicates that the model lacks predictive relevance.

Table 7. Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Engagement	771.000	771.000	
Job Satisfaction	1285.000	751.873	0.415
Organizational Commitment	1285.000	675.325	0.474
Work Life Balance	1028.000	1028.000	

Source: Processing output SmartPLS 3.0 (2024)

Table 7 indicates that both Job Satisfaction (JS) and Organizational Commitment (OC) have met the predictive relevance criteria, with Q^2 values greater than 0. Therefore, it can be concluded that Job Satisfaction (JS) and Organizational Commitment (OC) fulfill the criteria for predictive relevance.

Hypotheses Testing

The study analyzes the impact of work-life balance and employee engagement on organizational commitment, with job satisfaction as a mediating variable. The detailed results of the hypothesis testing are presented in Table 8 below:

Table 8. Hypothesis Testing (Direct Effect)

Hypotheses (Direct)	β value	tvalue	pvalue	Result
Employee Engagement -> Job Satisfaction	0.614	11.128	0.000	Supported
Employee Engagement -> Organizational Commitment	0.227	3.105	0.002	Supported
Job Satisfaction -> Organizational Commitment	0.535	8.129	0.000	Supported
Work Life Balance -> Job Satisfaction	0.235	4.039	0.000	Supported
Work Life Balance -> Organizational Commitment	0.067	0.947	0.344	Rejected

Source: Processing output SmartPLS 3.0 (2024)

Based on Table 8, it can be concluded that only one hypothesis was not accepted: the effect of Work-Life Balance on Organizational Commitment, as the t-value is below 1.967.

Table 9 presents the results of the indirect hypothesis testing:

Table 9. Hypotheses (Indirect Effect)

Hypotheses (Indirect)	β value	tvalue	pvalue	Result
Employee Engagement -> Job Satisfaction -> Organizational Commitment	0.328	6.493	0.000	Supported
Work Life Balance -> Job Satisfaction -> Organizational Commitment	0.126	3.883	0.000	Supported

Source: Processing output SmartPLS 3.0 (2024)

Discussion

Based on Table 9, it can be concluded that all indirect hypotheses are accepted with t-values greater than 1.967. The following discussion provides insights into the results and analysis of data from the previous chapter. The research findings indicate that work-life balance does not have a positive and significant effect on organizational commitment at PT. Tina Dimans Raya. This suggests that the implementation of work-life balance policies at the company may not yet be effective or fully appreciated by employees. Therefore, it is crucial for the management of PT. Tina Dimans Raya to reevaluate their work-life balance strategies and policies and to understand other significant factors that contribute to organizational commitment among their employees. This result aligns with the findings of Widjaya et al. (2021), but contrasts with those of Faisal and Dewi (2019), Gunawan and Ardana (2020), and Bernarto and Herjany (2018).

The study also shows that employee engagement positively and significantly impacts organizational commitment at PT. Tina Dimans Raya. This highlights the importance of employee engagement in building loyalty and commitment to the company. Employee engagement involves aspects such as a sense of belonging, motivation, and emotional involvement in one's work and the company. Therefore, PT. Tina Dimans Raya should focus on strengthening practices that promote employee engagement, such as providing constructive feedback, creating career development opportunities, and ensuring that employees feel valued and recognized for their contributions. By enhancing employee engagement, the company can not only increase employee commitment but also overall

productivity and job satisfaction. This result is consistent with Putra and Darmastuti (2021) and Lahat and Marthanti (2021).

The findings also indicate that job satisfaction positively and significantly affects organizational commitment at PT. Tina Dimans Raya. This underscores the importance of job satisfaction in fostering employee loyalty and commitment to the company. Therefore, it is important for management to continuously monitor and improve factors contributing to job satisfaction, such as ensuring fair compensation, providing adequate facilities, and fostering an inclusive and supportive work culture. By maintaining high levels of job satisfaction, PT. Tina Dimans Raya can strengthen employee commitment to the organization, which in turn supports the achievement of company goals and overall success. This result aligns with To and Huang (2022), Bashir and Gani (2020), and Çınar et al. (2022).

The study also finds that work-life balance positively and significantly affects job satisfaction at PT. Tina Dimans Raya. This highlights the importance of work-life balance in enhancing employee satisfaction. At PT. Tina Dimans Raya, policies and practices that support work-life balance, such as flexible working hours, work-from-home options, and support for personal needs, may play a role in increasing employee job satisfaction. By paying attention to work-life balance, the company can create a healthier and more productive work environment. Therefore, it is important for management to continue to support and promote work-life balance as part of their job satisfaction improvement strategy. This way, employees will feel more valued and satisfied with their roles in the company, which can ultimately enhance their loyalty, productivity, and commitment to PT. Tina Dimans Raya. This result is consistent with Taheri et al. (2020), Mustagfirin et al. (2019), Ramli (2019), and Purwana et al. (2020).

The study also reveals that employee engagement positively and significantly affects job satisfaction at PT. Tina Dimans Raya, emphasizing the crucial role of employee engagement in improving job satisfaction. Employee engagement involves enthusiasm, commitment, and emotional involvement in work and the company. Engaged employees tend to be more satisfied with their jobs because they feel valued, purposeful, and able to make meaningful contributions. At PT. Tina Dimans Raya, high levels of engagement may result from various company initiatives, such as providing constructive feedback, recognizing achievements, and offering opportunities for development and participation in decision-making. Therefore, it is essential for management to continue developing strategies that enhance employee engagement, such as creating an inclusive work environment, offering career development opportunities, and fostering effective communication. By improving employee engagement, the company can increase job satisfaction, as well as employee productivity and retention, contributing to long-term success. This result is consistent with Putra and Darmastuti (2021) and Lahat and Marthanti (2021).

The study finds that job satisfaction mediates the effect of work-life balance on organizational commitment at PT. Tina Dimans Raya. This reveals the complex relationship between these factors in shaping employee loyalty to the company. A good work-life balance not only directly impacts organizational commitment but also enhances job satisfaction, which in turn strengthens commitment. When employees perceive a healthy balance between work and personal life, they are more satisfied with their jobs. This satisfaction then fosters positive feelings and stronger emotional attachment to the company. At PT. Tina Dimans Raya, policies supporting work-life balance, such as flexible working hours and support for personal needs, can increase job satisfaction, which then contributes to higher organizational commitment. Therefore, the company management needs to continue to focus on and improve work-life balance aspects to ensure that employees are satisfied with their jobs. Thus, job satisfaction can act as a bridge strengthening the relationship between work-life balance and organizational commitment, creating a more productive and harmonious work

environment and promoting employee loyalty to PT. Tina Dimans Raya. This finding aligns with Martini and Susanto (2021) and Lahat and Marthanti (2021).

The study also shows that job satisfaction mediates the effect of employee engagement on organizational commitment at PT. Tina Dimans Raya, highlighting the important role of job satisfaction in reinforcing the relationship between employee engagement and commitment to the company. Therefore, it is crucial for PT. Tina Dimans Raya's management to not only focus on enhancing employee engagement through various initiatives such as training, recognition, and effective communication but also to ensure that employees are satisfied with their roles and work environment. By addressing both aspects, the company can create a positive cycle where employee engagement and job satisfaction mutually reinforce each other, leading to stronger and more stable organizational commitment. This result is consistent with Fogaça and Junior (2016), Shah et al. (2014), and Mardanov (2020).

CONCLUSION

Referring to the results of the data analysis and discussion regarding the research on the impact of work-life balance and work engagement on organizational commitment through job satisfaction as a mediating variable at PT. Tina Dimans Raya, several conclusions can be drawn:

1. The findings indicate that employee engagement has a positive and significant impact on organizational commitment.
2. The study shows that job satisfaction positively and significantly impacts organizational commitment at PT. Tina Dimans Raya.
3. The research indicates that job satisfaction mediates the effect of work-life balance on organizational commitment at PT. Tina Dimans Raya. Future research should explore the factors influencing job satisfaction as a mediator in the relationship between work-life balance and organizational commitment. Further studies could focus on identifying specific elements of work-life balance that most impact job satisfaction, such as work flexibility, personal needs support, or leave policies. Additionally, future research could examine how different aspects of job satisfaction, such as rewards, career development, and coworker relationships, contribute to organizational commitment. Longitudinal studies could also be conducted to evaluate how changes in work-life balance and job satisfaction affect organizational commitment over time. Further analysis could be expanded to include various industry sectors or types of organizations to compare findings and identify more general patterns. By identifying underlying factors and measuring their impact in more detail, PT. Tina Dimans Raya can design more effective policies to improve work-life balance and job satisfaction, which in turn can strengthen organizational commitment and support the company's long-term success.
4. The study suggests practical recommendations to focus on improving aspects of work-life balance that directly affect employee job satisfaction. By optimizing these aspects, PT. Tina Dimans Raya can enhance job satisfaction, which will strengthen employee commitment to the organization. This will not only increase employee loyalty and productivity but also support the achievement of the company's overall goals.
5. For future research exploring how job satisfaction mediates the effect of work-life balance and employee engagement on organizational commitment, several theoretical suggestions can be considered. First, studies could utilize motivational theories such as Maslow's Need Theory or Herzberg's Two-Factor Theory to understand how basic needs and intrinsic motivation relate to job satisfaction and organizational commitment. Investigating how work-life balance meets basic needs

and enhances employee motivation can provide insights into the mediation mechanisms. Second, theories of employee engagement, such as Kahn's Engagement Theory, could be used to explain how emotional and cognitive engagement contributes to job satisfaction and organizational commitment. Research could explore different dimensions of engagement and how each interacts with job satisfaction. Third, social exchange theories, such as Social Exchange Theory, could be used to assess how the quality of relationships between employees and the organization affects job satisfaction and commitment. Research could investigate how social support, recognition, and trust between management and employees play a role in this mediation process. Finally, longitudinal approaches could be adopted to understand how the relationships between work-life balance, employee engagement, and job satisfaction evolve over time and affect organizational commitment. This approach allows for the observation of dynamic and long-term changes in these factors. By employing these theoretical frameworks, future research can provide a deeper understanding of the complex relationships between work-life balance, employee engagement, job satisfaction, and organizational commitment.

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