

The Effect of Work-Life Balance on Organizational Commitment with Job Satisfaction as a Mediating Variable among Nurses at dr. Reksodiwiryo Military Hospital

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ABSTRACT

In organizational behavior, organizational commitment is crucial. Every person who is dedicated to themselves wants to keep helping the company succeed. According to this study, the primary elements that boost an individual's commitment to their company are work-life balance and job satisfaction. Thus The goal of this research is to ascertain how work-life balance and organizational commitment are mediated by job satisfaction.

The objects in this study were 113 nurses from dr. Reksodiwiryo Military Hospital, who were selected based on cluster proportional random sampling technique and using questionnaire to gather data. This research employed a quantitative methodology and version 4.1.1.2 of SMARTPLS was used to evaluate the data.

The findings show that job satisfaction drives organizational commitment, Organizational commitment is influenced by work-life balance, and the connection among work-life balance and organizational commitment can be mediated by job satisfaction.

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INTRODUCTION

Doctor Reksodiwiryo Military Hospital is a healthcare institution that bears a significant responsibility in providing medical services in the city of Padang. As the core personnel in delivering care, nurses are required to perform their duties with a high level of professionalism under challenging working conditions. In this context, organizational commitment becomes a crucial factor in determining service quality and the sustainability of hospital operations. Organizational commitment reflects the extent to which individuals possess emotional attachment, willingness to contribute, and loyalty to the organization (Luthans & Doh, 2020; Popoola & Fagbola, 2023). Nurses with high commitment tend to demonstrate positive behaviors in the workplace, take responsibility for their tasks, and contribute to achieving the hospital's objectives (Hasan et al., 2021; Mone, 2020). However, keeping up such a commitment is difficult, particularly in a workplace that requires flexibility with time and has a lot of emotional strain.

One key factor that may influence nurses' organizational commitment is their ability to maintain a healthy balance between work and personal life. The capacity to effectively balance work

responsibilities and personal life is recognized as a significant contributing factor (Žnidaršič & Bernik, 2021). Nurses, particularly those working in shifts and under contract status, often face limitations in time to rest or engage in personal activities. This lack of balance may cause stress and exhaustion, which can negatively affect their commitment to the organization. Similar studies have denoted that a good work-life balance is linked to increased employee loyalty and productivity (Liu et al., 2019; Abdulaziz & Bashir, 2022).

Organizational commitment is shaped by work-life balance through the mediating role of job satisfaction. How someone feels about their work is reflected in their level of job satisfaction (Gragano et al., 2020). When nurses are happy with their job, have a higher chance to be motivated and committed to the hospital where they work. Previous studies have suggested that work-life balance and organizational commitment may be mediated by job satisfaction (Latupapua, 2021; Reza, 2020; Trendy, 2019).

As the foregoing explanation suggests, the researcher is interested in Analyzing the connections among these three variables in the context of healthcare. Job satisfaction as a mediating factor in the relationship between work-life balance and organizational commitment among Nurses at dr. Reksodiwiryo Military Hospital is the study's title.

LITERATURE REVIEW

The foundation of this research is the Social Exchange Theory (Blau, 1964), which states that the relationship between individuals and organizations is formed through mutually beneficial social exchanges.

Organizational Commitment

Organizational commitment reflects how strongly a person feels both emotionally as well as mentally connected to their workplace and are willing to contribute toward achieving its goals (Popoola & Fagbola, 2023; Nasimiyu & Egessa, 2021). Individuals with high commitment demonstrate loyalty, dedication, and active involvement in supporting the organization's success (Latupapua, 2021). In essence, organizational commitment involves a strong sense of loyalty, the desire to maintain a role within the organization, and high motivation to contribute fully to its values and objectives.

Work-Life Balance

The ability of people to manage the responsibilities of their jobs while attending to their personal and family needs is known as work-life balance (Talukder, 2019). Achieving this balance requires effort to ensure that individuals have sufficient time and energy to meet both professional responsibilities and personal obligations (Žnidaršič & Bernik, 2021).

Job Satisfaction

A good or negative opinion of one's work overall is known as job satisfaction (Gragano et al., 2020). It is closely related to how individuals feel about their responsibilities—satisfaction typically leads to positive behaviors such as loyalty and strong performance, while dissatisfaction can result in negative outcomes like absenteeism or reduced motivation (Armstrong in Setyaningrum & Ekhsan, 2021).

METHOD

This study employed a quantitative method using cluster proportional random sampling and included 113 nurses from dr. Reksodiwiryo Military Hospital. Data were gathered using a Likert-scale questionnaire, and analyzed using SmartPLS version 4.1.1.2.

RESEARCH RESULT

1. Outer Model

The Outer Model is one part of the model that shows the connection between latent variables (constructs) and the indicators that correspond to them (manifest variables). This model is used to assess how well the indicators represent the measured latent construct.

a) Validity Test

1) Convergent Validity

Convergent validity is one of the criteria used in validity testing through SmartPLS analysis. This test is conducted on reflective indicators, with the loading factor value serving as the benchmark. An indication is regarded as valid if its loading factor value exceeds 0.70 within the same construct. The following picture shows a model diagram exhibiting the causal links between constructs, as well as the loading factor values for each indicator.

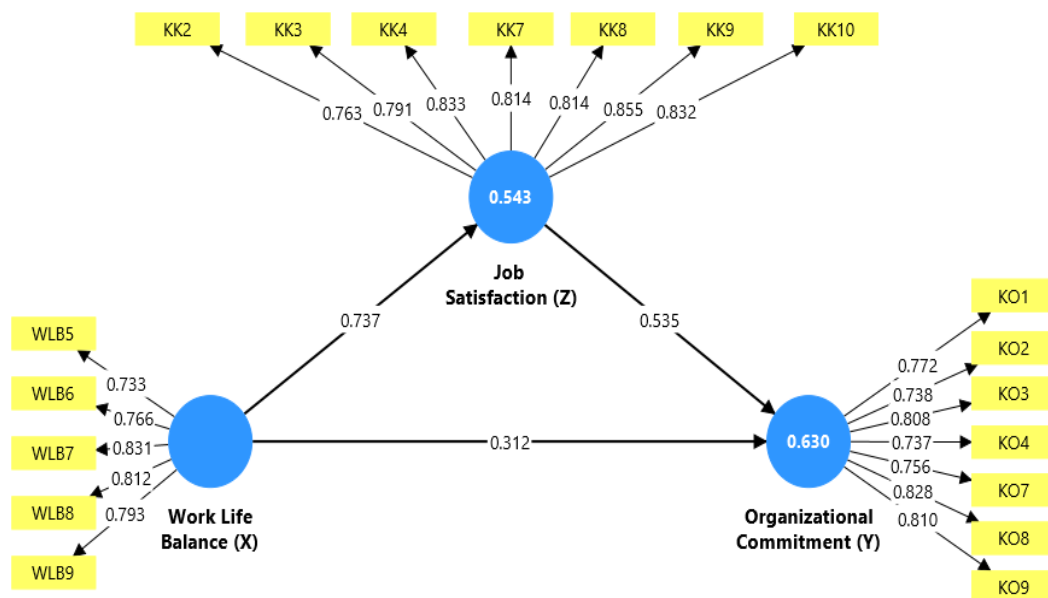


Figure 1. Outer Loading

Source: Primary Data Processed by SmartPLS v 4.1.1.2.

The figure shows the initial measurement model that tests the validity of each indicator against its main variable. According to the data analysis results As summarized in figure 1 indicates that all indicators' outer loading values are higher than 0.70, implying that their convergent validity is valid. In addition to the outer loading values, the AVE values are also considered. Table 1 below provides the AVE values.

Variable	Average Variance Extracted (AVE) (>0,5)
Job Satisfaction	0,664
Organizational Commitment	0,607
Work-Life Balance	0,621

Table 1. AVE Value

Source: Primary Data Processed by SmartPLS v 4.1.1.2

As shown in Table 1 above, the AVE value >0.5, indicating that the convergent validity test meets the criteria and can be considered valid.

2) Discriminant Validity

The evaluation of discriminant validity is done to ascertain whether a latent variable is distinct from other variables by comparing its loading factor with those of different latent constructs. The loading factor for each indicator should be higher on its associated latent variable than on any other. This evaluation is typically conducted using cross-loading analysis.

	Job Satisfaction	Organizational Commitment	Work-Life Balance
KK2	0,763	0,711	0,586
KK3	0,791	0,554	0,498
KK4	0,833	0,577	0,608
KK7	0,814	0,591	0,480
KK8	0,814	0,573	0,471
KK9	0,855	0,659	0,744
KK10	0,832	0,666	0,735
KO1	0,531	0,772	0,523
KO2	0,517	0,738	0,455
KO3	0,604	0,808	0,536
KO4	0,599	0,737	0,483
KO7	0,699	0,756	0,558
KO8	0,594	0,828	0,628
KO9	0,603	0,810	0,644
WLB5	0,536	0,520	0,733
WLB6	0,503	0,522	0,766
WLB7	0,589	0,484	0,831
WLB8	0,689	0,628	0,812
WLB9	0,561	0,610	0,793

Table 2. Cross Loading

Source: Primary Data Processed by SmartPLS v 4.1.1.2

Table 2 demonstrates that the data is valid, as the correlations between the construct and other latent variables are lower than the correlation values within the construct itself.

b) Reliability Test

Finding out how much a measuring equipment can be relied upon or trusted is the goal of reliability testing. If the measurement results are reasonably consistent, the measuring device is considered reliable. Every item and question used in this study will have its reliability evaluated using the Cronbach’s Alpha values >0.70. To test the reliability of all items or questions in this study, the table below shows the Cronbach’s Alpha values used to assess reliability.

Variable	Cronbach's Alpha	Information
Job Satisfaction	0,916	Reliable
Organizational Commitment	0,892	Reliable
Work-Life Balance	0,847	Reliable

Table 3. Cronbach's Alpha

Source: Primary Data Processed by SmartPLS v 4.1.1.2

According to the reliability test, Reliability is classified as satisfactory if the Cronbach's Alpha value meets the score greater than 0.70. All the constructs examined in this research possess Cronbach's Alpha values >0.70, which signifies that the instrument is reliable.

2. Inner Model Test

Assessing the causal relationships between latent variables is the goal of the structural or inner model. This analysis was performed using SmartPLS version 4.1.1.2, with model evaluation relying on R-Square values. The outcomes of the R-Square analysis are displayed in the following table.

	R-Square
Job Satisfaction	0,543
Organizational Commitment	0,630

Table 4. R-Square

Source: Primary Data Processed by SmartPLS v 4.1.1.2

R-square values are applicable only to endogenous constructs. The R-square score for job satisfaction is 0.543, Which shows that work-life balance contributes 54.3% of the variable in job satisfaction and 45.7% of other variables can explain the variable job satisfaction that was not investigated. Furthermore, the R-square for organizational commitment is 0.630, suggesting that 63% work-life balance and job satisfaction affects organizational commitment, and 37% is influenced by additional factors that this study did not look at.

3. Hypothesis Testing

This analysis is conducted to examine the influence between variables. The SmartPLS version 4.1.1.2 software's bootstrapping technique was used to conduct the tests. And the resulting hypothesis test outcomes are displayed in the following table.

Variable	Original Sample	T- Statistik	P-Value	Information
Work-Life Balance -> Organizational Commitment	0,312	3,556	0,000	Acceptable
Work-Life Balance -> Job Satisfaction	0,737	19,352	0,000	Acceptable
Job Satisfaction -> Organizational Commitment	0,535	6,218	0,000	Acceptable

Table 5. Path Coefficient

Source: Primary Data Processed by SmartPLS v 4.1.1.2

Variable	Original Sample	T- Statistik	P-Value	Information
Work-Life Balance -> Job Satisfaction -> Organizational Commitment	0,394	5,445	0,000	Acceptable

Table 6. Specific Indirect Effects
Source: Primary Data Processed by SmartPLS v 4.1.1.2

This study focuses on nurses who work long hours and provide intense patient care in one of Padang City's major hospitals. The results of the study lend credence to hypothesis 1, claiming that work-life harmony has a major influence on organizational commitment. According to research by Talukder (2019), Organizational commitment is notably affected by how well employees manage their work and personal life. According to a study by Tania Hasan et al. (2021) of 843 private employees in Pakistan, work-life balance had a major influence on organizational commitment. This is also supported by studies by Liu et al. (2019).

In this study, the second hypothesis—that work-life balance influences job satisfaction—was found to be substantial and favorable. According to studies by Susanto (2022) and Jyothi et al. (2019), work-life balance improves job satisfaction. Research by Sari et al. (2020), which involved 110 professors in Padang City, similarly supports the findings of this study by demonstrating that work-life balance significantly improves job satisfaction.

The study's third hypothesis—that job satisfaction has a major impact on organizational commitment—is accepted. People who are happy in their jobs are more emotionally invested in the business and are more motivated to keep making contributions. Research by Kim et al. (2023), who examined Advanced Practice Nurses (APN) in one of the biggest hospitals in South Korea, supports this by demonstrating that job satisfaction has a significant impact on nurses' organizational commitment. Research by Popoola et al. (2023) also supports the findings of this study.

However, the data gathered and the policies in place demonstrated that job satisfaction acts as a mediator on organizational commitment and work-life balance. The findings align with Trendy's (2019) contention that the relationship between work-life balance and organizational commitment is mediated by job satisfaction, and Latupapua (2021), who claimed that job satisfaction leads to greater work-life balance and organizational commitment.

CONCLUSION AND SUGGESTIONS

The following conclusions can be made in light of the study and discussion in the preceding section:

1. The study found that work-life balance significantly affects organizational commitment, proving that nurses who have a good work-life balance are more likely to be more dedicated to the company.
2. Job satisfaction is significantly impacted by work-life balance, suggesting that nurses are more satisfied with their career pathways when they feel supported in juggling their personal and professional obligations.
3. Organizational commitment is significantly impacted by job satisfaction, indicating that when nurses feel satisfied, they are more prone to stay dedicated and actively support the organization's goals.
4. The association between work-life balance and organizational commitment is mediated by job satisfaction, suggesting that work-life balance both directly and indirectly increases organizational commitment through higher job satisfaction.

Drawing from the study's results and insights outlined earlier, the authors provide several suggestions to increase the organizational commitment of nurses at dr. Reksodiwiryo Military Hospital:

1. To enhance nurses' organizational commitment, the hospital should improve work-life balance. This can be achieved by developing policies that encourage more open and supportive communication among nurses, both with supervisors and colleagues. It includes fostering an environment where nurses feel comfortable sharing personal issues that may affect their work, without fear of being judged or pressured.
2. Job satisfaction is a significant contributor to enhancing nurses' organizational commitment. Based on the finding that low satisfaction is associated with delays in salary payments, it is recommended that the management team responsible for payroll administration prepare the process more carefully to ensure that nurses' salaries are paid on schedule.

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