

Original Article

The Art of Balance: Do Job Satisfaction and Work Belonginess mediate Quality of Work Life on Work Life Balance?

¹Rini Juni Astuti, ²Ahmad Wahid Fatkhurrahman Saleh

^{1,2}Departement of Management, Faculty Economic and Business, Universitas Muhammadiyah Yogyakarta, Indonesia.

Received Date: 20 November 2025

Revised Date: 12 December 2025

Accepted Date: 20 December 2025

Published Date: 23 December 2025

Abstract: This study will analyze Quality of Work Life (QWL), Job Satisfaction (JS), Work Belonginess (WB), and Work Life Balance (WLB). This quantitative study was executed via a survey methodology. This research encompassed 118 Civil Service Police Unit personnel, with data acquisition conducted via questionnaire and processed via SmartPLS 4.0. The findings of this study suggest that firms must enhance learning and development opportunities for Civil Service Police Unit members to elevate their happiness and work belonginess. Support from colleagues is essential for attaining equilibrium between professional and personal and personal life, so it is imperative to enhance a healthy and productive work atmosphere. This study shows that job satisfaction does affect the work life balance because the influence of various factors on work life balance can change over time and in different contexts. And Job satisfaction does not function as a mediator in the relationship between quality of work life and work-life balance. Other factors, like work-family interference, may have a more significant impact on clarifying this relationship. The findings support the importance of maintaining work-life balance and quality of work life within the Civil Service Police Unit of Regency, East Kalimantan, Indonesia.

Keywords: Quality of Work Life, Job Satisfaction, Work Belonginess, Work Life Balance.

I. INTRODUCTION

The existence of Human Resources (HR) is a crucial factor for companies in managing and utilizing HR in order to carry out the organization's vision and mission effectively. Job satisfaction that includes work-life balance (WLB) and material needs is very important to improve performance, as in the current situation [1] [2]. Satisfaction because their work and family life function well, with minimal conflict [3]; [4], [5]; [2], a supportive work environment can strengthen employee loyalty and productivity [6]. However, the main problems often encountered by workers today are long working hours and the intensity of workers' work [7]. Work life balance not only affects positive relationships with work but also increases motivation and reduces stress, so social relationships with friends and family are key factors in creating this balance [8].

Job satisfaction is described as a worker's feelings of pleasure or displeasure towards their work, this condition will reflect the worker's feelings towards their work. Feelings of satisfaction at work have a positive impact on employee behavior, such as increased discipline and work enthusiasm [9]. This is influenced by the rewards received or by supportive working conditions. High work belonginess will encourage workers to stay with their organization. The level of work belonginess is influenced by the fit between personal values and organizational values, as well as support from superiors and coworkers, which can increase job satisfaction and work belonginess [10]. Quality of Work Life (QWL) aims to improve the work environment by humanizing employees and management [11].

The Civil Service Police Unit of Regency, East Kalimantan, Indonesia has an important role in maintaining public order and security. However, the work life balance phenomenon among Civil Service Police Unit personnel shows challenges, especially related to inconsistent working hours and additional workloads that are often not balanced with increased salaries or benefits. This creates a dilemma in maintaining a balance between work demands and personal life.

Previous studies have shown mixed results regarding the relationship between quality of work life and work life balance. Some studies found a significant effect, while others showed that the relationship was not significant when mediating variables were taken into account [12]. Therefore, this study aims to further investigate the relationship between quality of work life, job satisfaction, Work Belonginess, and work life balance among Civil Service Police Unit personnel in Regency, East Kalimantan, Indonesia.

II. LITERATURE REVIEW

A) Work life balance

[3] defines WLB as a state where individuals feel satisfied because their work and family life function well with minimal conflict. Individuals create and maintain a supportive and healthy work environment, which will allow for a balance



This is an open access article under the CC BY-NC-ND license (<https://creativecommons.org/licenses/by-nc-nd/2.0/>)

between work and personal responsibilities and can strengthen employee loyalty and productivity [6]; [13]. This concept also includes a balance between career and pleasure or family life. Long working hours, work strength, and intensity consistently emerge as two major concerns for workers [7]. For workers, WLB provides many positive impacts, such as a good relationship with work [13]. This makes workers more motivated and productive and has minimal work stress. Social relationships with friends and family are key factors in reducing stress and supporting WLB [8]; [13].

B) Job satisfaction

JS is a pleasant or unpleasant emotional state in viewing work, this state reflects a person's feelings about their work [14]. JS is important for an employee to have because feelings of satisfaction at work will also have a positive impact on behavior, such as increased discipline and work enthusiasm [9]. This is also influenced by a challenging mentality, appropriate rewards, supportive working conditions, and supportive coworkers [14]. Key points of JS according to [14] include emotions that can be identified through attitudes, validation of appropriate work results, and employee attitudes and behavior.

C) Work Belongness

WB is a condition that makes individuals responsible for their work and always shows their allegiance to the organization. In organizations, high WB is implied by good performance, low absenteeism, and low employee turnover [10];[15]. WB encourages employees to be able to maintain their jobs and provide the best results for the organization [16], which is influenced by the fit between individuals and organizations, known as person-organization fit [17]. WB is influenced by factors of personal value conformity with organizational values, organizational culture, perception of self-conformity, and organizational support, including support from coworkers and superiors [18]. Strong support from the organization can increase WB, and JS with various aspects of their work, including tasks, work environment, and interpersonal relationships, also have an impact on high WB.

D) Quality of Work Life

QWL is a complex notion, characterized by a multi-dimensional structure shaped by the diverse interests of researchers and user. The issue of quality of work life is of concern due to the increasing demands of the business and family environment but also in many professions [19]. The QWL seeks to enhance the whole organizational environment by humanizing labor, personalizing the organization, and transforming structural and management system. QWL includes aspects of work-related life such as wages and hours, work environment, benefits and services, career prospects, and human relations that may be relevant to satisfaction and employee motivation [11]. Recent research indicates that improving quality of life might enhance work belongingness among employees by cultivating a supportive atmosphere that appreciates employee contributions and wellbeing [20]; [21]. Organization that emphasizes flexible working circumstances and professional development opportunities generally experiences elements employee engagement and turnover. Consequently, investing in the quality of work life employees and improves overall organizational performance.

E) The Effect of quality of work life on Job Satisfaction

QWL plays an important role in increasing job satisfaction. Through Quality of Work Life, a sense of security in the work environment makes individuals believe that it can create a solid foundation for productivity and well-being in the workplace [21]. So that with a sense of security in the workplace will also increase job satisfaction. The better the QWL that individuals have, the more JS will increase. Managers in organizations prioritize employee JS [19]. From a utilitarian and humanitarian perspective, employees content with their positions are anticipated to contribute to the organization. QWL has a positive effect on JS, where individuals who have high levels of QWL tend to experience higher levels of JS (Jabeen, Friesen, & Ghoudi, 2018); [19].

H1: Quality of work life has a positive effect on job satisfaction.

F) The influence of quality of work life on Work Belongness

QWL is one of the most important antecedents of WB (Astrianti, Najib, & Sartono, 2020); [24]. Through quality of work life, learning and development opportunities for individuals are important in order to continue to grow and make greater contributions to the organization [25]. So that with the opportunity to learn and develop will also increase WB and QWL are positively related to WB (Ojedokun et al., 2015; [25]. A higher QWL leads to positive feelings about the organization, and employees tend to show WB [25].

H2: Quality of work life has a positive effect on Work Belongness.

G) The influence of job satisfaction on work life balance

Individuals have the freedom to work in accordance with their interests and desires. Individuals' interests and desires also contribute to a greater WLB. Content employees typically maintain equilibrium between their professional and personal lives. There is a consensus that happy employees will be more productive [26]. Through productivity, employees increase revenue and acquire financial advantages, alongside deriving intrinsic fulfillment from their employment. The better the JS that individuals have, the more it will increase WLB.

H3: Job satisfaction has a positive effect on work life balance.

H) The influence of Work Belonginess on work life balance

Individuals with high integrity values, who demonstrate a high level of work belonginess, consistently strive to provide the best for the organization. Therefore, individuals who exhibit high integrity and work belonginess will also contribute to improving WLB. The better the WB owned by the individual will further improve work life balance. Positive relationship between WLB and WB, as well as in the study conducted by [6]; [27]. Increasing WB has the potential to maintain WLB. WB has a positive effect on WLB.

H4: Work Belonginess has a positive effect on work life balance.

I) The influence of quality of work life on work life balance

The QWL significantly contributes to enhancing WLB [25]. The organization's recognition of an individual is manifested in the QWL, encompassing remuneration and perks. An equitable salary and suitable perks are essential for improving QWL. An equitable pay and appropriate perks can improve the equilibrium between professional and personal life. The primary advantages are enhanced JS, positive contribution, stress reduction, improved concentration, increased savings, employee retention, and incentive for women to enter a supportive work environment [28]. Consequently, firm must implement measures to enhance employees' quality of work life, which will yield long term benefits for the organization [29]. The QWL directly and positively influences employees' work life balance.

H5: Quality of work life has a positive effect on work life balance.

J) Mediation of job satisfaction and Work Belonginess on the influence of quality of work life and work life balance

Self-Determination Theory (SDT) by [30] is a motivational theory that focuses on fulfilling basic psychological needs to improve individual well-being. In the work context, SDT is relevant to explain how JS, WB, QWL, and WLB influence each other. The QWL significantly influences WLB via the mediating effects of JS and WB [31]. A high QWL, characterized by a supportive environment and equitable rewards, can improve employees' job happiness, so enabling them to better manage work and personal life demands. Moreover, people who derive satisfaction from their professions exhibit greater organizational work belonginess, which in turn fosters an improved WLB as they are more engaged and driven to manage their time and resources efficiently. Consequently, JS, and WB serve as mediators connecting QWL, underscoring the significance of improving QWL to attain an ideal equilibrium between professional and personal life [32].

The same applies to organizational citizenship behavior; WB partially influence how WLB and resilience affect organizational citizenship behavior. Research by (Bilal, Zia-ur-Rehman, & Raza, 2010) it was also noted that organizational policies, which affect the QWL, are positively linked to JS, negatively associate with turnover intentions, and help improve employees WLB. Through the work of (Barkhawa, Widodo, & Fahlefi, 2021) have identified JS as an intervening variable. Based on these previous research findings, it is essential to improve QWL to support work-life balance and overall employee performance.

H6: Job satisfaction mediates the influence between quality of work life and work life balance.

H7: Work Belonginess mediates the influence between quality of work life and work life balance.

Based on the above framework of thinking, the variables quality of work life, job satisfaction, Work Belonginess, work life balance are explained in Figure 1

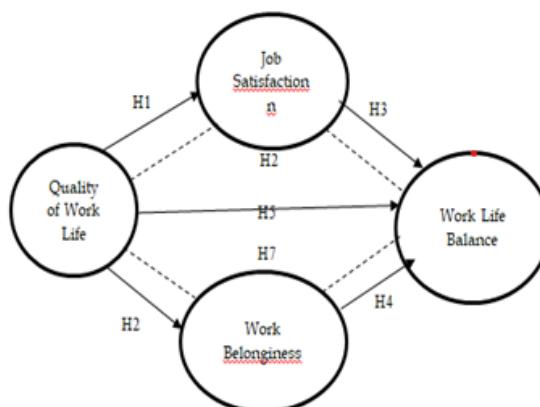


Figure 1: Research Conceptual Framework

Source: Own Research

K) Research method

a. Participants and Data Collection

The object of this study is the Civil Service Police Unit of Regency, East Kalimantan, Indonesia. The selection of respondents in this study were Civil Service Police Unit officers on duty in Regency, East Kalimantan, Indonesia. This study employed non probability sampling in conjunction with a purposive sampling method for sample collection. The researcher selected a sample of 118 officers from Civil Service Police Unit in Berau Regency, East Kalimantan, Indonesia who met the criteria of working for at least a year. The author considers officers with a minimum work period of 1 year to have sufficient experience to respond to problems studied, which include actual field events and the feelings they experienced while working for more than 1 year at Civil Service Police Unit Regency, East Kalimantan, Indonesia. We collected data by distributing a questionnaire via a Google form directly to the research respondents.

b. Measurement

Identification of research variables and their measurement using adaptation of variable measurement in previous studies. QWL is measured using indicators by [35]: job security, fairness and equality, salary and benefits received, skill development and opportunities, and employee participation in decision making. JS is measured using indicators by [14] work, wages/salary, promotion, supervisor, and co-workers. While WB is measured using indicators by [36] that is personal characteristics, role characteristics, structural characteristics, and work experience. Then WLB is measured using indicators by [37] namely time balance, involvement balance, and satisfaction balance. The researchers employed a 5-point Likert scale for this assessment. On this scale (5) signifies strong agreement, (4) shows agreement, (3) represents neutrality, (2) denotes disagreement, and (1) reflects significant disagreement (see Table 1).

Table 1: Variable Operationalization

Construct	Indicators	Source
Quality of work life	5	[35]
Job satisfaction	5	[14]
Work belongingness	4	[36]
Work life balance	3	[37]

Source: Own Research

c. Data analysis

The research employs Partial Least Squares- Structural Equation Modeling (PLS-SEM) to evaluate the structural model. The software used in the study is SmartPLS 4, which allows variance-based structural equations to test measurement models as well as structural models. This technique serves as an alternative to SEM analysis in situations where the data is not multivariate normally distributed [38]

III. RESULTS AND DISCUSSION

A) Result

This study employed an online questionnaire for data collection. Among the samples that met the researcher's criteria, there were 118 respondents. However, only 101 respondents filled out the questionnaire, and all filled out questionnaires met the requirements. Of the 101 respondents involved in this study, 73 (72.3%) were male, and 28 (27.7%) were female. The majority of respondents were honorary employees 77 (76.2%), permanent employees 21 (20.8%), and others 3 (3%).

We assess the construct reliability limit for confirmatory research using the Cronbach Alpha value and the composite reliability value of each construct. The requirement for high reliability is if the Cronbach's Alpha value exceeds 0.70 and the Composite Reliability value exceeds 0.70 [38]. The measurement model assessment (validity and reliability) is an initial test before assessing the structural model in testing the relationship between constructs in the model [38]. According to the outcomes of the preliminary model testing, all loading factor values exceeded 0.70. So according to [38], all the questions from the research variables are valid and can be used for further analysis (see Table 2), it was found to be 0.70, as required. The Average Variance Extracted (AVE) for all reflective constructions exceeds 0.50, corroborates this. In addition, the results of the Cronbach's alpha test of all variables are above 0.70, so the variables in this study are reliable [38].

Table 2: Convergent Validity and Reliability Test Results

Variable	Indicator	Loading factor
Quality Of Work Life CA 0.921; CR 0.934; AVE 0.587	QWL1	0.767
	QWL2	0.840
	QWL3	0.726
	QWL4	0.820
	QWL5	0.777
	QWL6	0.831

QWL7	0.743
QWL8	0.782
Job Satisfaction CA 0.831 ; CR 0.878; AVE 0.590	
JS1	0.759
JS2	0.845
JS3	0.772
JS4	0.788
Work Belonginess CA 0.875 ; CR 0.901 ; AVE 0.533	
WB1	0.707
WB2	0.783
WB3	0.754
WB4	0.771
WB5	0.716
WB6	0.718
WB7	0.714
Work Life Balance CA 0.900 ; CR 0.923 ; AVE 0.666	
WLB1	0.760
WLB2	0.786
WLB3	0.836
WLB4	0.832
WLB5	0.845
WLB6	0.832

Source: Own Research

Note: CA: Cronbach's Alpha; CR: Composite Reliability; AVE: Average Variance Extracted.

However, the inner or structural model was executed to analyze the relationships among variables, significant values, and R-squared in the study model. The structural model was assessed with R-square for the dependent variable. R square 0.75 is included in the strong category, R square value 0.50 is included in the moderate category, and R square value 0.25 is included in the weak category [38]. The findings indicated that the JS variable has an R-square value of 0.091, signifying a validity of 9.1% and the capacity to elucidate the QWL. The R-square value for WB was 0.167, indicating that 16.7% of the validity may be attributed to the varying QWL. The primary influence on the result indicated that the R-square value for the WLB variable was 0.254, signifying that it accounted for 25.4% of the variability in the QWL (see Table 3). In this situation, a larger R-square value signifies an enhanced capacity of the independent variable to elucidate the dependent variable, hence refining the structural question.

Table 3: R Square

Variable	R Square
Job Satisfaction	0.091
Work Belonginess	0.167
Work Life Balance	0.254

Source: Own Research

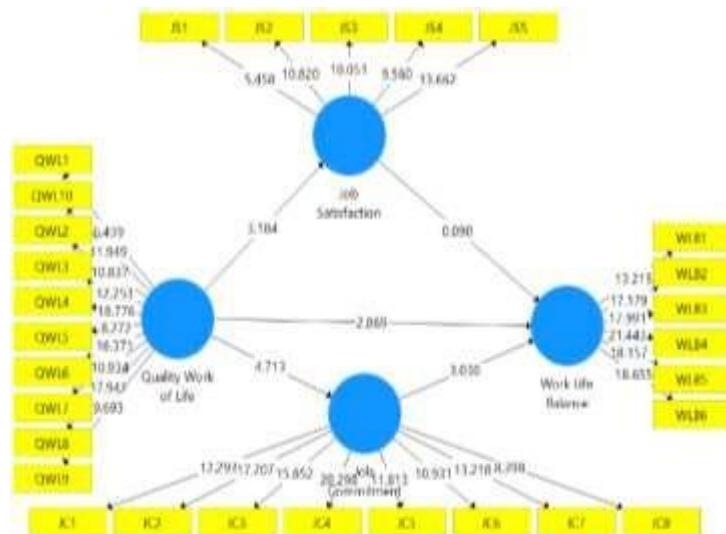


Figure 2. Structural Model Assessment Results

Source: Own Research

Figure 2 illustrates the findings of the assessment of the structural model assessment. Internal model testing was conducted to test the direct and indirect effects between exogenous and endogenous latent constructs, and Table 4 displays the results.

Table 4: Structural Model Assessment Results (Hypothesis Testing)

Relationship	Original Sample (O)	Sample Mean (M)	SD	T- Statistics	P Values	Conclusion
WB -> WLB	0.311	0.309	0.103	3,030	0.003	Supported
JS -> WLB	0.011	0.014	0.120	0.090	0.928	Not Supported
QWL -> WB	0.409	0.433	0.087	4,713	0,000	Supported
QWL -> JS	0.302	0.336	0.095	3,184	0.002	Supported
QWL ->WLB	0.283	0.296	0.099	2,869	0.004	Supported

Source: Own Research

Based on the test results (see Table 4), it shows that there are four hypotheses that support the research hypothesis, this is indicated by the value T-statistic > 1.96 and P-value < 0.05 [38]. These results show that WB has a positive and significant relationship with WLB. Additionally, the QWL significantly enhances both WB and JS, along with improving WLB. However, one finding does not support the research hypothesis: JS does not have a impact on WLB. This indicates that the relationship between JS and WLB is unrelated.

Table 5: Indirect Effect

Relationship	Original Sample (O)	Sample Mean (M)	SD	T Statistics	P Values
QWL -> WB -> WLB	0.127	0.134	0.053	2,398	0.017
QWL -> JS -> WLB	0.003	0.001	0.042	0.078	0.938

Source: Own Research

The study show that WB plays a mediating role in the indirect influence of QWL on WLB, indicated by a path coefficient of 0.127. With a t-statistic of 2.398 and p-value of 0.017, this effect is statistically significant because the t-statistic exceeds 1.96, and the p-value is below 0.05. This indicates that WB mediates how QWL affects WLB (see Table 5).

In contrast, the indirect effect of QWL on WLB through JS has a path coefficient of 0.003. The t-statistic of 0.078 and a p-value of 0.928 indicate that this effect is not statistically significant, as the t-statistic should exceed 1.96 and the p-value should be less than 0.05. Therefore, QWL does not influence WLB through JS, since this path coefficient is very small and not statistically significant (see Table 5).

The research results indicate that the quality of work life significantly influences job satisfaction. This is evidenced by the fact that the Civil Service Police Unit Berau Regency, East Kalimantan, Indonesia members consider it important for them to have continuous learning and development opportunities so that they can continue to develop and make greater contributions. This shows that a sense of importance to their development and learning opportunities can increase their job satisfaction in their organization. If individuals do more work or achieve something bigger, then individuals can be promoted. In addition, members are also supported by having coworkers [13] who are able to work together and support their work [13]. Therefore, it can be concluded that quality of work life has a positive effect on job satisfaction, these results are also supported by research reviewed by [39] and [22].

Quality of work life is defined as conditions in the workplace that allow individuals to achieve personal and professional satisfaction and well-being [35]; [20]; [21]. Quality of work life is a crucial factor that can contribute to enhancing employee performance [24]. Members of the Civil Service Police Unit Berau Regency, East Kalimantan, Indonesia consider it important for them to have continuous learning and development opportunities so that they can continue to grow and make greater contributions. This shows a sense of importance to development and learning opportunities. In addition, previous work experience provides valuable insights and strengthens members' work belongingness to continue learning and developing in this work environment so that they can increase their Work Belongingness to their organization [40].

Another phenomenon shows that coworkers are able to work together and support their work. Coworkers can work together and support their work, which will have an impact on increasing job satisfaction [10]; [13]. This means that the Civil Service Police Unit Berau Regency, East Kalimantan, Indonesia members have high job satisfaction. In addition, there is an awareness of the importance of creating a balance of satisfaction between career and social life so that members can feel success and happiness in various aspects of life. Studies on job satisfaction are not always strong predictors of work life balance because the influence of various factors on work life balance can change over time and in different contexts [41]. The

results of this study indicate that job satisfaction has a negative but insignificant impact on work-life balance. The study found that although there was a correlation between job satisfaction by [24]; [42], who assert that an individual's work life quality significantly influences their work life balance.

The results of this study also show that Work Belonginess mediates the relationship between quality of work life and work life balance [43]; [44]. The study's results suggest that work interference with family (WIF) serves as a mediator in the connection between quality of work life and burnout, whereas job satisfaction does not mediate the relationship between quality of work life and WIF. Although the study does not explicitly focus on work-life balance, it supports the idea that job satisfaction does not always mediate the link between work well-being factors, like quality of work life, and outcomes such as burnout. These results imply that other factors, such as the overlap between work and family, might play a more significant role in explaining the connection between quality of work life and work-life balance.

IV. CONCLUSION

A) Conclusion, limitation, and future research

The study found that a good QWL has a positive and significant impact on JS, WB, and WLB. While job satisfaction has a positive impact, its influence on WLB is minimal, indicating that other factors, such as organizational support and workload, are also important. Conversely, WB positively and significantly influences WLB and can regulate the association between QWL and WLB. These findings emphasize the importance of work quality in boosting JS and WB, which in turn contributes to improved WLB, and highlight the need for organizations to consider additional factors that affect employee well-being.

V. REFERENCES

- [1] I. Astuti, R. J. Astuti, S. M. Mahmud, and V. Widodo, "A closer look at the work behavior of Gen Z in Micro, Small, and Medium Enterprises of developing countries," *International Journal of Human Capital in Urban Management*, vol. 10, no. 1, pp. 135–148, Jan. 2025, doi: 10.22034/IJHCUM.2025.01.09.
- [2] Fatima R. Khateeb, "Work Life Balance-A Review Of Theories, Definitions And Policies," *In Cross-Cultural Management Journal*, vol. 23, no. 1, pp. 27–55, 2021.
- [3] Clark S.C, "Work/family border theory: A new theory of work/family balance.,," 2000.
- [4] R. J. Astuti, T. Maryati, and M. Harsono, "The Effect of Workplace Spirituality on Workplace Deviant Behavior and Employee Performance: The Role of Job Satisfaction," *Journal of Asian Finance, Economics and Business*, vol. 7, no. 12, pp. 1017–1026, 2020, doi: 10.13106/JAFEB.2020.VOL7.NO12.1017.
- [5] T. Maryati, R. J. Astuti, and U. Udin, "The effect of spiritual leadership and organizational culture on employee performance: The mediating role of job satisfaction," *International Journal of Innovation, Creativity and Change*, vol. 9, no. 3, pp. 130–143, 2019.
- [6] B. Dhas, "A report on the importance of work-life balance," *International Journal of Applied Engineering Research*, vol. 10, no. 9, pp. 21659–21665, 2015.
- [7] A. A. AlHazemi and W. Ali, "The Notion of Work Life Balance , Determining Factors , Antecedents and Consequences : a Comprehensive Literature the Notion of Work Life Balance , Determining Factors , Antecedents and Consequences : a," vol. 4, no. August, pp. 74–85, 2018.
- [8] L. Nario Gravador and M. Teng-Calleja, "Work-life balance crafting behaviors: an empirical study," *Personnel Review*, vol. 47, no. 4, pp. 786–804, 2018.
- [9] J. Priska, E. Rahmawati, and S. Utomo, "Pengaruh Self Efficacy, Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. PLN Puruk Cahu Kabupaten Murung Raya," *Jurnal Bisnis dan Pembangunan*, vol. 9, no. 1, pp. 83–98, 2020.
- [10] F. Werdati, D. Darmawan, and N. R. Solihah, "The Role of Remuneration Contribution and Social Support in Organizational Life to Build Work Engagement," *Journal of Islamic Economics Perspectives*, vol. 1, no. 2, pp. 20–32, 2020, doi: 10.35719/jiep.v1i2.24.
- [11] A. K. Gope and W. Ali, "Antecedents and consequences of quality of work life: An in-depth review for future research agenda," *Asian Journal of Management*, vol. 14, no. 1, pp. 45–51, 2023.
- [12] R. Kumar, "Quality of Work Life and Its Influence on Work Life Balance in," no. November, 2022.
- [13] A. O. Oludayo and D. O. Omonijo, "Work-life balance: The relevance of social support," *Academy of Strategic Management Journal*, vol. 19, no. 3, pp. 1–10, 2020.
- [14] S. P. Robbins and T. A. Judge, *Organizational Behavior Edition 15*. Pearson Education, 2013.
- [15] C. K. Chiedu, C. S. Long, and H. B. Ashar, "The Relationship among Job Satisfaction, Organizational Commitment and Employees' Turnover at Unilever Corporation in Nigeria," *European Journal of Multidisciplinary Studies*, vol. 7, no. 1, pp. 62–83, 2022, doi: 10.26417/ejms.v5i1.p370-383.
- [16] R. Mardikaningsih, S. Arifin, A. R. Putra, and M. Hariani, "The Effect of Motivation and Work Commitment on The Performance of Agricultural Extension Agents," *Jurnal Agrimans*, vol. 1, no. 2, pp. 115–124, 2017.
- [17] L. Afshari, S. Young, P. Gibson, and L. Karimi, "Organizational commitment: exploring the role of identity," *Personnel Review*, vol. 49, no. 3, pp. 774–790, 2020, doi: 10.1108/PR-04-2019-0148.
- [18] U. Udin, "Transformational Leadership and Organizational Commitment: A Review of Literature," *JRO*, vol. 7, no. 2, pp. 2623–2626, 2020, doi: 10.15520/jro.v7i2.49.
- [19] Z. Zulkarnain, E. D. J. Ginting, A. A. Adnans, and M. M. Sianturi, "Organisational justice and work-family conflict: Impact to quality of work life," *SA Journal of Human Resource Management*, vol. 22, p. 2393, 2024.
- [20] M. C. Ko, "An Examination of the Links Between Organizational Social Capital and Employee Well-Being: Focusing on the Mediating Role of Quality of Work Life," *Rev Public Pers Adm*, vol. 41, no. 1, pp. 163–193, 2021, doi: 10.1177/0734371X19865996.
- [21] B. Alzadjali and S. Z. Ahmad, "The impacts of a high commitment work system on well-being: the mediating role of organization support and employee work-life balance," *Industrial and Commercial Training*, vol. 56, no. 1, pp. 53–77, 2024, doi: 10.1108/ICT-11-2022-0084.
- [22] F. Jabeen, H. L. Friesen, and K. Ghoudi, "Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE," *Journal of Organizational Change Management*, vol. 31, no. 2, pp. 352–370, 2018, doi: 10.1108/JOCM-01-2017-0016.
- [23] A. Astranti, M. Najib, and B. Sartono, "Quality of Work Life, Organizational Commitment and Turnover Intention in Account Officer of Micro Finance

Company," *Sosiohumaniora*, vol. 22, no. 1, p. 17, 2020, doi: 10.24198/sosiohumaniora.v22i1.23121.

[24] F. Febrianti, "Pengaruh Quality Of Worklife terhadap Employee Performance melalui Job Satisfaction dan Organizational Commitment pada Karyawan Customer Service di Bank Umum Kota Surabaya," *Agora*, vol. 10, no. 2, pp. 1–15, 2022.

[25] A. Abebe and A. Assemie, "Quality of work life and organizational commitment of the academic staff in Ethiopian universities," *Heliyon*, vol. 9, no. 4, p. e15139, 2023, doi: 10.1016/j.heliyon.2023.e15139.

[26] B. K. Joo and I. Lee, "Workplace happiness: work engagement, career satisfaction, and subjective well-being," *Evidence-based HRM*, vol. 5, no. 2, pp. 206–221, 2017, doi: 10.1108/EBHRM-04-2015-0011.

[27] P. O. Victoria, N. G. Krishnabudi, S. Sudarsih, A. F. D. Dewi, and M. F. Afandi, "Pengaruh Disiplin Kerja dan Work Life Balance Terhadap Kinerja Karyawan Melalui Komitmen Karyawan Dealer Honda SJMS Pesanggaran," *VALUE: Journal of Business Studies*, vol. 2, no. 1, pp. 1–12, 2023.

[28] S. Belwal and R. Belwal, "Work-life balance, family-friendly policies and quality of work life issues: Studying employers' perspectives of working women in Oman," *J Int Womens Stud*, vol. 15, no. 1, pp. 96–117, 2014.

[29] P. Bhende, N. Mekoth, V. Ingallalli, and Y. V. Reddy, "Quality of Work Life and Work–Life Balance," *Journal of Human Values*, vol. 26, no. 3, pp. 256–265, 2020, doi: 10.1177/0971685820939380.

[30] E. L. Deci and R. M. Ryan, "Self-determination theory: When mind mediates behavior," *The Journal of mind and Behavior*, pp. 33–43, 1980.

[31] S. Bhola and J. J. Nigade, "Relationship between Work Life Balance, Quality of Work Life and Quality of Life of Women Working in Service Industry," *Pravara Management Review*, vol. 15, no. 1, pp. 30–45, 2016.

[32] S. Kumar and G. Udayasuriyan, "he Relationship between Work-Life-Balance and the Perception of Quality of Work Life of Employees In The Electronic Industry in Chennai and Bangalore (India)," *J Bus Res*, vol. 2, no. 1–2, pp. 23–31, 2008.

[33] M. Bilal, M. Zia-ur-Rehman, and I. Raza, "Impact of family friendly policies on employees' job satisfaction and turnover intention (A study on work-life balance at workplace)," *Interdisciplinary Journal of Contemporary Research in Business*, vol. 2, no. 7, pp. 378–395, 2010.

[34] M. K. Barkhawa, T. Widodo, and M. F. Fahlefi, "Work Life Balance Dan Work Engagement: Peran Mediasi Kepuasan Kerja Dalam Menghadapi Era New Normal," *Jurnal Ilmu Manajemen dan Akuntansi Terapan (JIMAT)*, vol. 12, no. 2, pp. 115–117, 2021.

[35] M. Porkiani, M. Yadolla, Z. Sardini, and A. Ghayoomi, "Relationship between the quality of work lifeand employees' aggression," *Journal of A merican Science*, 2011.

[36] R. T. Mowday and R. M. Steers, "The Measurement of Organization Commitment," *Journal of Vacational Behavior*, vol. 14, pp. 224–247, 1979, doi: 10.1016/0041-008X(75)90174-X.

[37] J. H. Greenhaus, K. M. Collins, and J. D. Shaw, "The relation between work-family balance and quality of life," *J Vocat Behav*, vol. 63, no. 3, pp. 510–531, 2003, doi: 10.1016/S0001-8791(02)00042-8.

[38] J. F. Hair, M. Sarstedt, L. Hopkins, and V. G. Kuppelwieser, "Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research," *European Business Review*, vol. 26, no. 2, pp. 106–121, 2014, doi: 10.1108/EBR-10-2013-0128.

[39] A. A. Priyono, "Pengaruh Kualitas Kehidupan Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Attadrib: Jurnal Pendidikan Guru Madrasah Ibtidaiyah*, vol. 3, no. 1, pp. 31–42, 2020, doi: 10.54069/attadrib.v3i1.179.

[40] T. A. El Badawy, R. Chinta, and M. M. Magdy, "Does 'gender' mediate or moderate the relationship between 'quality of work life' and 'organizational commitment'? Evidence from SMEs in Egypt," *Gend Manag*, vol. 33, no. 4, pp. 332–348, 2018, doi: 10.1108/GM-04-2017-0050.

[41] A. N. Boakye, R. K. Asravor, and J. Essuman, "Work-life balance as predictors of job satisfaction in the tertiary educational sector," *Cogent Business & Management*, vol. 10, no. 1, Dec. 2023, doi: 10.1080/23311975.2022.2162686.

[42] A. A. Ogunola, "Quality of Work-Life and Work-Life Balance as Predictors of Employee Job Satisfaction," *TAZKIYA: Journal of Psychology*, vol. 10, no. 1, pp. 74–84, 2022, doi: 10.15408/tazkiya.v10i1.22499.

[43] A. Aruldoss, K. B. Kowalski, and S. Parayitam, "The relationship between quality of work life and work life balance mediating role of job stress, job satisfaction and job commitment: evidence from India," *Journal of Advances in Management Research*, vol. 18, no. 1, pp. 36–62, 2021, doi: 10.1108/JAMR-05-2020-0082.

[44] V. H. M. Pratama and V. A. Srimulyani, "Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction," *Jkbm (Jurnal Konsep Bisnis Dan Manajemen)*, vol. 9, no. 1, pp. 14–27, 2022, doi: 10.31289/jkbm.v9i1.7915.