

## The Role of Work-Life Balance in Mediating the Relationship Between Job Satisfaction and Organizational Commitment Among Working Students

Koen Hendrawan <sup>1\*</sup>, Hamidah <sup>2</sup>, Hania Aminah <sup>2</sup>, Antoni Ludfi Arifin <sup>3</sup>

<sup>1</sup> Universitas Budi Luhur, Indonesia

<sup>2</sup> Universitas Negeri Jakarta, Indonesia

<sup>3</sup> Institut STIAMI, Indonesia

 [riawanyudi@umpwr.ac.id](mailto:riawanyudi@umpwr.ac.id)\*

### ABSTRACT

This study aims to analyze the role of work-life balance in mediating the relationship between job satisfaction and organizational commitment among working students. The research sample consists of 103 respondents selected using a convenience sampling technique. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypotheses and mediation effects. The results indicate that job satisfaction positively influences work-life balance and organizational commitment. Furthermore, work-life balance also has a significant positive effect on organizational commitment. Mediation analysis shows that work-life balance fully mediates the relationship between job satisfaction and organizational commitment. These findings highlight the importance of work-life balance in enhancing organizational commitment among working students, suggesting that organizations should prioritize policies and programs that support work-life balance to foster a more committed workforce. This study contributes theoretically by enriching the literature on work-life balance, job satisfaction, and organizational commitment, particularly within the unique context of working students. Practically, it offers valuable insights for human resource management in developing effective strategies to improve employee well-being and organizational loyalty.

### ARTICLE INFO

#### Article history:

Received

December 23, 2024

Revised

July 13, 2025

Accepted

August 30, 2025

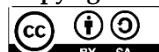
**Keywords:** Job Satisfaction, Work-Life Balance, Organizational Commitment

Published by

Website

E-ISSN

Copyright



Institut Agama Islam Ma'arif NU (IAIMNU) Metro Lampung

<https://journal.iaimnumetrolampung.ac.id/index.php/ji/index>

2548-7892

This is an open access article under the CC BY SA license

<https://creativecommons.org/licenses/by-sa/4.0/>

@ 2025 by the authors

## INTRODUCTION

Working students have become increasingly common in recent years, particularly among Generation Z, known for their high career aspirations and demands for flexibility and balance between personal life and work (Syarafina et al., 2019). The high cost of education and the need for work experience have further driven Generation Z students to work while continuing their studies (Rafidah Kusuma et al., 2024). However, this dual role presents challenges in maintaining a balance between academic and professional demands, which impacts their job satisfaction and commitment to the organizations they work for (Hakim & Hasmira, 2022).

According to a Deloitte,(2022), Generation Z frequently changes jobs, driven by the need for work-life balance, career development, and company values that align with their aspirations. This indicates that if the balance between work and personal life is not achieved, they are more vulnerable to leaving their jobs in the short term. The author's Survey data also shows that 69% of currently enrolled students have changed workplaces, and 77% of working students desire to change their workplaces.

Work-life balance is important in maintaining job satisfaction and organizational commitment, especially for working students (Dube & Ndofirepi, 2024; Isse et al., 2018). Job satisfaction, influenced by various factors such as a supportive work environment, opportunities for personal development, and organizational involvement, is crucial for those who must divide their time between studies and work (Akinwale & George, 2020; Lidia Sari et al., 2020). On the other hand, organizational commitment reflects employees' loyalty and desire to remain within the company ('Azzam & Harsono, 2021). For Generation Z, including working students, this commitment is influenced by the organization's ability to provide an environment that supports their life balance. Generation Z is more susceptible to burnout and feels less attached to organizations if there is no flexibility and support to maintain a work-life balance (Kaya & Ayça Kaya, 2024).

This study explores the role of work-life balance as a mediator between job satisfaction and organizational commitment among working students ('Azzam & Harsono, 2021). A deeper understanding of this dynamic is expected to contribute to developing organizational strategies to enhance support for working students. This is important to help Generation Z students achieve an optimal balance between academic and professional demands and increase their loyalty to companies in the long term (Waworuntu et al., 2022).

Previous research has shown that job satisfaction positively correlates with organizational commitment. Employees who are satisfied with their jobs tend to be more committed to the organization (Lumley et al., 2011). Additionally, work-life balance has been found to affect organizational commitment significantly. Employees who can balance work and personal life exhibit higher levels of commitment (Ammari et al., 2017).

However, most of these studies have been conducted on full-time employee populations and rarely focus on working student groups. Working students have unique characteristics because they must divide their attention and energy between studies and work (Kot-Radojewska & Timenko, 2018). This condition can affect their perceptions of job satisfaction, ability to achieve work-life balance, and, ultimately, their commitment to the organization (Emre & De Spiegeleire, 2021).

No research has examined how job satisfaction and work-life balance affect organizational commitment among working students at Budi Luhur University. Understanding this dynamic is important for the organizations where students work to improve employee retention, productivity, and job satisfaction. Additionally, the university can use this information to provide better support for working students, such as flexible class schedules or counseling services.

Based on the above description, a research gap needs to be filled: an empirical study examining the influence of job satisfaction and work-life balance on organizational commitment, specifically among working students. This research is important to identify the factors that influence organizational commitment among working students, analyze the extent to which job satisfaction and work-life balance contribute to the level of commitment, and provide recommendations for organizations and universities in developing policies and programs that support the welfare and loyalty of working students (Fawad et al., 2021).

This study aims to analyze the role of work-life balance in mediating the relationship between job satisfaction and organizational commitment among working students. Thus, this study is expected to provide theoretical and practical contributions to human resource management and education. Theoretically, the research will enrich the literature on factors influencing organizational commitment in a specific population. Practically, the research findings can be used by organizational management and educational institutions to design effective strategies for supporting working students, enabling them to achieve optimal performance in their studies and work.

### Theoretical Review

Social Exchange Theory posits that individuals engage in social relationships with others, expecting their efforts to be rewarded fairly and equitably (Nakonezny & Denton, 2008). Thus, people engage in social interactions with the anticipation of receiving benefits commensurate with their contributions. This social exchange's expectations of reciprocity and fairness create a foundation for building and maintaining relationships over time (Chernyak-Hai & Rabenu, 2018;

Shanka & Buvik, 2019). Social Exchange Theory has been applied across various disciplines, including sociology, psychology, and organizational behavior, to understand social interactions in different settings (Akar, 2018). Social Exchange Theory can help researchers explore the social exchange processes between employees and their organizations in the relationship between job satisfaction, work-life balance, and organizational commitment. Employees who feel their organization meets their work-life balance needs may reciprocate by demonstrating higher job satisfaction and organizational commitment (Pradhan et al., 2016). In this sense, Social Exchange Theory can be used to explore how employees' perceptions of fairness and equity in their social exchanges with their organizations affect their job attitudes and behaviors (Chernyak-Hai & Rabenu, 2018; Shanka & Buvik, 2019).

Empirical research has demonstrated the relevance of Social Exchange Theory in exploring the relationships between job satisfaction, work-life balance, and organizational commitment (Hasan et al., 2021). For example, researchers have used Social Exchange Theory to investigate how perceptions of job satisfaction can influence work-life balance and organizational commitment among employees (Azeez & Aboobaker, 2024). Another study has examined the role of social exchange processes in predicting turnover intentions and job-seeking behaviors among employees (Harden et al., 2018). Social Exchange Theory provides a useful framework for understanding the complex relationships between individuals and their social environments, including resource exchanges, mutual obligations, and interpersonal trust (Sabatelli et al., 2018; Zhou et al., 2024a).

### **Job Satisfaction**

According to Greenhaus & Powell, (2000), job satisfaction is the level of an individual's satisfaction with various aspects of their job, such as the job itself, income, relationships with coworkers, and opportunities for promotion. Job satisfaction is also related to an employee's satisfaction with their work (Inayat & Jahanzeb Khan, 2021). It is a multifaceted and complex variable that reflects employees' emotional states regarding compensation, coworkers, promotion opportunities, the job itself, and relationships with supervisors (Bayl-Smith & Griffin, 2018). According to Aziri, (2011), job satisfaction requires a sense of achievement, commitment, and enjoyment in one's work. It depends on an individual's rational and subjective assessment of various job-related variables, including salary and benefits, perceptions of fairness in promotion standards, working conditions, workplace relationships, and job characteristics, as well as the type of job, required skills, amount of responsibility, level of autonomy, and work relationships (Mahajan et al., 2022). Job satisfaction is understood in the literature from four perspectives: emotional reactions, attitudes toward one's job, expectations, and beliefs about one's job (Ali & Anwar, 2021; Zhou et al., 2024b).

Previous studies have highlighted the importance of satisfied staff for achieving university organizational outcomes. For example, (ten Hoeve et al., 2020) noted the stressful situations in which university staff work, the increased likelihood of staff turnover, and negative spillover effects when dissatisfaction with the work environment persists. This view is reinforced by Mwesigwa et al., (2020) whose research found a positive relationship between job satisfaction and organizational commitment among staff members at selected public universities in Uganda.

Job satisfaction and organizational commitment have an ambiguous causal relationship in which each can influence the other (Saridakis et al., 2020). However, the literature shows a relatively associative relationship between these two attitudinal variables. Although there is relatively little research linking job satisfaction with subcategories of organizational commitment in the context of higher education institutions, the majority concludes that job satisfaction is a significant predictor of organizational commitment and a factor in effective and efficient organizations (Aziri, 2011). For example, found a significant positive correlation between job satisfaction and affective commitment among employees in a sample of South African higher education institutions (Bashir & Gani, 2020). Additionally, the same study revealed a favorable correlation between job satisfaction and the responsibility to continue working. This pattern of findings is reinforced by (Akar, 2018) who observed a positive relationship between job satisfaction, affective commitment, and sustainability of non-academic staff at Nigerian universities.

H1: Job satisfaction affects organizational commitment

H2: Job satisfaction affects work-life balance

### **The Role of Work-life Balance**

The term work-life balance is defined in various ways throughout the literature, describes balance as an alignment between work demands and personal life, with no excessive conflict (Rashmi & Kataria, 2022). Work-life balance is seen as the peaceful coexistence of different life domains. Dorenkamp & Ruhle, (2019) describe it as the absence of work and personal life friction. The concept of work-life balance has become important in discussions about organizational management practices because personal and professional lives interfere with each other and can complement or hinder one another depending on how they are managed. Some experts have noted that an imbalance between work and personal life ultimately results in tension between the two areas (Clare Kellher, 2020). Employees' time and physical and emotional resources are repeatedly drained due to work-life tensions. It is said that while employees may initially be able to cope with related stress, their commitment to their profession gradually diminishes (Azeez & Aboobaker, 2024).

Employees working in organizations that promote work-life balance often achieve a combination of work and personal commitment, demonstrating higher levels of workplace engagement and thereby increasing their discretionary efforts and productivity (Akter et al., 2020). Ultimately, negative outcomes such as emotional exhaustion and burnout are minimized (McFarland & Hlubocky, 2021). Implementing human resource management policies that encourage work-life balance is one of the methods for increasing employee commitment and job satisfaction (Dziuba et al., 2020; Opoku et al., 2023). These policies reflect the employer's understanding that their employees have lives separate from work and help ensure that home life does not interfere with professional life and vice versa (Carreri, 2020).

### **Work-life Balance and Organizational Commitment**

Although experts define organizational commitment in various ways, it generally relates to the level of an employee's identification with their employer and readiness to leave. Organizational commitment has been extensively studied through the lens of Meyer & Allen, (2010) framework which hypothesizes three components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment pertains to the emotional attachment of employees to the organization. In contrast, continuance commitment refers to the costs associated with leaving the company, and normative commitment touches on the perceived obligation of employees to work with the organization (Sherry L. Mathews, 2019). When these three components are combined, they are believed to enhance the tendency of workers to stay with a particular organization (Oyewobi et al., 2022). Different sub-dimensions of organizational commitment have varying implications for workplace behaviors, making it essential for experts and management practitioners to understand them. For instance, workers with higher levels of affective commitment are associated with more positive job attitudes and behaviors than those with lower levels; however, high levels of continuance commitment have not been proven to correlate with increased performance (Meyer & Allen, 2010).

Despite being comprehensively and widely studied in organizational behavior and human resource management over the years, the theme of organizational commitment remains relevant today due to the ever-evolving workplace environment that affects workers' attitudes and behaviors (Djunaedi et al., 2024). The current study focuses on the influence of work-life balance (Brough et al., 2020; Gragnano et al., 2020). This psychosocial factor has gained prominence in organizational studies in recent years, particularly relevant to the academic context where role conflicts between work and personal life are pressing issues (McDowall & Kinman, 2017). Considering the high-pressure, performance-based environments in which many university staff operate such contexts are suitable for studying the outcomes of work-life balance (River & Gabon, 2020; Xu, 2020). Emphasize that work-life balance in university institutions is crucial for recruiting and retaining high-quality faculty (Abebe & Assemie, 2023; Mathews, 2018). Previous research has concluded a positive relationship between respondents' perceptions of work-life balance and overall organizational commitment (Luturlean et al., 2019). Based on the background of this

study, we aim to contribute to the evidence base regarding the relationship between work-life balance and the sub-dimensions of organizational commitment. Thus, we hypothesize the following:

H3: Work-life balance affects organizational commitment

H4: Work-life balance mediates the relationship between job satisfaction and organizational commitment

## METHOD

This research employs a quantitative approach with a correlational design to analyze the influence of job satisfaction on organizational commitment and the mediating role of work-life balance among working students at Budi Luhur University, Jakarta. The research population includes all Budi Luhur University students who are concurrently employed. The inverse square root method is used, considering the probability that the ratio of the path coefficient to the standard error will exceed the critical value of the test statistic for a given level of significance. Therefore, the minimum required sample size results technically depend only on one path coefficient and are not contingent on the most complex regression size in the model (Kock & Hadaya, 2018). The critical value of the test statistic can utilize values from pilot project results (Hair et al., 2022). There is no sampling frame, and the researcher employs a convenience sampling method where students voluntarily participate and fully complete their questionnaires during the administration process to be taken as samples. Questionnaires are distributed to students online via Google Forms until the target number of respondents is reached.

## RESULT AND DISCUSSION

From the results of the pilot project involving 30 respondents, the following findings were obtained:

Table 1. Path Coefficient

	Path Coefficient
Job satisfaction → Organizational Commitment	0.634
Job satisfaction → work-life balance	0.731
Work-life Balance → Organizational Commitment	0,245

To determine the appropriate sample size, the following formula was used: (Kock & Hadaya, 2018)

$$\text{Significance level} = 5\% : n_{\min} > \left( \frac{2.486}{|p_{\min}|} \right)^2$$

$(2.486 : 0.245)^2 = 102.9$ , rounded to 103 respondents

From the data collected from 103 respondents, the following description can be provided:

Table 2 Respondent Demographics

No	Deskripsi		Jumlah	Prosentase
1	Gender	Man	37	35.9%
		Woman	66	64.1%
		Total	103	100%
2	Age	< 20	11	10.7%
		20 - 21	40	38.8%
		22 - 23	26	25.2%
		24 - 25	12	11.7%
		>26	14	13.6%
3	Changing jobs	Total	103	100%
		Have moved	71	68.9%
		Have never moved	32	31.1%
		Total	103	100%
		Want to move	77	74.7%

Do not want to move	30	25.3%
Total	100	100%

### Measurement Model Evaluation

The measurement model in this study consists of variables such as job satisfaction, work-life balance, and organizational commitment, which are measured reflectively. The evaluation of the reflective measurement model includes the following criteria: factor loading  $\geq 0.6$  (Arifin & Yusoff, 2016), composite reliability  $\geq 0.7$ , Cronbach's alpha  $\geq 0.8$ , and average variance extracted (AVE)  $\geq 0.5$ . Additionally, the evaluation of discriminant validity involves the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT)  $\leq 0.9$  (Hair et al., 2019; Sarstedt et al., 2021).

Table 3 Outer Loading, Composite Reliability, AVE

Variabel	Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Job satisfaction	KK1	0.799	0.881	0.910	0.627
	KK2	0.818			
	KK3	0.779			
	KK4	0.769			
	KK5	0.769			
	KK6	0.748			
Work-life balance	WLB1	0.727	0.901	0.921	0.510
	WLB2	0.621			
	WLB3	0.829			
	WLB4	0.834			
	WLB5	0.805			
	WLB6	0.804			
	WLB7	0.727			
	WLB8	0.621			
Organizational Commitment	KO1	0.662	0.809	0.861	0.593
	KO2	0.782			
	KO3	0.711			
	KO4	0.649			
	KO5	0.763			
	KO6	0.708			

### Factor Loading

Factor loading represents the value used to determine whether the indicators in the questionnaire data are valid. The standard for measuring factor loading is a value  $> 0.6$ , considered sufficient, and  $> 0.7$ , regarded as high. Figure 1 shows that the validity test results for the indicators of job satisfaction, work-life balance, and organizational commitment show factor loading values  $> 0.6$ . Indicators with factor loading values  $< 0.6$  must be excluded from the study to ensure that all indicators of each variable successfully reflect their respective variables, making the data valid (Hair et al., 2019).

### Cronbach's Alpha

Based on Table 2, Cronbach's Alpha shows that job satisfaction, work-life balance, and organizational commitment have values of 0.881, 0.901, and 0.809, respectively. These values indicate a high level of reliability since all are  $> 0.8$  (Hair et al., 2019).

### Composite Reliability

Table 2 shows composite Reliability results for job satisfaction, work-life balance, and organizational commitment, with values of 0.901, 0.921, and 0.861, respectively. These values indicate a high level of reliability since all are  $> 0.8$  (Hair et al., 2019).

### Average Variance Extracted (AVE)

Average Variance Extracted (AVE) measures internal intercorrelation, i.e., the correlation between indicators within the model. The standard measurement for AVE is a coefficient value  $> 0.5$ . Based on Table 3, the AVE values for job satisfaction, work-life balance, and organizational

commitment are 0.627, 0.593, and 0.510, respectively. These values show that all variables meet the evaluation criteria as their AVE coefficients are  $> 0.5$  (Hair et al., 2019).

#### **Fornell-Larcker Criterion**

The Fornell-Larcker Criterion is a test where the Average Variance Extracted (AVE) square root of each latent construct must be higher than the squared value of the highest correlation with other latent constructs. The Fornell-Larcker values are presented in Table 4

Table 4 Fornell-Larcker

	Job satisfaction	Komitmen Organisasi	Work-life Balance
Job satisfaction	0.792		
Organizational	0.643	0.714	
Commitment			
Work-life Balance	0.646	0.571	0.770

Based on the Fornell-Larcker table, the Average Variance Extracted (AVE) values for all variables are greater than the correlations between constructs in the model, indicating that all variables have met the Fornell-Larcker evaluation model criteria. Therefore, all indicators of each variable have successfully reflected their respective variables (Hair et al., 2019).

#### **Heterotrait-Monotrait Ratio (HTMT)**

The HTMT value evaluates discriminant validity between constructs in the model. Discriminant validity is considered adequate if it is below the threshold of 0.90.

Table 5 HTMT

Variabel	Job satisfaction	Organizational Commitment	Work-life Balance
Job satisfaction			
Organizational	0.740		
Commitment			
Work-life Balance	0.713	0.637	

Based on the HTMT analysis with a threshold of 0.90, it can be concluded that discriminant validity between constructs in the model has been achieved. The HTMT value between job satisfaction and organizational commitment is 0.740, between job satisfaction and work-life balance is 0.713, and between organizational commitment and work-life balance is 0.637. All these values are below the threshold of 0.90, indicating that each construct in the model has adequate discriminant validity. Thus, there are no issues with discrimination between constructs, and the model can be used for further analysis (Hair et al., 2019).

#### **Structural Model Evaluation**

The structural model evaluation in PLS-SEM using Smart PLS 4 involves several essential steps to ensure the validity and reliability of the model. First, multicollinearity testing ensures no excessively high correlations between independent variables, measured through the Variance Inflation Factor (VIF). A recommended VIF value is  $< 5$  to indicate no significant multicollinearity. Next, the significance of path coefficients is tested to evaluate the strength of the relationships between latent variables. Path coefficients are considered significant if the p-value is  $< 0.05$ , indicating that the relationships are statistically significant. Additionally, a 95% confidence interval analysis is used to verify significance, where intervals that do not cross zero indicate a significant relationship (Hair et al., 2019).

In evaluating direct and mediating effects, the effect size  $f^2$  measures the impact of independent variables on dependent variables. The  $f^2$  values can be categorized as small (0.02), medium (0.15), or large (0.35). Mediation effects are also evaluated to ensure that the relationship between independent and dependent variables through the mediator has a significant influence (Lachowicz et al., 2018). The interpretation of mediation effect size  $\text{upsilon} (V)$ , as recommended by Cohen in (Sanchez et al., 2024) is as follows:

- 0.01: Low mediation effect
- 0.075: Medium mediation effect

- 0.175: High mediation effect

Table 6 Inter VIF

				VIF
Job satisfaction	→	Organizational Commitment		1.716
Job satisfaction → Work-life balance				1.000
Work-life balance	→	Organizational Commitment		1.716

Based on the VIF analysis, the relationship between Job Satisfaction and Organizational Commitment has a VIF value of 1.716, the relationship between Job Satisfaction and Work-life Balance has a VIF value of 1.000, and the relationship between Work-life Balance and Organizational Commitment has a VIF value of 1.716. All VIF values are below the threshold of 3, indicating no significant multicollinearity among the independent variables in this model. Therefore, the model can be considered reliable for further analysis without bias caused by correlations between independent variables.

Table 7 Hypothesis Testing

Hipotesis	Path Coeficient	P-value	95% kepercayaan path coefficient		f-square	Upsilon V
			Batas Bawah	Batas Atas		
Job satisfaction → Organizational Commitment	0.470	0,009	0.303	0.655	0.237	-
Job satisfaction → Work-life Balance	0.646	0,000	0.538	0.757	0.716	-
Work-life Balance → Organizational Commitment	0.267	0,000	0.062	0.426	0.076	-
Job satisfaction → Work-life Balance → Organizational Commitment	0.173	0,010	0.041	0.306	-	0.077

Upsilon (v) calculation results with the formula:

$$v = \beta_{Y.MX}^2 - (R_{Y.MX}^2 - R_{Y.X}^2)$$

$$V = (0.267)^2 - (0.455 - 0.461)$$

$$V = 0.077$$

This value represents the mediation effect size, where the interpretation, according Cohen in (Sanchez et al., 2024) is as follows:

- $0.01 < 0.074$ : Low mediation effect
- $0.075 < 0.174$ : Medium mediation effect
- $> 0.175$ : High mediation effect.

With a value of 0.077, the mediation effect can be categorized as medium. This indicates that Work-life Balance has a significant mediation effect on Job Satisfaction and Organizational Commitment.

#### Evaluation of Model Fit (Goodness of Fit)

The model evaluation was conducted using several key steps and metrics. R-square was used to measure the predictive strength of independent variables on dependent variables, while Q-square evaluated the model's predictability by considering the predictive ability for omitted observations. SRMR (Standardized Root Mean Square Residual) and the Goodness of Fit Index (GoF) were used to assess the overall model fit with the data. Additionally, PLS Predict was utilized to determine the model's ability to predict new data (Hair et al., 2022).

Equally important, robustness checks such as linearity, heterogeneity, and endogeneity ensured that the model's fundamental assumptions were met, allowing the analysis results to be interpreted accurately and reliably. This evaluation provides a solid foundation for the validity and reliability of the research model.

#### R-Square Test

Changes in R-Square values can be used to evaluate the variation of influence between independent variables on dependent variables and mediating variables. The R-Square values are presented in Table 8 below

Table 8 R-Square

	R-square	Q-square
Organizational Commitment	0.455	0.215
Work-life Balance	0.417	0.240

Based on the R-Square Table, job satisfaction moderately influences organizational commitment, with a value of 0.455. This means that every change in the job satisfaction variable results in a 45.5% change in organizational commitment. Meanwhile, job satisfaction has a moderate influence on work-life Balance, with a value of 0.417, indicating that every change in job satisfaction leads to a 41.7% change in work-life Balance. Based on the table, it can also be explained that the Q-Square values for work-life Balance and organizational commitment are  $> 0$ , indicating that the model has predictive relevance (Hair et al., 2022).

Tabel 9 SRMR

Estimated Model	
SRMR	0.097

The table above shows the SRMR (Standardized Root Mean Square Residual) calculation results for the estimated model, with a value of 0.097. SRMR is a goodness-of-fit indicator that assesses how well the structural model aligns with the observed data. State that a good SRMR value is typically below 0.08, indicating a high model fit. However, according to , an SRMR value between 0.08–0.10 indicates an acceptable fit. The model estimation result of 0.097 signifies a satisfactory fit, showing that the empirical data adequately explains the relationships between variables in the model (Hair et al., (2022).

Tabel 10 PLS Predict

	Model PLS-SEM		Model LM	
	RMSE	MAE	RMSE	MAE
KO1	0,886	0,702	0,894	0,710
KO2	0,765	0,609	0,780	0,617
KO3	0,763	0,592	0,790	0,618
KO4	1,081	0,815	1,092	0,830
KO5	0,980	0,779	1,018	0,791
KO6	0,915	0,702	0,927	0,689
WLB1	0,779	0,662	0,817	0,690
WLB2	1,061	0,884	1,099	0,893
WLB3	0,882	0,699	0,922	0,730
WLB4	0,819	0,655	0,867	0,684
WLB5	0,765	0,617	0,799	0,643
WLB6	0,816	0,640	0,870	0,691
WLB7	0,908	0,751	0,961	0,790
WLB8	0,751	0,600	0,802	0,631

Hair et al., (2022)stated that PLS is a type of SEM analysis with a predictive purpose. Therefore, a validation measure must be developed to show how well the proposed model's

predictive power performs. PLS Predict is a form of validation for assessing PLS predictive power. To demonstrate that the PLS results have good predictive strength, comparing them with a baseline model, such as linear regression (LM), is necessary.

- If all items in the PLS model have lower RMSE (Root Mean Squared Error) and MAE (Mean Absolute Error) values than the linear regression model, the PLS model has high predictive power.
- If most items have lower values, the model has moderate predictive power.

## DISCUSSION

Based on the hypothesis testing results shown in Table 7, several conclusions can be drawn:

Job Satisfaction → Organizational Commitment The relationship has a path coefficient of 0.470 with a p-value of 0.000, indicating significance at the 95% confidence level (0.303–0.655). Additionally, the f-square value of 0.237 indicates a substantial effect of this relationship. Although job satisfaction does not significantly influence organizational commitment, organizations should still enhance employee satisfaction. Experts are encouraged to provide updated definitions and indicators of job satisfaction, especially as the majority of respondents in this study are Generation Z.

Job Satisfaction → Work-life Balance This relationship is significant, with a path coefficient of 0.646 and a p-value of 0.000. The 95% confidence interval (0.538–0.757) does not include zero, reinforcing the relationship's significance. The f-square value of 0.410 indicates a strong effect. Although the relationship is significant, companies should continuously strive to improve job satisfaction by addressing existing indicators.

Work-life Balance → Organizational Commitment This relationship is significant, with a path coefficient of 0.262, a p-value of 0.000, and a 95% confidence interval (0.062–0.426) confirming a strong positive influence. The f-square value of 0.076 indicates a moderate effect. Despite the significance of work-life Balance, companies should prioritize employee needs and implement policies that positively impact them.

Job Satisfaction → Organizational Commitment (through Work-life Balance) The mediation effect size (upsilon V) was calculated manually, as SmartPLS 3 and 4 do not automatically output this measure. The calculated upsilon, 0.077, indicates a medium mediation effect. Overall, while the direct relationship between job satisfaction and organizational commitment is insignificant, the mediated relationship through work-life Balance shows significant influence.

Table 10 compares the PLS-SEM model's predictive performance against the linear regression (LM) model using RMSE and MAE metrics. Most items in the PLS-SEM model have lower RMSE and MAE values than the LM model (highlighted in green), indicating better predictive performance. However, one exception, item K06, shows a higher MAE in the PLS-SEM model than in the LM model (highlighted in red). This suggests that while the PLS-SEM model performs well overall, further evaluation of specific items is necessary to optimize prediction accuracy.

The findings of this study provide clear evidence regarding the relationships among job satisfaction, work-life balance, and organizational commitment among working students. Specifically, the results consistently indicate that job satisfaction positively influences both work-life balance and organizational commitment. Furthermore, a significant positive effect of work-life balance on organizational commitment was also observed. Crucially, the mediation analysis revealed that work-life balance fully mediates the relationship between job satisfaction and organizational commitment. This suggests that the positive impact of job satisfaction on working students' commitment to their organizations is largely channeled through their ability to achieve a healthy work-life balance.

While existing literature widely acknowledges the positive links between job satisfaction and organizational commitment (Ramalho Luz et al., 2018; Nancy Yusnita & Rahma, 2024), and between work-life balance and organizational commitment (Nisa Ul Khoeriyah, 2024; Nikmatul Azizah, 2023) this study offers a distinctive contribution by explicitly examining the mediating role of work-life balance within the unique demographic of working students. Previous research

often focused on full-time employees in various industries (Li, 2018; Liu et al., 2021) where the challenges and priorities related to balancing professional and academic responsibilities differ significantly. Unlike studies that might consider work-life balance as a direct antecedent, our findings emphasize its crucial intermediary role, illustrating how fostering work-life balance is not merely an additional benefit but a vital mechanism through which job satisfaction translates into stronger organizational commitment for this specific population. This nuance is particularly relevant for working students, who navigate dual demands, distinguishing our findings from broader contexts and highlighting the specific mechanisms at play in their commitment formation (Aurelio Medina-Garrido a, 2023).

This research offers significant theoretical and practical implications. Theoretically, it enriches the existing body of knowledge by validating the mediating role of work-life balance, particularly within the under-explored context of working students. It extends the applicability of theories, such as Social Exchange Theory, by demonstrating how positive exchanges (manifested as job satisfaction and work-life balance support from the organization) reciprocate in increased commitment from working students. Practically, these findings provide valuable insights for human resource management practitioners and educational institutions (Goel et al., 2022). Organizations employing working students should prioritize initiatives that enhance work-life balance, such as flexible working hours, remote work options, or support programs. Organizations employing working students should prioritize initiatives that enhance work-life balance, such as flexible working hours, remote work options, or support programs (Binaebi Gloria Bello et al., 2024). By doing so, they can not only boost job satisfaction but also cultivate a more committed and engaged workforce (Waltz et al., 2020). Similarly, educational institutions can collaborate with employers to advocate for such supportive environments, recognizing the dual roles of their students and aiming to reduce academic and professional burnout.

Despite its valuable contributions, this study is subject to several limitations that should be acknowledged. Firstly, the reliance on a convenience sampling technique, with respondents primarily drawn from students at Budi Luhur University, limits the generalizability of the findings to a broader population of working students in other regions or institutions. Secondly, the cross-sectional nature of the data collection prevents the establishment of definitive causal relationships and the observation of changes over time. Future research could benefit from a longitudinal design to better understand the dynamic interplay between the variables. Lastly, the study focused on specific variables of job satisfaction, work-life balance, and organizational commitment; other factors potentially influencing organizational commitment among working students, such as financial stress, academic support, or peer relationships, were not explored and could provide additional insights.

Based on the limitations and findings of this study, several avenues for future research are suggested. Researchers could conduct similar studies using a larger and more diverse sample of working students from various universities and regions to enhance the generalizability of the findings. Employing a longitudinal research design would allow for a deeper understanding of how work-life balance and job satisfaction evolve over time and their long-term impact on organizational commitment. Future studies might also consider incorporating additional variables such as perceived organizational support, leadership styles, or specific demographic factors (e.g., age, gender, field of study) to provide a more comprehensive model. Furthermore, qualitative approaches could offer rich, in-depth insights into the lived experiences of working students and the specific challenges they face in balancing work and study, potentially identifying new constructs or relationships. Finally, exploring the effectiveness of specific work-life balance interventions implemented by organizations for working students could provide highly practical implications.

## CONCLUSION

This study highlights the significant role of work-life Balance as a mediator in the relationship between job satisfaction and organizational commitment. The findings demonstrate that balancing work and personal life is not merely a supporting variable but a critical element that bridges the influence of job satisfaction on organizational commitment. Given this crucial

mediating role, it is strongly suggested that organizations, particularly those employing working students, should proactively implement and continuously evaluate comprehensive strategies to enhance work-life balance. These strategies could include offering flexible working hours, providing access to mental health support programs, promoting remote work opportunities, and fostering a supportive organizational culture that recognizes the dual demands faced by working students. By doing so, companies can not only enhance the well-being of their working student employees but also significantly strengthen their loyalty, motivation, and commitment to the organization, ultimately leading to reduced turnover rates and increased overall productivity and a more positive workplace culture.

The implications suggest that companies must develop strategies and programs that support work-life Balance, such as flexible working hours, mental health programs, or remote work opportunities. These initiatives can enhance employee well-being, strengthen loyalty, motivation, and commitment to the organization, reduce turnover rates, increase productivity, and foster a more positive workplace culture. Therefore, this study provides clear guidance for companies to prioritize work-life Balance in building more harmonious and productive work relationships.

#### **ACKNOWLEDGEMENT**

We would like to express our gratitude to our colleagues at the Secretariat of the Employee Class Program at Universitas Budi Luhur for their full support in the data collection process from respondents. The assistance provided, ranging from coordination to questionnaire distribution, greatly facilitated the smooth execution of this research. The support and excellent collaboration from the Secretariat team played an essential role in the success of this study.

#### **AUTHOR CONTRIBUTION STATEMENT**

This research would not have been completed without the contributions of a dedicated team. KH was responsible as the primary author and data processor, ensuring that every research stage was carried out according to the planned methodology. During the writing process, HD served as a supervisor, providing guidance, direction, and valuable feedback to refine the quality of this research. Additionally, HA and ALA assisted in data verification and validation, ensuring that every section of this article adhered to established academic standards. The solid collaboration and effective coordination among the authors were crucial factors in the successful completion of this article.

#### **REFERENCES**

Abebe, A., & Assemie, A. (2023). Quality of work life and organizational commitment of the academic staff in Ethiopian universities. *Heliyon*, 9(4). <https://doi.org/10.1016/j.heliyon.2023.e15139>

Akar, H. (2018). The relationships between quality of work life, school alienation, burnout, affective commitment and organizational citizenship: A study on teachers. *European Journal of Educational Research*, 7(2), 169–181. <https://doi.org/10.12973/eu- jer.7.2.169>

Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, 14(1), 71–92. <https://doi.org/10.1108/ramj-01-2020-0002>

Akter, K., Ali, M., & Chang, A. (2020). Work-life programmes and organisational outcomes: the role of the human resource system. *Personnel Review*, 49(2), 516–536. <https://doi.org/10.1108/PR-10-2018-0408>

Ali, B. J., & Anwar, G. (2021). *An Empirical Study of Employees' Motivation and its Influence Job Satisfaction*. <https://doi.org/10.22161/ijebm.5.2>

Ammari, G., Alkurdi, B., Alshurideh, M., Obeidat, B., Abu Hussien, A.-H., & Alrowwad, A. (2017). Investigating the Impact of Communication Satisfaction on Organizational Commitment: A Practical Approach to Increase Employees' Loyalty. *International Journal of Marketing Studies*, 9(2), 113. <https://doi.org/10.5539/ijms.v9n2p113>

Arifin, W. N., & Yusoff, M. S. B. (2016). Confirmatory Factor Analysis of the Universiti Sains Malaysia Emotional Quotient Inventory Among Medical Students in Malaysia. *SAGE Open*, 6(2). <https://doi.org/10.1177/2158244016650240>

Aurelio Medina-Garrido a, J. M. B.-F. a, M. B. (2023). *Organizational support for work*.

Azeez, F., & Aboobaker, N. (2024). Exploring new frontiers of experiential learning landscape: a hybrid review. *Learning Organization*. <https://doi.org/10.1108/TLO-02-2023-0022>

Aziri, B. (2011). Aziri B. Job Satisfaction: A Literature Review Management Research And Practice Vol Job Satisfaction: A Literature Review. *Management Research and Practice*, 3(4), 77-86.

'Azzam, M. A., & Harsono, M. (2021). Organizational Commitment and Loyalty: A Millennial Generation Perspective in Indonesia. *Journal of Asian Finance, Economics and Business*, 8(3), 1371-1383. <https://doi.org/10.13106/jafeb.2021.vol8.no3.1371>

Bashir, B., & Gani, A. (2020). Testing the effects of job satisfaction on organizational commitment. *Journal of Management Development*, 39(4), 525-542. <https://doi.org/10.1108/JMD-07-2018-0210>

Bayl-Smith, P. H., & Griffin, B. (2018). Maintenance of D-A fit through work adjustment behaviors: The moderating effect of work style fit. *Journal of Vocational Behavior*, 106, 209-219. <https://doi.org/10.1016/j.jvb.2018.02.006>

Binaebi Gloria Bello, Sunday Tubokirifuruar Tula, Ganiyu Bolawale Omotoye, Azeez Jason Kess-Momoh, & Andrew Ifesinachi Daraojimba. (2024). Work-life balance and its impact in modern organizations: An HR review. *World Journal of Advanced Research and Reviews*, 21(1), 1162-1173. <https://doi.org/10.30574/wjarr.2024.21.1.0106>

Brough, P., Timms, C., Chan, X. W., Hawkes, A., & Rasmussen, L. (2020). Work-Life Balance: Definitions, Causes, and Consequences. In *Handbook of Socioeconomic Determinants of Occupational Health* (pp. 1-15). Springer International Publishing. [https://doi.org/10.1007/978-3-030-05031-3\\_20-1](https://doi.org/10.1007/978-3-030-05031-3_20-1)

Carreri, A. (2020). Control on the 'boundary-work' in work-life articulation for flexible knowledge workers. *Insights into gender asymmetries*. *Social Sciences*, 9(6), 1-15. <https://doi.org/10.3390/socsci9060107>

Chernyak-Hai, L., & Rabenu, E. (2018). The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant? In *Industrial and Organizational Psychology* (Vol. 11, Issue 3, pp. 456-481). Cambridge University Press. <https://doi.org/10.1017/iop.2018.5>

Clare Kellher, J. R. G. B. (2020). *All of Work, All of Life*.

Deloitte. (2022). *Striving for balance, advocating for change*.

Djunaedi, Nimran, U., Musadieq, M. Al, & Afrianty, T. W. (2024). Empowerment effect on competence and organizational commitments: Organizational learning culture as moderating. In *Multidisciplinary Reviews* (Vol. 7, Issue 2). Malque Publishing. <https://doi.org/10.31893/multirev.2024038>

Dorenkamp, I., & Ruhle, S. (2019). Work-Life Conflict, Professional Commitment, and Job Satisfaction Among Academics. *Journal of Higher Education*, 90(1), 56-84. <https://doi.org/10.1080/00221546.2018.1484644>

Dube, N., & Ndofirepi, T. M. (2024). Academic staff commitment in the face of a role (im)balance between work and personal life: can job satisfaction help? *European Journal of Management Studies*, 29(1), 31-50. <https://doi.org/10.1108/ejms-08-2022-0048>

Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' Job Satisfaction And Their Work Performance As Elements Influencing Work Safety. *System Safety: Human - Technical Facility - Environment*, 2(1), 18-25. <https://doi.org/10.2478/czoto-2020-0003>

Emre, O., & De Spiegeleire, S. (2021). The role of work-life balance and autonomy in the relationship between commuting, employee commitment and well-being. *International Journal of Human Resource Management*, 32(11), 2443-2467. <https://doi.org/10.1080/09585192.2019.1583270>

Fawad, K., Louise, L., Muhammad, B., & Ahmad, S. (2021). *How can universities improve student loyalty? The roles of university social responsibility, service quality, and "customer" satisfaction and trust*.

Goel, P., Mehta, S., Kumar, R., & Castaño, F. (2022). Sustainable Green Human Resource Management Practices in Educational Institutions: An Interpretive Structural Modelling and Analytic Hierarchy Process Approach. *Sustainability (Switzerland)*, 14(19). <https://doi.org/10.3390/su141912853>

Gragnano, A., Simbula, S., & Miglioretti, M. (2020). Work-life balance: weighing the importance of work-family and work-health balance. *International Journal of Environmental Research and Public Health*, 17(3). <https://doi.org/10.3390/ijerph17030907>

Greenhaus, J. H., & Powell, G. N. (2000). When Work And Family Collide: Choices And Conflict Between Competing Role Demands. *Academy of Management Proceedings*, 2000(1), B1–B6. <https://doi.org/10.5465/apbpp.2000.5438585>

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. In *European Business Review* (Vol. 31, Issue 1, pp. 2–24). Emerald Group Publishing Ltd. <https://doi.org/10.1108/EBR-11-2018-0203>

Hair, J. F., Tomas, G., Hult, M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. <https://www.researchgate.net/publication/354331182>

Hakim, A. R., & Hasmira, M. H. (2022). Strategi Kuliah Sambil Bekerja Oleh Mahasiswa (Studi Kasus: Mahasiswa Bekerja di Universitas Negeri Padang). *Naradidik: Journal of Education and Pedagogy*, 1(1), 30–37. <https://doi.org/10.24036/nara.v1i1.6>

Harden, G., Boakye, K. G., & Ryan, S. (2018). Turnover Intention of Technology Professionals: A Social Exchange Theory Perspective. *Journal of Computer Information Systems*, 58(4), 291–300. <https://doi.org/10.1080/08874417.2016.1236356>

Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person-job fit, work-life balance, and work conditions on organizational commitment: Investigating the mediation of job satisfaction in the private sector of the emerging market. *Sustainability (Switzerland)*, 13(12). <https://doi.org/10.3390/su13126622>

Inayat, W., & Jahanzeb Khan, M. (2021). A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations, Peshawar. *Education Research International*, 2021. <https://doi.org/10.1155/2021/1751495>

Isse, H., Abdirahman, H., Shiyabade Najeemdeen, I., Abidemi, B. T., & Ahmad, R. B. (2018). The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance. *Academic Journal of Economic Studies*, 4(3), 12–17.

Kaya, M., & Ayça Kaya, G. (2024). *Bist'te işlem gören sigorta işletmelerinin nakit akış oran analizi ile incelenmesi-2*. International business and society conference ibsco 2024. <https://www.researchgate.net/publication/384894341>

Kock, N., & Hadaya, P. (2018). Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods. *Information Systems Journal*, 28(1), 227–261. <https://doi.org/10.1111/isj.12131>

Kot-Radojewska, M., & Timenko, I. V. (2018). Employee loyalty to the organization in the context of the form of employment. *Oeconomia Copernicana*, 9(3), 511–527. <https://doi.org/10.24136/oc.2018.026>

Lachowicz, M. J., Preacher, K. J., & Kelley, K. (2018). A novel measure of effect size for mediation analysis. *Psychological Methods*, 23(2), 244–261. <https://doi.org/10.1037/met0000165>

Li, Y. (2018). Effects of Work-Life Balance on Organizational Commitment: A Study in China's State-Owned Enterprise. *World Journal of Social Science Research*, 5(2), 144. <https://doi.org/10.22158/wjssr.v5n2p144>

Lidia Sari, R., Seniati, L., & Nina Liche Seniati, A. (2020). The Role of Job Satisfaction as Mediator Between Work-life Balance and Organizational Commitment among Lecturers. In *Review Article PSYCHOLOGY AND EDUCATION* (Vol. 57). [www.psychologyandeducation.net](http://www.psychologyandeducation.net)

Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job satisfaction and organisational commitment of employees in the information technology environment. In *Southern African Business Review* (Vol. 15).

Luturlean, B. S., Prasetio, A. P., & Saragih, R. (2019). The Effect of Human Resource Practice, Perceived Organizational Support and Work-Life Balance in Enhancing Employee's

Affective Commitment. *GATR Journal of Management and Marketing Review*, 4(4), 242–253. [https://doi.org/10.35609/jmmr.2019.4.4\(3\)](https://doi.org/10.35609/jmmr.2019.4.4(3))

Mahajan, R., Gupta, P., & Misra, R. (2022). Employability skills framework: a tripartite approach. *Education and Training*, 64(3), 360–379. <https://doi.org/10.1108/ET-12-2020-0367>

Mathews, S. L. (2018). *Running head: Women Faculty In Stem Disciplines A Quantitative Examination Of The Relationship Between Organizational Commitment, Work-Life Balance And Voluntary Turnover Intention Of Women Faculty In The Stem Disciplines Within The United States*.

McDowall, A., & Kinman, G. (2017). The new nowhere land? A research and practice agenda for the “always on” culture. *Journal of Organizational Effectiveness*, 4(3), 256–266. <https://doi.org/10.1108/JOEPP-05-2017-0045>

McFarland, D. C., & Hlubocky, F. (2021). Therapeutic strategies to tackle burnout and emotional exhaustion in frontline medical staff: Narrative review. In *Psychology Research and Behavior Management* (Vol. 14, pp. 1429–1436). Dove Medical Press Ltd. <https://doi.org/10.2147/PRBM.S256228>

Meyer, P., & Allen, N. J. (2010). *A three-component conceptualization of organizational commitment* Author links open overlay panelJohn. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)

Mwesigwa, R., Tusiime, I., & Ssekiziyivu, B. (2020). Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*, 39(2), 253–268. <https://doi.org/10.1108/JMD-02-2018-0055>

Nakonezny, P. A., & Denton, W. H. (2008). Marital relationships: A social exchange theory perspective. *American Journal of Family Therapy*, 36(5), 402–412. <https://doi.org/10.1080/01926180701647264>

Nancy Yusnita, & Rahma, M. (2024). The Influence Of Job Satisfaction On Employee Performance Through Organizational Commitment. *The Management Journal of Binaniaga*, 9(02). <https://doi.org/10.33062/mjb.v9i02.66>

Nisa Ul Khoeriyah, W. (2024). *View of The Effect of Job Demand, Work-life Balance, and Organizational Commitment on Employee Performance in Employee Class Students of the Faculty of Economics at Mercu Buana University Yogyakarta*.

Opoku, F. K., Kwao, I. T., & Johnson, A.-P. (2023). *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm>

Oyewobi, L. O., Oke, A. E., Adeneye, T. D., Jimoh, R. A., & Windapo, A. O. (2022). Impact of work-life policies on organizational commitment of construction professionals: role of work-life balance. *International Journal of Construction Management*, 22(10), 1795–1805. <https://doi.org/10.1080/15623599.2020.1742632>

Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of Work-Life Balance on Organizational Citizenship Behaviour: Role of Organizational Commitment. *Global Business Review*, 17, 15S–29S. <https://doi.org/10.1177/0972150916631071>

Rafidah Kusuma, H., Fitzdinny, K. A., & Jannah, N. R. (2024). Perspektif Generasi Z Terhadap Pernikahan Dini. In *Seminar Nasional Universitas Negeri Surabaya*.

Rashmi, K., & Kataria, A. (2022). Work-life balance: a systematic literature review and bibliometric analysis. *International Journal of Sociology and Social Policy*, 42(11-12), 1028–1065. <https://doi.org/10.1108/IJSSP-06-2021-0145>

River, S., & Gabon, A. (2020). *Sun And Moon: A Phenomenological Study on Work-Life Balance of Bank Employees*. [www.ijmcer.com](http://www.ijmcer.com)

Sabatelli, R. M., Lee, H., & Ripoll-Núñez, K. (2018). Placing the Social Exchange Framework in an Ecological Context. In *Journal of Family Theory and Review* (Vol. 10, Issue 1, pp. 32–48). Wiley-Blackwell. <https://doi.org/10.1111/jftr.12254>

Sanchez, J. I., Wang, C., Ponnappalli, A. R., Sin, H. P., Xu, L., Lapeira, M., & Song, M. (2024). Assessing Common-Metric Effect Sizes to Refine Mediation Models. *Organizational Research Methods*, 27(3), 351–368. <https://doi.org/10.1177/10944281231169943>

Saridakis, G., Lai, Y., Muñoz Torres, R. I., & Gourlay, S. (2020). Exploring the relationship between job satisfaction and organizational commitment: an instrumental variable approach. *International Journal of Human Resource Management*, 31(13), 1739–1769. <https://doi.org/10.1080/09585192.2017.1423100>

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research* (pp. 1-47). Springer International Publishing. [https://doi.org/10.1007/978-3-319-05542-8\\_15-2](https://doi.org/10.1007/978-3-319-05542-8_15-2)

Shanka, M. S., & Buvik, A. (2019). When Does Relational Exchange Matters? Social Bond, Trust and Satisfaction. *Journal of Business-to-Business Marketing*, 26(1), 57-74. <https://doi.org/10.1080/1051712X.2019.1565137>

Syarafina, S. O., Nurdibyanandaru, D., & Hendriani, W. (2019). *Pengaruh Optimisme dan Kesadaran Diri Terhadap Adversity Quotient Mahasiswa Skripsi Sambil Bekerja* (Vol. 7, Issue 3). <http://ejournal.umm.ac.id/index.php/cognicia>

ten Hoeve, Y., Brouwer, J., & Kunnen, S. (2020). Turnover prevention: The direct and indirect association between organizational job stressors, negative emotions and professional commitment in novice nurses. *Journal of Advanced Nursing*, 76(3), 836-845. <https://doi.org/10.1111/jan.14281>

Waltz, L. A., Muñoz, L., Weber Johnson, H., & Rodriguez, T. (2020). Exploring job satisfaction and workplace engagement in millennial nurses. *Journal of Nursing Management*, 28(3), 673-681. <https://doi.org/10.1111/jonm.12981>

Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees: A Systematic Review. *Society*, 10(2), 384-398. <https://doi.org/10.33019/society.v10i2.464>

Xu, M. (2020). *Employee perceptions of work-life balance and formal and informal approaches to work-life management: a case study of China's pharmaceutical sector*.

Zhou, C., Xia, W., & Feng, T. (2024a). Adopting relationship trust and influence strategy to enhance green customer integration: a social exchange theory perspective. *Journal of Business and Industrial Marketing*, 39(8), 1669-1686. <https://doi.org/10.1108/JBIM-06-2022-0236>

Zhou, C., Xia, W., & Feng, T. (2024b). Adopting relationship trust and influence strategy to enhance green customer integration: a social exchange theory perspective. *Journal of Business and Industrial Marketing*, 39(8), 1669-1686. <https://doi.org/10.1108/JBIM-06-2022-0236>