

The Effect of Work-Life Balance and Work Environment on Organizational Commitment with Job Satisfaction as a Mediator at Ananda Purwokerto Hospital

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ABSTRACT

This study investigates the influence of work-life balance and work environment on organizational commitment, with job satisfaction as a mediating variable, at Ananda Purwokerto General Hospital. Using a quantitative approach, data were collected from 130 healthcare workers selected through accidental sampling. The Slovin formula with a 5% margin of error was used to determine the sample size. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach via SmartPLS 4.0 software. The results show that work-life balance and work environment both have a positive and significant effect on job satisfaction and organizational commitment. Moreover, job satisfaction significantly influences organizational commitment and mediates the relationship between work-life balance, work environment, and organizational commitment.

INTRODUCTION

Hospitals serve as integral institutions within the healthcare system, playing a vital role in delivering medical services to the broader community. The World Health Organization (WHO) highlights that hospitals enhance healthcare systems by efficiently organizing and utilizing their resources to meet the needs of the population, ultimately improving system performance and responding to increasing healthcare demands (Nafisyah *et al.*, 2025).

Within the healthcare setting, organizational commitment among hospital staff plays an important and critical role in ensuring the consistent delivery of high-quality services. It encompasses the level of emotional attachment, loyalty, and active engagement that employees demonstrate toward their organization. Organizational commitment reflects an individual's readiness to contribute to the institution, remain within it, and work toward its goals (Dihaq *et al.*, 2022). Meyer and Allen (1991), as referenced by Choeriyah & Ayu Tuty Utami (2023), classify this commitment into three distinct components: affective commitment, which pertains to an emotional connection with the organization; continuance commitment, which involves an awareness of the potential costs of leaving; and normative commitment, which relates to a perceived moral obligation to stay. An organizational strong sense commitment is commonly linked to higher levels of job satisfaction, enhanced performance, and reduced turnover intentions.

Ananda Purwokerto General Hospital, a prominent private healthcare institution in Central Java, is currently facing significant human resource challenges. Given its responsibility to provide critical medical services to the community, the hospital requires a dedicated and committed workforce. Nevertheless, factors such as work-life balance, the compatibility between professional and personal responsibilities, and the overall quality of the work environment present challenges that must be carefully examined and addressed.

Table 1. Turnover Rate General Hospital Ananda Purwokerto

Year	Number Of Employees	Employee Exits	Turnover Rate	Turnover Rate Limit
2021	232	32	15%	10%
2022	260	42	17%	10%
2023	292	51	18%	10%

Source: Amarta & Mukhroji. (2024)

According to a study by Amarta and Mukhroji (2024), one of the main challenges faced by Ananda Purwokerto General Hospital is the high employee turnover rate. This issue is often linked to poor work-life balance, unsatisfactory working conditions, and limited support for a healthy and positive work environment. Consequently, examining how work-life balance and the work environment impact organizational commitment—particularly with job satisfaction as a mediating factor—is highly relevant in the context of this hospital. As the demand for high-quality healthcare services and efficient human resource management continues to rise, hospitals must adopt adaptive, evidence-

based management strategies. Identifying the key drivers of employee commitment is essential in fostering a more productive, supportive, and balanced workplace. By analyzing the interrelationship among work-life balance, work environment, and job satisfaction, Ananda Purwokerto General Hospital can formulate more effective human resource policies to retain competent and committed personnel.

Organizational commitment is a psychological condition that represents the bond between an employee and the organization, influencing the individual's decision to remain within the organization (Allen & Meyer, 1991). Studies by Anggreni and Budiani (2021), Surya and Riana (2023), and Choeriyah and Ayu Tuty Utami (2023) emphasizes that a better work-life balance can increase job satisfaction, which in turn strengthens organizational commitment. Husniati *et al.* (2023) defining work-life balance as a state of proportion between the two demands that individuals face in their work life and personal life. Employees who perceive sufficient time for personal and family needs tend to be more engaged and productive. In contrast, an imbalance can result in stress, burnout, and diminished commitment to the organization. Therefore, hospitals should implement supportive measures such as flexible working hours and employee wellness programs to enhance retention and employee engagement (Azriel & Ariani, 2025).

The relationship between work-life balance and organizational commitment has been extensively examined in the literature, with most studies identifying a significant and positive correlation (Surya & Riana, 2023; Dihaq *et al.*, 2022; Ade *et al.*, 2024). However, contrasting evidence is provided by Yusnita *et al.* (2022), who found no statistically significant relationship between the two variables. Beyond its association with organizational commitment, work-life balance is also widely acknowledged as a crucial factor influencing job satisfaction. In healthcare settings, when institutions promote environments that support employees in balancing their professional and personal lives, job satisfaction is likely to improve—thereby potentially reinforcing their organizational commitment. This positive linkage between work-life balance and job satisfaction has been validated in various studies (Latupapua *et al.*, 2021; Surya & Riana, 2023; Nurhalizah & Jufrizen, 2024), although conflicting findings have been reported by Maharani *et al.* (2023), who observed no significant relationship.

Organizational commitment is also influenced by the overall quality of the work environment. As cited by Nitisemito (2016) in Fitria & Chalil (2023), the work environment encompasses all external factors surrounding employees—ranging from the physical setting and work procedures to organizational structures, whether individual or team-based—that collectively impact employee performance and productivity. A work environment that is perceived as supportive, secure, and comfortable contributes to stronger emotional ties between employees and the organization, while also enhancing job satisfaction, as evidenced in studies by Budianto *et al.* (2024), Ghania *et al.* (2024), Baru *et al.* (2023), Priyatno & Rijanti (2024), and Anggela & Damingun (2024). Conversely, environments marked by high stress levels or insufficient support tend to

diminish both job satisfaction and organizational commitment. Robbins & Judge (2023) note that the work environment serves as a critical reference point in shaping employee dedication and professional conduct. Therefore, fostering a positive work environment is imperative for maintaining and strengthening organizational commitment.

Research examining the influence of the work environment on organizational commitment has produced varying outcomes. While several studies have identified a positive correlation (Daslim et al., 2023; Budianto et al., 2024), others, such as Santoni et al. (2021), have reported a negative relationship. Generally, a supportive and well-structured work environment fosters higher levels of employee satisfaction and organizational loyalty, thereby reinforcing commitment to the organization. According to Robbins & Judge (2015), as cited in Widhiandono et al. (2022), job satisfaction represents a favorable emotional reaction to one's work and serves as a critical factor in shaping employee behavior and overall performance in the workplace. Likewise, job satisfaction is often shaped by the work environment, as confirmed by Nurhalizah & Jufrizen (2024), Anggela & Damingun (2024), and Fahlefi (2023), though others such as Pragusti & Hidayat (2023) found no significant connection.

Job satisfaction also acted as a mediating variable for work-life balance, organizational work environment, and organizational commitment. Nurhalizah & Jufrizen (2024), Fahlefi (2023), and Santoni et al. (2021) support the view that workers who are job-satisfied are more likely to display greater degrees of commitment to their particular organizations. Job satisfaction is thus a critical factor in all working spaces.

This study extends the work of Alfianto & Hadi (2024), which examines the effect of work-life balance on organizational commitment mediated by job satisfaction, with a focus on employees of a state-owned bank in Sidoarjo Regency. Building upon their model, the present research incorporates the work environment as an additional independent variable and applies the framework in a different organizational setting—specifically, among healthcare professionals at a public hospital in Purwokerto. The main objective is to examine the influence of work-life balance and the work environment on organizational commitment, while also assessing the mediating role of job satisfaction. The results are expected to provide valuable insights for hospital administrators in formulating strategies to enhance employee commitment, thereby contributing to improved healthcare service delivery for the community.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET), originally proposed by Blau (1964) in *Exchange and Power in Social Life*, posits that the relationship between employees and organizations is governed by the norm of reciprocity, where mutual benefits drive continued interaction. Within the workplace context, particularly regarding work-life balance and the work environment, SET provides a framework to understand how employees interpret organizational support. When employees perceive that their organization values their well-being—through practices that promote work-life balance and a positive work

environment – they are more likely to experience higher levels of job satisfaction. In turn, this job satisfaction serves as a mediating factor that strengthens their commitment to the organization.

The effect of work-life balance on organizational commitment

Work-life balance (WLB) is recognized as a strategic factor in enhancing employee commitment to the organization, particularly through the lens of reciprocal relationships as outlined in Social Exchange Theory (Alhawary et al., 2021). According to Blau (1964), when organizations support employees in achieving equilibrium between professional and personal responsibilities – such as by offering flexible working hours, sufficient leave, and attending to individual needs – employees are more likely to feel appreciated. This perception of organizational support fosters increased motivation, leading to stronger loyalty and organizational commitment. Empirical studies have confirmed a positive and significant association between work-life balance and organizational commitment (Anggreni & Budiani, 2021; Surya & Riana, 2023).

Hypothesis 1: The effect of Work-Life Balance on Organizational Commitment

The effect of work-life balance on job satisfaction

Work-life balance represents an individual's ability to effectively manage professional obligations in conjunction with personal and family responsibilities. Organizations hold a pivotal role in creating conditions that facilitate this balance, given its substantial impact on employee job satisfaction (Wahyudin et al., 2025). The implementation of work-life balance strategies aims to increase employee satisfaction, which in turn can increase motivation and strengthen organizational commitment (Kasbuntoro et al., 2021). The existence of a positive and significant association between work-life balance and job satisfaction has been substantiated by empirical evidence from multiple studies, including those conducted by Latupapua et al. (2021), Surya and Riana (2023), and Nurhalizah and Jufrizen (2024).

Hypothesis 2: The effect of Work-Life Balance on Job Satisfaction

The effect of Work Environment on Organizational Commitment

A supportive and conducive work environment plays a crucial role in fostering strong interpersonal relationships among employees within an organization. Consequently, it is essential for companies to establish a comfortable and encouraging workplace atmosphere to sustain employee commitment and promote continued productivity in fulfilling their responsibilities (Nurkholifa & Budiono, 2022). Empirical findings by Daslim et al. (2023), Budianto et al. (2024), and Baru et al. (2023) further affirm that a positive work environment significantly contributes to enhancing organizational commitment.

Hypothesis 3: The effect of Work Environment on Organizational Commitment

The effect of Work Environment on Job Satisfaction

To enhance job satisfaction, it is essential to cultivate a work environment that is engaging, safe, and supportive—both in terms of leadership and peer relationships. Organizations must also ensure the provision of adequate facilities, uphold fairness in job placement, and promote equality across all levels of staff. Beyond work-related factors, attention to employees' personal well-being is equally important. This is particularly vital in hospitals, which, as professional healthcare institutions, are expected to continuously evolve in delivering high-quality services aligned with ongoing advancements in science, technology, and societal needs (Berutu et al., 2024). Research by Nurhalizah and Jufrizen (2024), Anggela and Damingun (2024), and Fahlefi (2023) has confirmed that the work environment significantly influences job satisfaction, as it is a critical factor in shaping employees' overall workplace experience.

Hypothesis 4: The effect of Work Environment on Job Satisfaction

The effect of Job Satisfaction on Organizational Commitment

To foster employee job satisfaction, organizations must provide autonomy in performing tasks, offer diverse job responsibilities, and deliver meaningful feedback regarding work outcomes. These elements contribute to a more fulfilling work experience, ultimately leading to increased employee happiness. Consequently, if an organization aims to enhance performance and cultivate a highly committed workforce, it must ensure that the fundamental drivers of job satisfaction are adequately addressed. Satisfied employees are more likely to invest their energy and dedication into their roles (Nurhalizah & Jufrizen, 2024). Empirical studies by Dengo et al. (2023), Dihaq et al. (2022), and Latupapua et al. (2021) support the view that job satisfaction exerts a positive and significant influence on organizational commitment.

Hypothesis 5: The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction mediates the influence of work-life balance on organizational commitment

Latupapua et al. (2021) emphasizes the critical function of job satisfaction as a mediating variable in the relationship between work-life balance and organizational commitment. When employees derive satisfaction from successfully managing their professional and personal roles, they tend to exhibit heightened loyalty and a deeper emotional attachment to their organization. This suggests that job satisfaction serves as a psychological conduit through which work-life balance translates into stronger organizational commitment. Supporting evidence has been provided by Sari and Seniati (2020) as well as Surya and Riana (2023), who also found that job satisfaction mediates the influence of work-life balance on organizational commitment. Similarly, Yusnita et al. (2022) validated the mediating role of job satisfaction in this dynamic. Taken together, these studies highlight the dual function of job satisfaction—both as a consequence of work-life balance and as a reinforcing element that enhances employees' organizational commitment.

Hypothesis 6: Job satisfaction mediates the influence of work-life balance on organizational commitment

Job satisfaction mediates the influence of work environment on organizational commitment

The work environment encompasses the physical and social conditions in which employees carry out their daily responsibilities, including the availability of appropriate facilities and resources needed for effective job performance. A supportive and well-structured environment not only fosters optimal productivity but also prioritizes employee health, safety, and overall comfort (Nurhalizah & Jufrizen, 2024). While the attributes of an ideal workplace may vary depending on the specific nature of the job, the importance of a positive and accommodating work setting is universally recognized across both public and private sectors. When employees perceive their work environment as favorable, it often contributes to greater job satisfaction, which subsequently enhances their organizational commitment (Fitria & Chalil, 2023). Empirical studies by Nurhalizah and Jufrizen (2024), Fahlefi (2023), Santoni et al. (2021), and Priyatno and Rijanti (2024) consistently demonstrate that job satisfaction mediates the effect of the work environment on employees' commitment to their organization. **Hypothesis 7: Job satisfaction mediates the influence of work environment on organizational commitment**

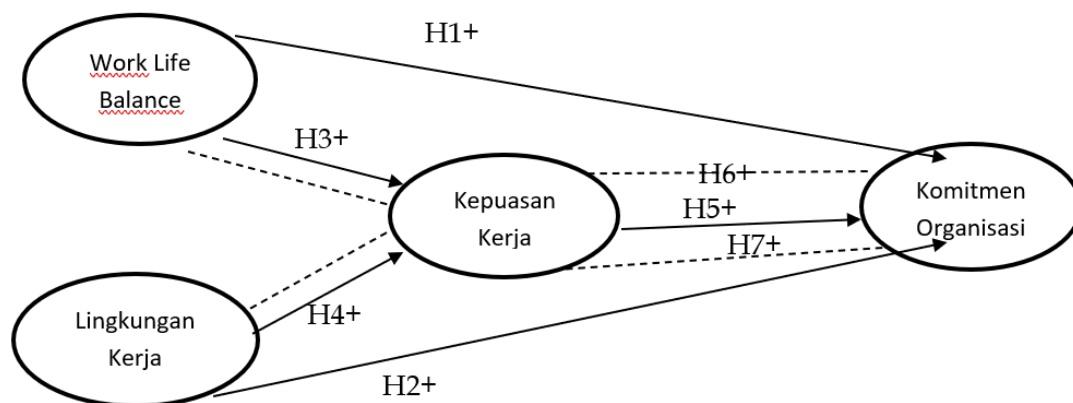


Figure 1. Conceptual framework

METHODOLOGY

This research employs a quantitative approach aimed at analyzing the relationships among variables using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique, implemented through SmartPLS version 4.0. The analysis consists of two main stages: the outer model assessment, which examines the validity and reliability of the relationships between latent constructs and their respective indicators; and the inner model assessment, which evaluates the structural relationships among latent variables in accordance with the proposed hypotheses. Variable indicators of commitment according to Alfianto & Hadi (2024) include: (1) continuous commitment, related to employee responses regarding the losses incurred if they decide to leave the company; (2) normative commitment, related to an employee's moral feelings regarding their

obligations to the company; (3) affective commitment, related to an employee's emotional involvement in the company.

The variable indicator of work-life balance, which is maintaining a balance between work and personal life, having a social life outside of work, engaging in leisure activities outside of work (hobbies), and fulfilling responsibilities to family and company (Alfianto & Hadi, 2024). Meanwhile, according to Yuliantini & Santoso (2020), the indicators for the work environment variable are: (1) office facilities; (2) working conditions; (3) relationships among colleagues; and (4) relationships between employees and management.

According to Alfianto & Hadi (2024), indicators of job satisfaction include: (1) satisfaction with the job itself; (2) satisfaction with the organization; (3) social relationships between employees and coworkers.

RESEARCH RESULT

Respondent Demographics

Table 2. Respondent Demographics

Characteristics	Category	Frequency	Percentage
Gender	Male	20	15,4%
	Female	110	84,6%
Age		130	100%
	<20	1	0,8%
	20-30	87	66,9%
	30-40	40	30,8%
	40-50	2	1,5%
Work Unit		130	100%
	Midwife	28	21,5%
	Nurse	77	59,2%
	General Practitioner	13	10,0%
	Physiotherapy	3	2,3%
	Speech Therapy	1	0,8%
	Occupational therapy	1	0,8%
	Nutritionist	1	0,8%
Education	Health Analysis	6	4,6%
		130	100%
	Diploma	69	53,1%
	Bachelor's Degree	56	43,1%
	High School	5	3,8%
	Diploma/Equivalent		
Length of Service		130	100%
	<1 Year	17	13,1%
	1-10 Years	98	75,4%
	10-20 Years	15	11,5%
		130	100%

This study involved 130 respondents, predominantly women (110 people, or 84.6%) and a small number of men (15.4%). The majority of respondents were aged 20–30 years (66.9%), followed by those aged 30–40 years (30.8%). Based on job roles, the majority were nurses (59.2%), followed by midwives (21.5%) and general practitioners (10%). The respondents' highest level of education was predominantly a diploma (53.1%), followed by a bachelor's degree (43.1%), and high school/equivalent (3.8%). In terms of years of work experience, the majority had worked for 1–10 years (75.4%), while others had worked for less than 1 year (13.1%) or 10–20 years (11.5%).

Outer Loadings

Table 3. Outer Loadings

Expression in the Scale (Items)	LF
Work Life Balance	
(WLB3) I was able to balance my work with my personal life.	0.735
(WLB4) Doing work is like part of my daily activities.	0.776
(WLB5) I have a strong connection with my current job.	0.816
(WLB6) I think that the assigned tasks need to be completed immediately.	0.833
(WLB8) I strive to always take part in tasks.	0.763
Work Environment	
(WE1) I feel comfortable using the hospital facilities provided.	0.859
(WE2) I feel safe and comfortable working in this hospital environment.	0.901
(WE4) I feel that the leaders of this hospital are open to listening to suggestions or complaints.	0.855
Job Satisfaction	
(JS1) Compared to the many types of work, my job is more interesting to do.	0.841
(JS2) I feel satisfied with the activities at work that I do.	0.855
(JS3) I am satisfied with the facilities provided by the company.	0.861
(JS4) I feel satisfied with the form of attention from management to employees in doing work, such as providing direction and motivation to work.	0.885
(JS5) I am satisfied with the work climate at the company.	0.817
Organizational Commitment	
(OG1) It would require considerable personal sacrifice for me to leave the Company.	0.782
(OG2) I stay with this company because I do not believe other companies can provide greater benefits.	0.878

(OG3) It's hard for me to leave this Company.	0.903
(OG4) I would feel guilty if I left the company.	0.908
(OG5) I will not leave the Company because I feel I have a moral obligation.	0.884
(OG6) The Company's problems are also my problems.	0.792 0.797
(OG7) I feel emotionally attached to the company.	0.896
(OG8) I will spend the rest of my career at this company.	

Based on the results of the outer loading analysis, there were several indicators with values less than 0.7. These indicators, namely variables wlb 1, wlb 2, wlb 7, lk 3, and kk 6, were removed from the model because they did not meet the convergent validity criteria. After removal, all remaining indicators showed outer loading values above 0.7, indicating that these indicators are valid in representing the measured construct.

Construct Validity and Reliability

The validity and reliability test results in Table 4 are considered valid if the composite reliability (CR) is at least 0.70, Cronbach's alpha is ≥ 0.70 , and the average extracted value (AVE) is ≥ 0.50 (Hair et al., 2021). The test results indicate that all variables are valid and reliable, as the average variance extracted (AVE) is ≥ 0.50 , composite reliability is ≥ 0.70 , and Cronbach's alpha is ≥ 0.70 .

Table 4. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	CR	AVE
KK	0.906	0.908	0.930	0.726
KO	0.948	0.952	0.956	0.734
LK	0.842	0.845	0.905	0.760
WLB	0.844	0.848	0.889	0.617

Source: PLS data processing results (2025)

Uji R-square

Table 5. R Square Test

	R-Square	R-Square Adjusted
KK	0.637	0.631
KO	0.662	0.654

Source: PLS data processing results (2025)

The analysis results show that the R-square value for the KK (Job Satisfaction) variable is 0.637, which means that 63.7% of the variation in the KK variable can be explained by the independent variables in the model. Meanwhile, the R-square value for the KO (Organizational Commitment) variable is 0.662, indicating that 66.2% of the variation in KO can be explained by the predictor variables included in the model. The remaining 36.3% and 33.8%, respectively,

are explained by factors outside the scope of this study. Based on Chin's (1998) criteria, an R-square value between 0.33 and 0.67 falls into the moderate category, so it can be concluded that this model has sufficient explanatory power.

Hypothesis Test Results

Based on the results of hypothesis testing using Partial Least Square (PLS), the following results were obtained:

Table 6. Partial Least Square (PLS)

Hypothesis		Path Coefficients (β)	T Statistic	P Values	Conclusion
WLB → KO	H1	0.155	2.152	0.016	Accepted
WLB → KK	H2	0.342	5.371	0.000	Accepted
LK → KO	H3	0.333	4.514	0.000	Accepted
LK → KK	H4	0.543	8.636	0.000	Accepted
KK → KO	H5	0.415	5.040	0.000	Accepted
WLB → KK → KO	H6	0.142	3.223	0.001	Accepted
LK → KK → KO	H7	0.225	4.578	0.000	Accepted

Source: PLS data processing results (2025)

Based on the analysis presented in Table 6, all variables demonstrate positive relationships, as indicated by the positive values in the original sample estimates. Hypotheses were accepted if the p-values were less than 0.05 and the t-statistics exceeded 1.96. The findings reveal that work-life balance has a significant and positive effect on organizational commitment, supporting Hypothesis 1. Similarly, work-life balance also significantly enhances job satisfaction, confirming Hypothesis 2. The analysis using PLS indicates that the work environment significantly and positively influences organizational commitment, validating Hypothesis 3. Hypothesis 4 is also supported, showing that the work environment significantly contributes to job satisfaction among healthcare workers. Furthermore, job satisfaction exerts a significant positive impact on organizational commitment, affirming Hypothesis 5. The mediating role of job satisfaction in the relationship between work-life balance and organizational commitment is supported, thereby confirming Hypothesis 6. Finally, the results also demonstrate that job satisfaction mediates the effect of the work environment on organizational commitment, leading to the acceptance of Hypothesis 7.

DISCUSSION

The Effect of Work-Life Balance on Organizational Commitment

The concept of work-life balance has been found to exert a significant and positive impact on the organizational commitment of healthcare workers at Ananda Purwokerto General Hospital (Anggreni & Budiani, 2021; Surya & Riana, 2023; Choeriyah & Ayu Tuty Utami, 2023). These results suggest that when employees are able to successfully navigate the demands of their

professional responsibilities alongside personal obligations, their allegiance to the organization is likely to be enhanced. Achieving this balance tends to foster stronger emotional connections and a heightened sense of loyalty toward the workplace. This alignment also signals the organization's recognition of employees' personal well-being, which, through the lens of Social Exchange Theory, cultivates a perceived obligation to reciprocate. Consequently, employees are more inclined to demonstrate greater commitment and active participation. These dynamics underscore the notion that organizational commitment is largely shaped through reciprocal exchanges grounded in mutual support and shared benefit.

The Effect of work-life balance on job satisfaction

The findings reveal that work-life balance exerts a significant and positive influence on job satisfaction among healthcare professionals at Ananda Purwokerto General Hospital. This result aligns with prior research conducted by Latupapua et al. (2021), Surya and Riana (2023), and Nurhalizah and Jufrizen (2024), which demonstrates that employees who successfully balance professional responsibilities with personal life are more likely to report higher levels of job satisfaction. When individuals feel that their personal time is acknowledged and not adversely affected by work-related pressures, their satisfaction with their job tends to increase. To cultivate such satisfaction, organizations can implement supportive practices such as flexible working arrangements, sufficient leave entitlements, and programs that promote employee well-being.

Viewed through the lens of Social Exchange Theory, organizational efforts to promote work-life balance—through family-friendly policies and flexible arrangements—are interpreted as expressions of support for employees' personal welfare. This perceived support motivates employees to reciprocate with positive workplace attitudes, including enhanced job satisfaction. The observed positive association underscores the reciprocal nature of employee-organization relationships as posited by the theory.

The Effect of work environment on organizational commitment

The results of the analysis indicate that the work climate has a positive and significant influence on healthcare personnel's organizational commitment at Ananda Purwokerto General Hospital. The result is in agreement with the findings of other researchers like Daslim et al. (2023), Budianto et al. (2024), and Baru et al. (2023). A well-defined work environment—both in tangible terms (e.g., infrastructure and ergonomic arrangement) and intangible terms (e.g., support from management and peers)—has been found to increase employees' commitment. This indicates that an encouraging and well-kept environment can create a more intense emotional attachment between employees and the organization.

An ideal work environment can be explained through the vehicle of Social Exchange Theory as a type of social investment on the part of the organization. When the work environment is seen as safe, comfortable, and supportive by the workers, it is most likely to generate greater levels of commitment in turn. This

explanation is in line with the main principle of Social Exchange Theory, which focuses on voluntary transactions that are mutually beneficial for the organization and its members.

The Effect of Work Environment on Job Satisfaction

The findings of the analysis indicate that the work environment has a positive and significant effect on the job satisfaction levels of healthcare professionals in Ananda Purwokerto General Hospital. The result corroborates the research by Nurhalizah & Jufrizen (2024), Anggela & Damingun (2024), and Fahlefi (2023), which established that a positive work environment is associated with better job satisfaction. The employees are more likely to experience heightened levels of gratitude, security, and inspiration when working within surroundings that are supportive and caring.

A secure, cozy, and physically as well as socially supporting workplace is evidence of the organization's interest in employees' well-being. According to the postulates of Social Exchange Theory, such support is considered a valuable resource provided by the organization. Thus, employees who believe they are being treated nicely will foster greater job satisfaction. The hypothesis's positive influences follow next and are in line with the reciprocity belief underpinning Social Exchange Theory.

The Effect of Job Satisfaction on Organizational Commitment

The analysis results confirm that job satisfaction positively and significantly influences organizational commitment in healthcare employees in Ananda Purwokerto General Hospital. The result is in line with existing literature by Dengo et al. (2023), Dihaq et al. (2022), and Latupapua et al. (2021) that highlights job satisfaction as a fundamental driver of organizational commitment. Employees with greater levels of job satisfaction demonstrate greater willingness to contribute, stay within the organization, and uphold its inherent values. Hence, effective management of job satisfaction is a strategic move in the arena of human resource development.

Consistent with Social Exchange Theory, when employees believe their firm has treated them well and favorably—evidenced by rewarding work conditions—their affective commitment is most likely to follow. This commitment is the strong emotional bond and sincere intention to remain with the company. Thus, the positive correlation between organizational commitment and job satisfaction depicts the reciprocity theory as established in Social Exchange Theory, wherein job satisfaction represents the symbolic gesture of reciprocation by employees in return for positive treatment from the organization.

Job Satisfaction mediates the effect of Work-life Balance on Organizational Commitment

The analysis affirms that job satisfaction serves as a mediating variable in the relationship between work-life balance and organizational commitment among healthcare personnel at Ananda Purwokerto General Hospital. This

finding aligns with previous studies by Sari & Seniati (2020) and Surya & Riana (2023), which similarly recognized the mediating role of job satisfaction in this context. From the perspective of Social Exchange Theory, a well-supported work-life balance signals organizational concern for employees' well-being, thereby enhancing their job satisfaction. In turn, this satisfaction fosters a reciprocal increase in employees' commitment to the organization. Accordingly, job satisfaction emerges as a crucial psychological pathway through which supportive work-life balance initiatives translate into greater employee loyalty and organizational engagement.

Job Satisfaction mediates the effect of Work Environment on Organizational Commitment

The analysis indicates that the work environment exerts both direct and indirect positive effects on organizational commitment among employees at Ananda Purwokerto General Hospital, with job satisfaction acting as a mediating factor. This outcome is consistent with the findings of Nurhalizah & Jufrizen (2024), Fahlefi (2023), Santoni et al. (2021), and Priyatno & Rijanti (2024), who also identified job satisfaction as a mediator in the relationship between work environment and organizational commitment. A constructive and supportive work environment cultivates a sense of value and recognition among employees, thereby improving their job satisfaction. Grounded in Social Exchange Theory, this satisfaction represents an emotional reaction to favorable organizational conditions, which motivates employees to reciprocate with heightened commitment. Consequently, organizational culture and workplace climate are critical in fostering sustained organizational commitment through the enhancement of job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

The research findings demonstrate that both Work-Life Balance and Work Environment exert a positive and significant effect on Job Satisfaction and Organizational Commitment, both directly and indirectly through Job Satisfaction as a mediating variable. This suggests that when employees perceive a balanced work-life dynamic and a supportive work environment, their satisfaction and commitment to the organization are likely to increase. Consequently, healthcare institutions are advised to enhance work-life balance initiatives and cultivate a positive work environment to strengthen employee satisfaction and commitment. Additionally, Job Satisfaction should be a focal point in human resource strategies, given its mediating role in fostering organizational commitment. Future studies are encouraged to broaden the model by incorporating variables such as leadership style, organizational culture, or employee engagement to gain a more holistic view of the determinants of organizational commitment.

ADVANCED RESEARCH

This study has several limitations, including the limited number of respondents and the scope of variables that only include work-life balance, work environment, and job satisfaction on organizational commitment. For this reason,

further research is recommended to expand the number and scope of respondents so that the results are more representative. This limitation allows for future research to be able to expand the scope of the population and sample, and explore other variables that can provide a deeper understanding of overall organizational commitment.

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