

Work-Life Balance, Organizational Commitment, and Job Performance: The Moderating Role of Job Satisfaction

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Abstract

This study aims to analyze the determinants of nurse performance in Kendari City by examining the influence of Work Life Balance and job satisfaction and evaluating the role of organizational commitment as a mediating variable and job satisfaction as a moderator. Using an explanatory quantitative approach with Structural Equation Modeling analysis techniques based on Partial Least Squares or SEM PLS, this study involved 160 nurses as respondents who were selected through a structured survey method. The results of statistical analysis provide empirical evidence that Work Life Balance has a positive and significant impact on performance and is a very strong predictor for the formation of organizational commitment. In contrast, partial job satisfaction was shown to have no significant direct effect on performance, but important findings from the interaction test suggest that this variable functions effectively as a moderator that strengthens the relationship between organizational commitment and performance. This indicates that new job satisfaction will have a real impact on improving work outcomes if synergized with high organizational loyalty so that work-life balance and commitment are vital keys in optimizing health services in this region.

Keywords: Nurse Performance, Work Life Balance, Organizational Commitment, Job Satisfaction, SEM PLS, Kendari City.

Abstrak

Penelitian ini bertujuan untuk menganalisis faktor penentu kinerja perawat di Kota Kendari dengan meneliti pengaruh Keseimbangan Kehidupan Kerja dan kepuasan kerja serta mengevaluasi peran komitmen organisasi sebagai variabel mediasi dan kepuasan kerja sebagai moderator. Menggunakan pendekatan kuantitatif eksploratif dengan teknik analisis Structural Equation Modeling berbasis Partial Least Squares atau SEM PLS, penelitian ini melibatkan 160 perawat sebagai responden yang dipilih melalui metode survei terstruktur. Hasil analisis statistik memberikan bukti empiris bahwa Keseimbangan Kehidupan Kerja memiliki dampak positif dan signifikan terhadap kinerja dan merupakan prediktor yang sangat kuat untuk pembentukan komitmen organisasi. Sebaliknya, kepuasan kerja parsial terbukti tidak memiliki pengaruh langsung yang signifikan terhadap kinerja, tetapi temuan penting dari uji interaksi menunjukkan bahwa variabel ini berfungsi efektif sebagai moderator yang memperkuat hubungan antara komitmen organisasi dan kinerja. Hal ini menunjukkan bahwa kepuasan kerja baru akan memiliki dampak nyata dalam meningkatkan hasil kerja jika disinergikan dengan loyalitas organisasi yang tinggi sehingga keseimbangan kehidupan kerja dan komitmen merupakan kunci penting dalam mengoptimalkan pelayanan kesehatan di wilayah ini.

Kata kunci: Kinerja Perawat, Keseimbangan Kehidupan Kerja, Komitmen Organisasi, Kepuasan Kerja, SEM PLS, Kota Kendari.

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INTRODUCTION

In today's stressful and highly competitive work environment, work-life balance is a major concern, especially in the health sector such as nursing (Nair, 2021). Nurses face unique challenges, including erratic hours, high emotional demands, and immediate responsibility for patient safety. An imbalance between workload and personal life can lower work performance, increase stress, and weaken loyalty to the organization (Dwitanti et al., 2023). Recent literature underscores the importance

of work-life balance as a key predictor in improving performance and job satisfaction, as well as as a determining factor in organizational commitment among health workers.

Work-life balance has been widely recognized as an important factor that affects work effectiveness. Arif et al. (2022) stated that work-life balance is able to mediate the relationship between work stress and the performance of health workers. Organizational support for this balance not only reduces burnout rates, but also increases productivity and job satisfaction (Esguerra, 2020; Priatna, 2022). In the context of nursing, flexibility in working hours, support from management, and psychological recovery space are very important for nurses to remain optimal in carrying out their duties.

Organizational commitment is an important indicator in assessing employee loyalty and emotional attachment to their institution. Azeem & Akhtar (2014) and Aras et al. (2022) found that a good work-life balance significantly increases organizational commitment. On the other hand, strong commitment is directly related to improving job performance (Chughtai, 2008). Job satisfaction also plays a crucial role in strengthening or weakening the influence of commitment on work performance, as shown by Azmy & Wiadi (2023), who found that job satisfaction can strengthen the contribution of commitment to performance.

Although the relationship between work-life balance, organizational commitment, and job performance has been extensively researched, most studies have focused on the corporate sector or are conducted in urban areas. There has not been much research that explores the context of health workers in non-metropolitan areas such as Kendari City, even though the challenges of work in this region are no less complex. Generally, the solutions offered are still general, such as stress training or reward systems, without considering the structural influence between the variables simultaneously. The theoretical gap that arises is the lack of understanding of the role of job satisfaction moderation in strengthening the relationship between organizational commitment and job performance, especially in the context of nursing. Studies such as Cherif (2020) and Zunizar et al. (2023) have stated that job satisfaction can amplify the effect of commitment on performance, but there is no integrative model that has tested this relationship simultaneously in the work environment of nurses in areas such as Kendari.

This study proposes a structural model that examines the influence of work-life balance on organizational commitment and job performance, with job satisfaction as a moderator in the relationship between commitment and performance. This model is expected to provide a deeper understanding of how these variables affect each other and contribute to improving nurse performance. Using the SEM-PLS approach, this study will also provide a simultaneous and measurable overview of causal relationships. With this approach, the contribution of research lies not only in theoretical testing, but also in the development of managerial solutions that are relevant to healthcare institutions. Data-based interventions on work-life balance and job satisfaction can be directed to strengthen the commitment

and performance of nursing personnel directly. This model is also the basis for a more contextual and sustainable HR management policy.

Kendari City, as the capital of Southeast Sulawesi Province, has several health service facilities with a large number of nurses. The challenges faced by nurses in this city include high workloads, night shift systems, and limited facilities and psychosocial support. Given the lack of local data and the limitations of previous research in the region, this study plays an important role in filling information gaps and being the basis for evidence-based policy-making in the health sector. This study aims to examine the influence of work-life balance on organizational commitment and job performance in nurses in Kendari City, as well as analyze the role of job satisfaction as a moderator in the relationship between organizational commitment and job performance. Theoretically, this research contributes to the development of a conceptual model that integrates all four variables simultaneously in the context of nursing. In practical terms, these findings will provide data-driven recommendations to improve the effectiveness of nursing workforce management. The local context raised also provides added value by providing empirical data from non-metropolitan areas that have been underexplored in national research.

METHODS

This study applies an explanatory quantitative approach that is systematically designed to test the causality relationship between variables in the research model which includes Work Life Balance, Organizational Commitment, Job Satisfaction, and Job Performance. The research location was centered on the health service sector in Kendari City by involving the participation of 160 nurses as the main respondents who provided data through a closed questionnaire instrument. Respondents' perceptions were measured using a five-point Likert scale with a range of values ranging from 1 to 5 to represent their level of approval of variable indicator indicators that have been adapted from previous literature and have gone through a rigorous content validation process. For the purpose of data analysis, this study relies on the Structural Equation Modeling method based on Partial Least Squares or SEM PLS which is processed using the help of SmartPLS software. The selection of this analysis technique is based on its advantages in modeling the complex relationships between latent variables simultaneously and its robustness in processing data with available sample sizes where the analysis process includes a thorough evaluation of the quality of the measurement model or outer model to ensure the validity and reliability of the instrument as well as testing the structural model or inner model to verify the hypothesis regarding the influence of work-life balance organizational commitment and job satisfaction to nurse performance in the context of health services in the region.

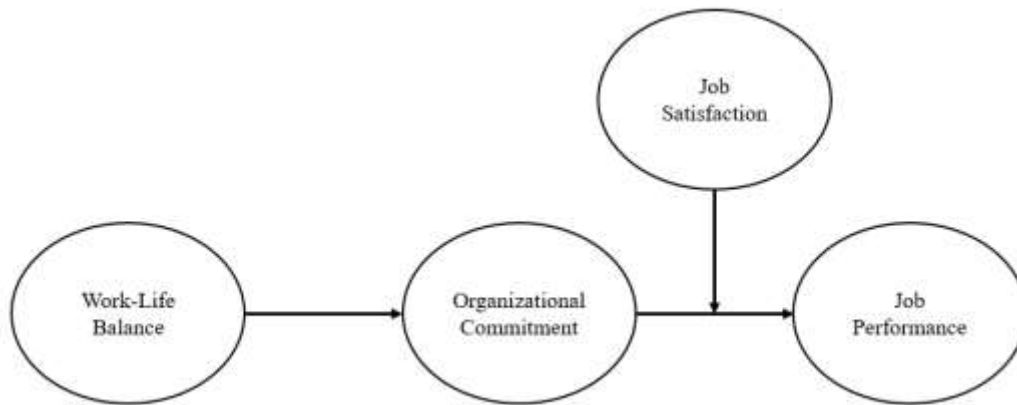


Figure 1. Research framework

RESULTS AND DISCUSSION

Results

The demographic characteristics of the respondents presented in Table 1 provide a comprehensive profile of the 160 nurses who participated in this study in Kendari City. The data reveals that the gender composition is predominantly female with 112 respondents or 70.00% while male respondents account for 48 individuals or 30.00% of the total sample. regarding age distribution the largest group consists of respondents aged between 30 to 40 years old representing 45.00% followed by the younger group under 30 years old at 25.00% whereas those between 41 to 50 years old constitute 20.00% and the remaining 10.00% are over 50 years old. In terms of educational background, the majority hold a Bachelor degree or S1 accounting for 50.00% while 40.00% have completed a Diploma level and a smaller portion of 10.00% possess a Master degree or S2. Furthermore, regarding work experience, 32 respondents or 20.00% have worked for less than 5 years, 64 respondents or 40.00% have served between 5 to 10 years, and another 64 respondents or 40.00% have been employed for more than 10 years, which indicates that the sample represents a mature and experienced workforce in the healthcare sector.

Table 1. Measurement items and Constructs

Variables	Items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Job Satisfaction	M_1	0,913	0,930	0,945	0,825
	M_2	0,925			
	M_3	0,888			
	M_4	0,908			
Work-Life Balance	X_1	0,938	0,955	0,955	0,847
	X_2	0,927			
	X_3	0,902			
	X_4	0,923			
	X_5	0,912			
Job Performance	Y_1	0,937	0,962	0,962	0,867
	Y_2	0,925			
	Y_3	0,907			

	Y_4	0,945			
	Y_5	0,941			
	Z_1	0,918			
Organizational	Z_2	0,957			
Commitment	Z_3	0,937	0,956	0,957	0,882
	Z_4	0,945			

Based on the results of the evaluation of the measurement model or outer model presented comprehensively in Table 1, it can be seen that all research instruments applied to nurse respondents in Kendari City show very special psychometric qualities and meet strict standards of validity and reliability in statistical analysis. The convergent validity indicator reviewed through the loading factor value shows that each statement item that measures the variables Job Satisfaction, Work, Life, Balance, Job Performance and Organizational Commitment has a very high and significant value, which moves in the range of 0.888 to 0.957, which is far beyond the minimum threshold of 0.70, proving that the indicator is able to reflect its latent construct very accurately. The validity of this construction is further strengthened by the acquisition of Average Variance Extracted or AVE values on all variables that are consistently above 0.80 with the lowest value in Job Satisfaction of 0.825 and the highest in Organizational Commitment of 0.882 which indicates that each variable is able to explain more than 80 percent of the variance of its forming indicators. On the other hand, the reliability testing also showed a very solid level of internal consistency where the Cronbach Alpha and Composite Reliability values for the four variables were in the superior range between 0.930 to 0.962 which means that it is very far above the recommended limit so that it can be concluded that this measuring tool has a high level of stability and reliability to capture the dynamics of nurse performance and work-life balance in the healthcare environment.

Table 2. Discriminant validity

	1	2	3	4
Job Satisfaction	0,908			
Work-Life Balance	0,369	0,920		
Job Performance	0,342	0,760	0,931	
Organizational Commitment	0,421	0,802	0,802	0,939

The discriminant validity test presented in detail in the table aims to verify that each latent construct in the research model really has a clear and unique distinction compared to other constructs according to the Fornell Larcker principle. Based on the results of the analysis, it can be seen that a very consistent and satisfactory data pattern is seen where the square root value of the Average Variance Extracted or AVE printed on the diagonal line has a magnitude that is consistently higher than the correlation value between variables that are at the bottom or off diagonal. As empirical evidence, the root value of AVE for the Job Performance variable was recorded at 0.931 which proved to be far beyond the highest correlation value with other variables, namely Organizational Commitment of 0.802, Work Life Balance of 0.760 and Job Satisfaction of 0.342. A similar superiority pattern was also found in the Organizational Commitment variable with a root value of AVE of 0.939 which was more

dominant than its correlation with Work Life Balance of 0.802 and Job Satisfaction of 0.421. These findings confirm that the instruments used on nurse respondents in Kendari City have met the very good discriminant validity standards so that it can be concluded that each variable really measures a specific phenomenon and there are no multicollinearity problems that can distort the results of the analysis in this structural model.

Table 3. R-square

	R-square
Job Performance	0,702
Organizational Commitment	0,643

The evaluation of the predictive power of the structural model shown through the value of the determination coefficient or R Square in the table above provides empirical evidence that the constructed model has a very strong explanatory ability in explaining the variability of endogenous variables in the nursing environment of Kendari City. The R Square value for the Job Performance variable was recorded at 0.702 which indicated that 70.2 percent of the variation in nurse performance was able to be explained effectively by a combination of independent and mediated variables in the model, while the remaining 29.8 percent was influenced by other factors outside the scope of this study. Furthermore, the R Square value for the Organizational Commitment variable was obtained as 0.643 which is included in the moderate to strong category where the number means that 64.3 percent of the formation of organizational commitment can be explained by the construction of relationships between the proposed variables. Overall, the high elevation of these two values confirms that the research structural model has high predictive relevance and is very feasible to analyze the determinants of performance and commitment behavior of nurses in the health care unit.

Table 4. Result of Hypotheses

	Original sample	P values
Job Satisfaction -> Job Performance	0,075	0,143
Work-Life Balance -> Job Performance	0,311	0,010
Work-Life Balance -> Organizational Commitment	0,802	0,000
Organizational Commitment -> Job Performance	0,475	0,000
Job Satisfaction x Organizational Commitment -> Job Performance	0,141	0,005

The results of statistical analysis on the direct influence pathway show interesting dynamics regarding the determinants of nurse performance in Kendari City where work-life balance is proven to be more influential than job satisfaction alone. The Work Life Balance variable was proven to have a positive and significant influence on Job Performance ($\beta = 0.311, p = 0.010$) which indicates that nurses' ability to divide time between professional and personal life is the main key in encouraging improvement in health service work outcomes. On the other hand, the findings were quite surprising in the Job Satisfaction variable which statistically showed a not significant effect on Job Performance ($\beta = 0.075, p = 0.143$). This implies that the feeling of satisfaction alone without being followed by other

behavioral mechanisms is not strong enough to drive the performance of nurses directly in this research model.

Evaluation of structural pathways involving organizational commitment variables shows a very strong and dominant causality relationship that confirms the vital position of these variables in the work mechanism in the health environment. The test results proved that Work Life Balance had a very large and significant influence on Organizational Commitment ($\beta = 0.802$, $p = 0.000$) which means that nurses who felt they had a good work-life balance tended to have a much higher sense of loyalty and emotional attachment to the hospital or health center where they worked. These findings signal that aspects of life balance are the main foundation that encourages nurses to dedicate themselves fully to the organization.

Furthermore, Organizational Commitment itself has been shown to have a very significant impact on Job Performance ($\beta = 0.475$, $p = 0.000$). These findings confirm that the loyalty and dedication of nurses in carrying out their duties as well as the willingness to stay in the organization are vital predictors that contribute directly to the optimization of health service performance in Kendari City. In medical service situations that are often urgent and stressful, the existence of a strong commitment from nurses has been proven to be able to improve the efficiency and effectiveness of overall patient handling so that the unit's performance becomes more optimal and professional.

The findings regarding the effect of interaction or moderation are important added value in this study because they have succeeded in proving that synergy between variables is able to change the map of the significance of influence on performance. The interaction variable Job Satisfaction x Organizational Commitment was proven to have a positive and significant influence on Job Performance ($\beta = 0.141$, $p = 0.005$). These results statistically confirm that job satisfaction plays an effective moderator in the model. The implication is that although job satisfaction does not directly have a significant effect, when the satisfaction interacts with high organizational commitment, the impact on performance becomes stronger and more real so that the combination of work-life balance, commitment and job satisfaction becomes a strategic ingredient for the advancement of nursing services in this region.

Discussion

The results of the study show that *work-life balance* has a positive and significant influence on the *job performance* of nurses in Kendari City. These findings confirm that nurses who are able to balance work and personal life responsibilities tend to show better performance in terms of service, discipline, and compliance with procedures. Organizational support for work-life balance, such as fair work scheduling, adequate rest, and an understanding of nurses' personal needs, plays a crucial role in driving their work effectiveness. These findings are consistent with the results of research by Arif et al. (2022) and Dousin et al. (2019), which show that work-life balance can reduce stress and improve the performance of health workers.

In addition, *work-life balance* was also found to have a significant effect on *organizational commitment*. This means that the higher the level of life balance that nurses feel, the greater their loyalty

and emotional attachment to the organization. Nurses who feel that their lives are valued by institutions will tend to show a stronger commitment, both in the form of belonging, responsibility, and a desire to contribute sustainably. These results support studies from Azeem & Akhtar (2014) and Aras et al. (2022) who stated that a work environment that supports a personal-professional balance can increase commitment to the organization.

Furthermore, this study also proves that *organizational commitment* has a positive and significant effect on *job performance*. Nurses who have a strong emotional attachment to their institution tend to be more passionate, consistent, and dedicated in carrying out their duties. They not only work out of obligation, but also because they feel responsible for the success of their organization. These findings are in line with the results of Chughtai's (2008) research which shows that organizational commitment is an important predictor in improving employee performance. Interestingly, the results of the analysis also showed that *job satisfaction* significantly moderated the relationship between *organizational commitment* and *job performance*. This means that job satisfaction levels can strengthen or weaken the influence of commitment on performance. Nurses who are satisfied with their work in terms of recognition, working conditions, relationships between colleagues, and career development opportunities will be better able to express their commitment in the form of high work performance. These findings support the research findings of Azmy & Wiadi (2023) and Cherif (2020), who emphasize that job satisfaction plays an important role in strengthening the contribution of commitment to performance.

Overall, the results of this study show the importance of a holistic and integrated managerial approach in improving nurse performance. Support for life balance, strengthening organizational commitment, and creating a satisfying work environment are not only beneficial individually, but also have a direct impact on the quality of health services. Therefore, hospital management in Kendari City needs to design a human resource management strategy that emphasizes the emotional and professional well-being of nursing staff to encourage sustainable and optimal work performance.

CONCLUSION

Based on the results of the study, it can be concluded that work-life balance has a significant influence on job performance and organizational commitment in nurses in Kendari City. Organizational commitment has also been shown to have a positive effect on job performance, and this influence is strengthened by job satisfaction as a moderator variable. These findings confirm that work-life balance, coupled with loyalty to the organization and job satisfaction, is an important combination in improving the performance of nurses. These four variables are significantly interrelated and need to be managed in an integrated manner to create a work environment that supports optimal performance in the health sector. Therefore, it is important for hospital and health institution management to design human resource policies that focus on the welfare of nurses, especially in terms of work scheduling, recognition of achievements, and self-development opportunities. The study also opens up space for follow-up

studies with a wider population, such as across professions in the health sector or different geographic regions, to test the generalization of the proposed model. Follow-up research can also add other variables such as burnout, workload, or social support as mediating or moderation factors that can enrich understanding of the work dynamics of health workers.

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