JEMI (Jurnal Ekonomi dan Manajemen Indonesia
Vol. 26 No.1 Juni 2026, Hal. 165-185
ISSN : 1411-9560, E-ISSN:2775-7129

HOW QUALITY OF WORK LIFE FOSTERS NURSE COMMITMENT: JOB SATISFACTION AS AMEDIATOR FROM A SPILLOVER VIEW

Veronika Agustini Srimulyani*[1], Citra Rumaisa[2], Yustinus Budi Hermanto[3]

[1,2]Management Study Program, Faculty of Business, Widya Mandala Surabaya Catholic University, Surabaya, East Java, Indonesia
[3]Management Study Program, Faculty of Economic, Darma Cendika Catholic University, Surabaya, East Java, Indonesia
E-mail: veronika.agustini.s@ukwms@ac.id[1*], cicanrumaisa@gmail.com[2], Yustinus.Budi@ukdc.ac.id[3]
Submitted: 27 April 2026 | Accepted: 20 Mei 2026 | Published: 01 Juni 2026

Abstract

To improve patient perceptions of care quality and ensure adequate nursing staff availability, attention to nurse job satisfaction and nurse organizational commitment is crucial. Nurse quality of work life is one factor that hospital management must consider to improve job satisfaction and organizational commitment. This empirical study evaluates and examines the impact of nurses' perceived quality of work life on nurses' job satisfaction and nurses' organizational commitment using a spillover theory perspective. The study's participants were103 inpatient nurses from the Regional General Hospital (RSUD) dr. Sayidiman in Magetan, East Java, Indonesia. Path analysis and the online Sobel test are the data analytic methods utilized to evaluate the hypothesis. The findings demonstrate that nurses' job satisfaction may be greatly raised by a high quality of work life, and that job satisfaction in turn greatly raises organizational commitment. The study's findings demonstrate that among RSUD dr. Sayidiman Magetan's inpatient nurses, job satisfaction serves as a perfect mediator between quality of work life and organizational commitment. Academically, this study expands Spillover Theory and Social Exchange Theory by proving that organizational investments in workplace quality do not directly bind employee loyalty unless they successfully foster immediate job satisfaction first.

Keywords: Commitment; Job satisfaction; Quality of Work Life; Spillover Theory

INTRODUCTION

Nurses as the most important asset is like a valuable treasure, which must be maintained in order to provide services according to the vision and mission of the hospital that can benefit all communities. In addition, to realize the goal of RSUD dr. Sayidiman Magetan, which is to provide good quality service, there is an important thing, namely a conducive work atmosphere that will strengthen its portion. The hospital needs to have its own policy to maintain a nurse to continue to be strong in service commitment to patients, namely by maintaining quality of work life (QWL). According to Faizin et al. (2020), nurses' QWL attention is one of the crucial components of health services; if it is not taken into account, it may lead to a decline in nurse performance and an increase in nurses' desire to leave their positions. Attention to QWL in nurses is very important so that nurses provide quality health services, increase motivation and retention, help prevent nurse turnover, and improve nurse and organizational performance

(Ebadi & Tabanejad, 2022). With this, hospitals need to create a good quality of work life, foster job satisfaction, so as to create strong organizational commitment for employees. The study of Hasan et al. (2021)shows that job satisfaction (JS) increases organizational commitment (OC), while Monata and Yulishasri (2024) state that good QWL increases JS, which in turn increases OC.

In addition to work-related elements like pay, JS, and interactions with coworkers, QWL also takes into account other elements including personal circumstances and emotions of overall well-being (Osman et al., 2019). According to Tam and Phuong (2024) QWL is defined as programs and systems provided by organizations to foster employee happiness and job satisfaction. An optimal level of QWL allows nurses to experience JS so that they can provide high-quality services to patients (Lin et al., 2020). Therefore, extra consideration must be given to nurses' quality of life as individuals and as caregivers for other members of society. Empirical studies have shown that QWL increases JS (Diana et al., 2020; Ishfaq et al., 2022; MH Thamrin et al., 2023;Rimi et al., 2023; Setyaningrum & Ekhsan, 2021; Pratama & Srimulyani, 2022; Suci et al., 2022; Udin, 2023; Yunita et al., 2023).

The most crucial element for corporations to take into account is QWL. Organizations need to be transparent to employees about QWL factors, as these factors will result in increased employee commitment to the organization. High commitment means that nurses will have fewer reasons to leave the hospital (Aminuddin et al., 2023). Some empirical studies prove that QWL directly increases organizational commitment (Abebe & Assemie, 2023;Hermanto et al., 2024), increases affective commitment (Udin, 2023; Yunita et al., 2023), and reduces turnover intention (Şahin et al., 2025). While the results of the study by Marzuki et al. (2022); Monata and Yulishasri (2024); Sari and Seniati (2020) prove that the indirect effect of quality of work life on employee commitment through JS. This shows that strong QWL in an organization (including hospitals) can increase employee JS and will ultimately increase employee commitment to the organization. JS has an impact on employees' dedication to the company where they work (Ćulibrk et al., 2018; Hedayat et al., 2018; Hasan et al., 2021; Inegbedion, 2024; Jayanti, 2019; Gulo & Ardiansyah, 2025; Monata & Yulishasri, 2024; Sari & Seniati, 2020).

While the relationship between QWL and organizational outcomes has been widely documented, empirical consensus regarding its direct mechanism remains mixed. Some studies argue for a direct link between QWL and commitment, while others point toward complex psychological mechanisms. This study addresses this research gap by integrating Spillover Theory and Social Exchange Theory (SET) to examine whether job satisfaction acts as a ‘perfect mediator’ rather than a partial one, specifically within the highly stressful public healthcare sector post-pandemic. Understanding this pathway is critical, as hospital human resource structures differ substantially from corporate settings, yet regular assessments of nurse work attitudes remain under-investigated.

RSUD dr. Sayidiman Magetan is the main referral hospital in Magetan Regency, East Java which continues to grow to provide the best health services for the community with the status as a type B, the facilities and services available are increasingly complete to meet the medical needs of Magetan residents and surrounding areas. Along with the increasing need for

quality health services, RSUD dr. Sayidiman has made various innovations, both in terms of medical facilities, service systems, as well as increasing the capacity and quality of its human resources (HR).

Figure 1. Results of Community Satisfaction Survey Assessment on Services at RSUD dr. Sayidiman

Source: RSUD dr. Sayidiman Magetan Official Report, 2022

Figure 1 shows that the service performance of RSUD dr. Sayidiman from 2018 to 2022 is getting better, with an average value in 2022 of 83.38 (good), and especially the quality of inpatient services has an average value of 81.3 (good). Efforts to improve service performance and service innovation are carried out by hospital management, including by increasing the competence and skills of all employees by organizing routine training every year in the form of workshops and upgrading skills. This study is anticipated to enhance management insight in an attempt to improve the capability and quality of HR, as the assessment of QWL, JS, and nursing commitment at Dr. Sayidiman Hospital has not been conducted on a regular basis. The purpose of this empirical study is to test and analyze the significance of the direct and indirect influence of QWL on nurses' OC with JS as a mediator, using the perspectives of spillover theory and social exchange theory (SET).

High levels of JS, strong OC, and high employee retention as a result of high QWL are all examples of exchange interactions between individuals and organizations that are explained by the underlying theory known as SET (Lee & Ha-Brookshire, 2017). SET is a very strong theoretical foundation to explain why QWL affects JS and OC. According to SET, the employer focuses on meeting the needs of each employee who reciprocates by exhibiting positive and rewarding behaviours for the employer such as JS and affective commitment (Straatmann et al., 2017). SET underpins the conceptual framework for understanding the dynamics of "reciprocity" in employment relationships and how the balance in these exchanges influences employee attitudes.

SET can be a very relevant basis for explaining the impact of QWL on work attitudes such as JS and OC. SET is an exchange process in which organizational members aim to minimize costs and maximize benefits. In an organizational context, this means: 1) employees provide (inputs/costs) in the form of effort, time, skills, loyalty, commitment, energy, compliance with rules, etc.; 2) the organization provides (outputs/rewards), namely salary, benefits, a safe and comfortable work environment, career development opportunities, recognition, autonomy, social support, work-life balance, etc.; 3) reciprocity is a central norm in SET, namely the tendency for a person to repay kindness with kindness, and if one party provides benefits, the other party feels obliged to reciprocate; 4) evaluation of advantages and disadvantages (Cost-benefit analysis), namely individuals consciously or unconsciously constantly evaluate whether the rewards received from the relationship (with the organization) are commensurate with what is given; 5) comparison level, namely individual satisfaction is influenced by the comparison between what is received and what is expected (based on past experiences, experiences of others, or available alternatives).

The spillover perspective on the relationship between QWL and satisfaction is that satisfaction in one aspect of life can influence satisfaction in other aspects, such as JS (Sirgy et al., 2001). Referring to the spillover theory, a person's experiences, attitudes, and behaviors in one area of life—such as work—can "spillover" or impact other areas of one's life, such as personal life or, in this case, one's work attitudes such as JS and OC, so the relationship between QWL, JS, and OC is also supported by spillover theory. Vertical spillover is conceptualized by Sirgy et al. (2001) as the effect that one life sphere has on its surrounding spheres, such as the impact that JS may have on personal life or social life, and horizontal spillover as the impact of satisfaction or dissatisfaction overflows to higher spheres, such as employee commitment (Inegbedion, 2024). Vertical spillover helps explain the influence of life domains that are perceived by individuals as hierarchically organized, such as individuals with high QWL will achieve balance in career and personal life life (Mohamad & Mohamed, 2012).

The concept of spillover is both positive spillover and negative spillover (Khateeb, 2021). When workers have positive QWL (supporting work environment, meaningful job, healthy work-life balance, autonomy, fair remuneration, etc.), they are more likely to feel content, happy, and motivated at work, according to the positive spillover notion. An individual will often be happier at work if they feel appreciated, have room to improve, and get support from their supervisors and coworkers—all of which are positive features of QWL. An employee's JS will be directly impacted by the pleasant vibes and sense of wellbeing they encounter at work.

If an employee is content with their position, the idea of positive spillover is applicable (getting a fair salary, a supportive work environment, development opportunities, adequate challenges, good relationships with colleagues and superiors), these positive emotions and feelings of satisfaction tend to "spillover" into his/her view of the organization as a whole. The satisfaction felt in daily tasks, interactions with colleagues, and perceptions of fairness in company policies will reinforce employees' positive feelings and identification with the organization. Satisfied employees tend to feel more loyal, want to remain part of the

organization, and are willing to give more effort to achieve organizational goals. This is the essence of OC (especially affective commitment, i.e. emotional attachment).

The concept of negative spillover applies if an employee's perceived QWL is poor (e.g., excessive workload, lack of recognition, toxic work environment, work-life imbalance), the stress, frustration, or fatigue that the employee experiences at work can "spillover" and undermine the employee's job satisfaction. For example: an employee who is under constant work pressure, sleep deprived due to overtime, or feels no control over his/her tasks (poor QWL) is likely to feel dissatisfied with his/her job. This stress and burnout will reduce the employee's morale and satisfaction with their job. The concept of negative spillover applies, if an employee is dissatisfied with his/her job (e.g., feeling unappreciated, excessive workload, lack of opportunities, conflict with colleagues), these negative emotions and dissatisfaction can also "spillover" and reduce his/her commitment to the organization. Persistent dissatisfaction can cause employees to feel less connected, uncaring, or even want to leave the organization, which is an indicator of low OC.

The basic theory of QWL is human relations theory (HRT) which highlights the importance of social and psychological elements in the workplace. HRT is the key to achieving organizational efficiency is recognition and appreciation in HR is an important force in labor relations (Omolawal, 2021). QWL is based on the fulfillment of various employee needs, ranging from basic needs (such as salary and security) to higher-order needs (self-development, recognition, and autonomy). Fulfilling these needs can increase employee satisfaction.

Establishing workplace policies, procedures, and settings that improve employee JS is one way to define QWL. One of the most crucial elements in inspiring and raising JS is QWL. Employee loyalty to the firm will increase when they are satisfied with their QWL. Shamir and Salomon (1985) described QWL as a concept that includes an individual's emotional satisfaction, promotion, and reward within a company, as well as their personal well-being. QWL is defined as the level of employee participation and fulfillment of personal and professional needs of employees while achieving company (Sirin et al., 2015).

JS reflects an individual's satisfaction with the organization where the individual works in various aspects. JS is an employee's response to the job as a whole or related to aspects of the job such as salary, supervision, etc. Tett & Meyer, 1993); feeling happy at work is called JS (Benevene et al., 2018); conformity between one's expectations that arise with the reality provided by work (Jayanti, 2019); focuses on an employee's attitude towards the work environment (Lin et al., 2020); describes the emotional response and attitude of individuals towards work, coworkers, and the organization where individuals work (Udin, 2023).

Individuals who have work ability can experience high JS, while individuals with low levels of work ability are likely to feel dissatisfied with their jobs (Aziz et al., 2021). A person's JS may be attributed to a combination of external elements like pay, perks, and connections with the workplace, as well as internal factors like feelings of fulfillment from performing a job.

From an organizational behavior perspective, OC is the level of employee loyalty towards the organization where the employee works. According to Hedayat et al. (2018), OC

is a psychological state that characterizes an employee's relationship with the company where they work and influences their decision to remain there. The identification and participation of persons in a certain organization is known as OC. OC in employees is characterized by: 1) strong belief and self-acceptance of the employee in the goals and values of the organization; 2) the level of employee willingness to make efforts for the organization; and 3) the strong desire of employees to stay in the organization (Porter et al., 1974; Saimir & Jonida, 2013). The high level of commitment of organizational members motivates them to be actively involved in the sustainable development of the organization viability (Monata & Yulishasri, 2024).

OC consists of three dimensions—affective commitment (AC), continuance commitment (CC), and normative commitment (NC) (Meyer &Allen, 1991). AC is defined as the level of identification and involvement of an individual with a particular organization (Porter et al., 1974). AC is an individual's attachment to an organization, which is manifested by the individual's acceptance of the organization's values and the tendency to remain there in the organization (Hedayat et al., 2018). This increases the likelihood that an individual will put in more effort, remain with the organization, and go above and beyond the call of duty (Udin, 2023); CC is a recognition that a person will lose something valuable (for example, retirement) if he leaves the organization organization (Becker, 1960), in this case this commitment arises when a person feels a greater cost associated with the loss of one's relationship with the organization (Straatmann et al., 2017; Hedayat et al., 2018); and NC is a manifestation of the level of individual's ability to remain in an organization in the long term as a sense of moral obligation (Wiener, 1982; Tam & Phuong, 2024), people tend to be more responsible or committed to the organization (Straatmann et al., 2017).

METHODS

Sample / Participants

This kind of study examines the link between variables in a structural model using associative quantitative research. The research sample was determined as much as the study population, namely 130 nurses assigned to the inpatient installation of dr. Sayidiman Magetan Hospital (**Table 1**). Data analysis techniques using SEM-Smart PLS which includes testing research instruments and structural models.

Table 1.Number of Nurses in the Inpatient Installation of RSUD dr. Sayidiman Magetan

No	Name of Inpatient Room	Number
1	Arjuna	15
2	Bima	15
3	Nakula	16
4	Sadewa	16
5	Perinatologi	16
6	Yudistira	15
7	ICCU	14
8	Abimanyu	12
9	Baladewa	11

Number of Nurses in the Inpatient Installation	130

Source: RSUD dr. Sayidiman Magetan, 2022

Instruments

This study utilized a quantitative associative approach. The questionnaire was developed by adapting well-established, published scales to ensure construct validity while preventing copyright violations through proper academic citation. QWL was measured using a 9-item scale adapted from Cascio (2006). Job Satisfaction (JS) was evaluated through a 4-item scale from Robbins and Judge (2013), and Organizational Commitment (OC) was captured using a 3-item scale representing affective, continuance, and normative dimensions based on Robbins and Judge (2013). All adapted instruments were translated into Indonesian and pre-tested on a small pilot group of 15 non-sample nurses to ensure semantic clarity. Ethical clearance and administrative permissions were officially granted by the director of RSUD dr. Sayidiman Magetan prior to field distribution.

Data collection procedures

Data collection was conducted after the research permit application was approved by Dr. Sayidiman Magetan, the director of the Regional General Hospital. A total of 130 questionnaires were distributed to the entire population, but only 103 were returned and considered valid for data analysis (response rate: 79.2%). Table 2 is a description of the characteristics of nurses in the inpatient installation who became respondents, including gender, age, marital status, and length of service.

Tabel 2. Characteristics of Research Respondents

Category	Number	Percentage (%)
Gender		
Male	21	20
Female	82	80
Age		
26 - 35 years	54	52
36 - 45 years	47	46
> 46 years	2	2
Marital Status		
Unmarried	1	1
Married	102	99
Length of Services		
< 5 years	22	21
5-10 years	33	32

11-15 years	28	27
>15 years	20	20

Source: primary data processed, 2025

Data analysis

The research instrument tests included validity (convergent and discriminant) and construct reliability tests, followed by research model tests, which included collinearity tests and path coefficient significance tests. The tests used Smart PLS version 3.

The Relationship of QWL with JS and OC

The core idea of SET is the interaction between each individual and the organization where they work, where individuals contribute time, effort, skills, loyalty, and commitment, while the organization provides compensation, benefits, and development opportunities, a conducive work environment, and fair treatment in terms of aspects that can improve QWL. Aspects of QWL as rewards from the organization (e.g. fair pay, safe working environment, development opportunities, work-life balance, participation in decisions, recognition) can be viewed as 'rewards' or 'benefits' that the organization provides to employees. QWL is an organizational investment in employees. The higher and more comprehensive the aspects of QWL provided, the greater the 'rewards' perceived by employees.

Understanding how various facets of QWL—both positive and negative—can directly affect a person's degree of JS is made easier with the help of spillover theory. This is because experiences and feelings arising from one aspect of work can spill over and influence an employee's overall perceptions and attitudes towards the employee's job. When an employee feels that the benefits (e.g., good pay, interesting work, supportive supervisor, positive work environment) received from the organization are comparable to or exceed the costs (e.g., stress, long hours, challenging tasks) incurred, the employee will feel satisfied with the job and the aspects associated with the job. Some empirical studies prove that QWL increases JS such as: Diana et al. (2020); Ishfaq et al. (2022); MH Thamrin et al. (2023); Rimi et al. (2023); Setyaningrum and Ekhsan (2021); Pratama and Srimulyani (2022); Suci et al. (2022); Udin (2023); Yunita et al.(2023). The first hypothesis (H1) is based on the fundamental ideas of SET, spillover theory, and empirical research findings:

H1: QWL has a significant positive impact on JS.

Referring to SET, if employees are treated well by the organization (e.g., competitive salary, support, career development, fair treatment), and in return, employees show positive attitudes such as higher levels of OC. If QWL is poor (higher costs than perceived rewards), employees will feel disadvantaged, and this may lead to dissatisfaction, even a desire to seek alternative employment (decreased OC and increased intention to leave the organization). Good QWL helps fulfill employees' expectations of what they should receive from work. Employees also compare their perceived QWL with the QWL of colleagues in the same organization or in other organizations. If QWL exceeds or at least meets these expectations, employees will be more strongly committed to the organization. Some empirical studies prove

that QWL directly increases OC (Abebe & Assemie, 2023; Astrianti et al., 2020; Hermanto et al., 2024); QWL increases AC (Udin, 2023; Yunita et al., 2023). The second hypothesis (H2) is based on SET and the following empirical research findings:

H2: QWL has a significant positive impact on OC.

JS relationship with OC

JS is one of the factors that determine OC (Meyer et al., 2002). JS is a response that employees have to any job while OC is an emotional response that employees have to their organization (Nath Gangai & Agrawal, 2015). Someone needs to have commitment, namely a strong willingness and attitude to be involved and earnestly in achieving organizational goals (Marzuki et al., 2022). If employees feel high JS, they tend to show higher levels of commitment, and extra effort, thereby increasing overall organizational productivity and effectiveness. Employees' perception that the organization provides significant and fair benefits makes employees committed to giving back to the organization.

In accordance with the SET conception, when the exchange between employees and the organization is perceived to be beneficial and fair (which leads to JS), employees will feel an "obligation" to reciprocate. This reciprocation is often manifested in the form of increased OC, either emotionally (affective), due to cost-benefit calculations (continuance), or due to a sense of moral responsibility (normative). Numerous research have repeatedly demonstrated that JS and OC have a favorable and substantial association. OC tends to rise in tandem with an increase in JS. This is consistent with the spillover theory premise, which states that favorable experiences in one area (JS) have a beneficial impact on attitudes in adjacent areas (OC). JS will "spillover" into positive feelings and greater OC. JS influences OC, according to a number of prior empirical research (Ćulibrk et al., 2018; Hedayat et al., 2018; Hasan et al., 2021; Inegbedion, 2024; Jayanti, 2019; Gulo & Ardiansyah, 2025; Monata & Yulishasri, 2024; Sari & Seniati, 2020). The third hypothesis (H3) is based on SET, spillover theory, and empirical research findings as follows:

H3: JS has a significant positive impact on OC.

QWL Relationship with OC: JS as Mediation

High JS is an indicator that employees feel valued and treated well. In response to this positive treatment, employees tend to show greater commitment, such as trying harder, being more loyal, and having a lower intention to leave the organization. SET states that employees not only evaluate the current employee exchange, but also compare it with available alternatives. If an employee feels satisfied in his work and feels that the benefits received from the current organization are better than those obtained elsewhere, this will strengthen OC. Conversely, if there are more attractive alternatives, even if the employee is satisfied, the employee's commitment may decrease.

Organizations that invest in improving the quality of life of employees and providing a satisfying workplace are likely to reap the benefits of having satisfied employees which in turn leads to increased commitment. The results of studies that prove that JS mediates the effect of QWL on employee commitment to the organization are still limited, for example Marzuki et

al. (2022); Monata and Yulishasri (2024); Sari and Seniati (2020). The fourth hypothesis (H4) is based on SET and the following empirical research findings:

H4: JS significantly mediates the relationship between QWL and OC

The framework of thought in Figure 2 below illustrates the relationship between quality of work life (QWL), job satisfaction (JS), and organizational commitment (OC) using the perspectives of spillover theory and Social Exchange Theory (SET).

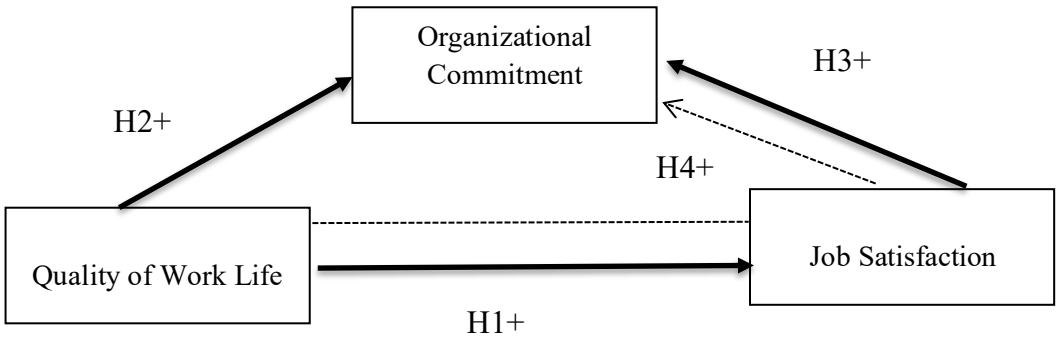

Figure 2. Framework

Based on Spillover theory, positive experiences nurses have in the workplace (such as fair pay, a supportive environment, and QWL) tend to spill over into feelings of satisfaction and happiness with their work overall. QWL is a crucial element in inspiring and enhancing nurses' job satisfaction. According to SET, when a hospital provides good QWL (as a "reward"), nurses will feel obligated to reciprocate by demonstrating positive attitudes such as loyalty and strong commitment to the organization. High levels of commitment mean nurses have fewer reasons to leave the hospital. Nurses who are satisfied with their jobs tend to feel more loyal, want to remain part of the organization, and are willing to exert more effort to achieve organizational goals. Satisfaction with daily tasks and interactions with coworkers will strengthen nurses' emotional bond with the hospital (affective commitment).

This study positions job satisfaction as a perfect mediator. This means that increasing QWL not only has a direct impact on commitment, but also a very strong pathway through increasing JS first, which then leads to a stronger OC. In short, if the management of Dr. Sayidiman Magetan Regional Hospital improves the QWL of nurses, it will increase their satisfaction. With this increased satisfaction, nurses will have a higher OC to providing quality healthcare to the community.

RESEARCH RESULTS AND DISCUSSION

RESULTS

Validity and Reliability Test

The results of convergent validity are shown in Figure 3, namely all variable measurement items are declared valid because they have a loading factor (LF) > 0.600 (Chin, 2015).

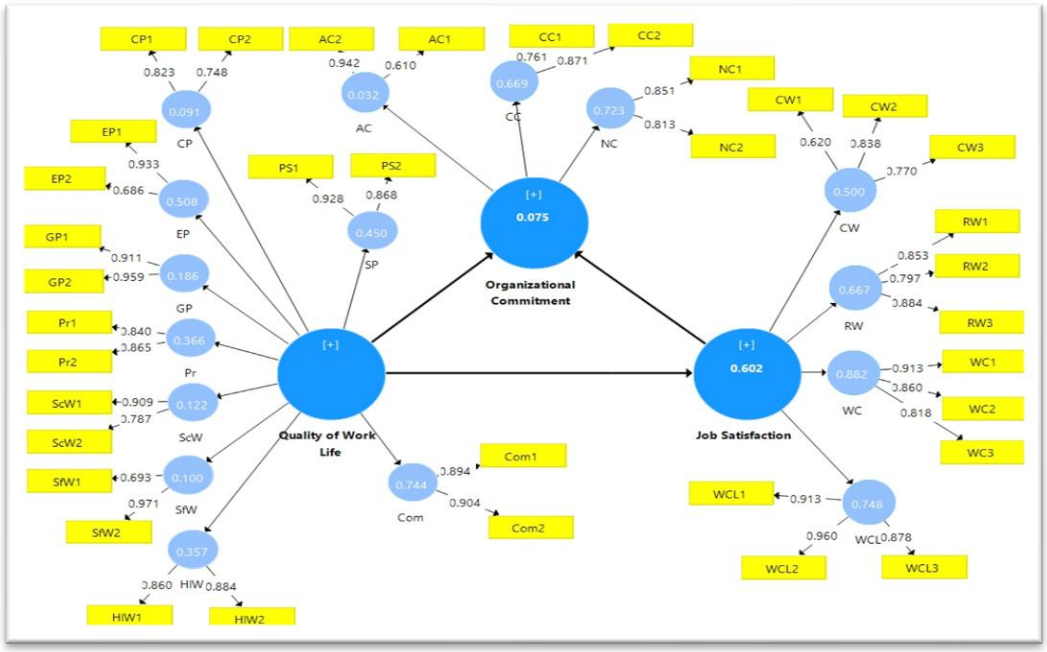

Figure 3. Results of the LF Test

Tabel 4. Construct Reliability and Validity First Order Construct)

Variable	Code of First Order Construct	CR > 0.600	AVE > 0.500
QWL	EP	0.799	0.670
	GP	0.933	0.875
	Pr	0.842	0.727
	ScW	0.838	0.723
	SfW	0.827	0.711
	HlW	0.864	0.761
	CP	0.764	0.618
	SP	0.893	0.808
	Com	0.894	0.808
JS	CW	0.842	0.728
	RW	0.882	0.715
	WC	0.899	0.748
	WCL	0.941	0.842
OC	AC	0.764	0.629
	CC	0.801	0.670
	NC	0.818	0.693

Source: Data processing results with Smart PLS, 2025

Table 4 displays the results of the validity and reliability tests on the measurement of first-order constructs. The CR value obtained was >0.600 (Chin, 2015) and the AVE value >0.500 (Muhson, 2022). These results indicate that the reliability of each instrument used is very good and meets the requirements for convergent validity.

Multicollinearity Between Latent Variables

Table 5 displays the findings of the discriminant validity test for the second-order latent constructs.

Table 5. FLC Values of Constructs in the Second Order

VARIABLE	AVE	CR	JS	OC	QWL
JS	0.930	0.575	**0.735**		
OC	0.693	0.510	0.270	**0.688**	
QWL	**0.850**	**0.540**	**0.715**	**0.189**	**0.622**

Source: Data processing results with Smart PLS, 2025

Table 5 shows the square root value of AVE (the numbers in bold) > correlation between constructs (Fornell & Larcker, 1981) , so the discriminant validity requirement is accepted.

Evaluation of Structural Model

Internal VIF, which is shown in Table 6 and has a value <5 (Sarstedt et al., 2017), so it can be concluded that there are no symptoms of multicollinearity between variables.

Tabel 6. Inner VIF First Order Construct

Code of First Order Construct	QWL	JS	OC
EP	1.000		
GP	1.000		
Pr	1.000		
ScW	1.000		
SfW	1.000		
HlW	1.000		
CP	1.000		
SP	1.000		
Com	1.000		
CW		1.000	
RW		1.000	
WC		1.000	
WCL		1.000	
AC			1.000
CC			1.000
NC			1.000
Latent- Second Order Construct		JS	OC
JS			2.504
QWL		1.000	2.504

Source: Data processing results with Smart PLS, 2025

Results of hypothesis testing

Using nurses at Dr. Sayidiman Regional General Hospital in Magetan, East Java, as the research sample, this study examined the direct and indirect impacts of QWL on OC with JS as a mediator. A significant effect occurs if the t-statistic value > t-table 1.64 in a one-way hypothesis with α = 5%. Figure 4 and Table 7 display the findings from the direct impacts test and the mediation test.

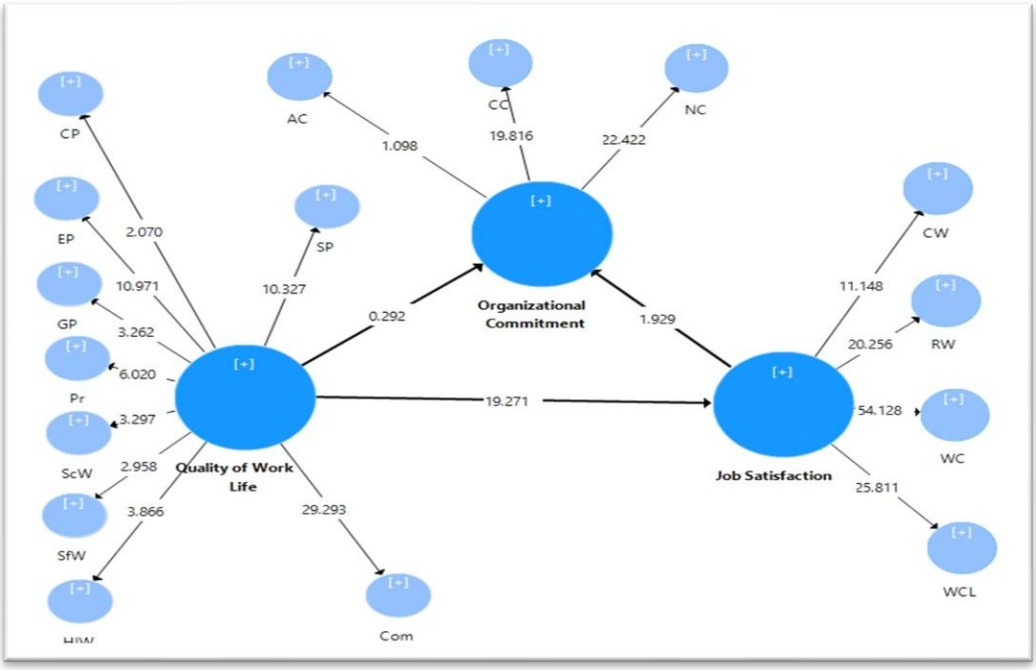

Figure 4. Direct Linkage Test Results

Using nurses at the inpatient facility of RSUD dr. Sayidiman Magetan in East Java as the research sample, this study examines the direct and indirect relationships between QWL and OC as well as the link between QWL and work satisfaction using JS as a mediator. The t-statistic value's coefficient score must be more than 1.96 for the two-tailed hypothesis and greater than 1.64 for the one-tailed hypothesis when testing with an alpha (α) of 5% in order to determine the significance of hypothesis support (Hair et al., 2010).

Table 7. Hypothesis Test Results

No.	Path	Path Coefficient (β)	t-statistic t-table=1.640	p-value (sig) α= 5 percent	Result
1	QWL→ JS	0.776	19.271	0.000	H1 accepted
2	QWL→OC	-0.054	0.292	0.398	H2 rejected
3	JS→OC	0.313	1.929	0.033	H3 accepted
4	QWL→JS→OC	0.243	1.805	0.036	H4 accepted

Source: Data processing results with Smart PLS, 2025

The results of the hypothesis testing (Table 7) show that QWL has a significant positive impact on JS (H1 is accepted). The results of the hypothesis testing (Table 7) show

that QWL has a significant positive impact on JS (H1 is accepted) with a β value of 0.776 on job satisfaction, a t-statistic of 19.271, and a sig value of 0.000. The H2 test results show that the β value of QWL on OC is -0.054, t-statistic of 0.292 and sig value = 0.398, so it can be stated that H2 is rejected, meaning that QWL has no direct impact on OC. It may be concluded that H3 is acceptable as the testing results indicate that JS has a substantial positive impact on OC, with the β value of JS on OC being 0.313, the t-statistic being 1.929, and the sig value being 0.033. It is acceptable to test JS's mediating function in the connection between QWL and OC (H4). Since the indirect influence (via JS) is strong while the direct association between QWL and OC is not, JS is referred to as complete mediating or perfect mediating (Nitzl et al., 2016).

DISCUSION

The connection between QWL and JS

Results of an empirical study with nurse respondents at RSUD dr. Sayidiman Magetan, align with the concept of SET and positive spillover, in this case good QWL (which is seen from the aspects of participation opportunities, attractive pay, job security, health insurance, welfare programs, career paths, effective problem solving, and harmonious communication in the workplace) is seen as an investment or reward from the organization to employees. According to the SET norm of reciprocity, workers typically feel obligated to return the favor when they believe their employer offers strong QWL (high rewards). One form of reciprocity is through positive attitudes and behaviours, including higher JS. Employees who feel valued, supported, and well-off at work tend to have a positive outlook on their jobs, thereby increasing JS.

As a reciprocal response to these rewards, employees tend to show a positive attitude, one of which is higher JS, characterized by positive feelings on the job and other aspects related to the employee's job (e.g. rewards, working conditions, and co-workers). As per spillover theory, positive feelings due to good QWL then "spillover" to the job domain itself, increasing JS. This result is in line with a number of earlier empirical studies that demonstrate that QWL significantly raises JS, including Diana et al. (2020); Ishfaq et al. (2022); MH Thamrin et al. (2023); Rimi et al. (2023); Setyaningrum and Ekhsan (2021); Pratama and Srimulyani (2022); Suci et al. (2022); Udin (2023); Yunita et al.(2023) which proves that QWL significantly increases JS.

The connection between QWL and OC

The outcomes of examining the direct correlation between OC and QWL do not support SET. Referring to SET, if employees feel they are getting comparable or better QWL, this will increase perceived rewards and, in turn, OC increases. The results of this study also contradict some empirical investigations that reported that QWL directly raises OC, like Abebe and Assemie (2023); Astrianti et al. (2020); Hermanto et al. (2024); Udin (2023); Yunita et al. (2023) who found that QWL directly increases OC. This result suggests that the link between QWL and OC involves other mechanisms, including the function of mediating or moderating factors including age, marital status, and gender. This is evident from Table 2, which reveals

that 80 percent of respondents are female, 52% are between the ages of 26 and 35, 46% are between the ages of 36 and 45, and 99% are married. Women are more devoted to groups than males, according to certain studies (Pala et al., 2008; Mishra et al., 2020). Married individuals are generally more committed to workplace organizations than unmarried individuals, as married people generally seek greater job security (Tandon et al., 2020).

Indications that the impact QWL on OC is not significant are supported by Lee and Chen (2013) who found that gender and age can have an impact on OC, in this case 60% of respondents were female, and 43% were between 40 - 49 years old. Furthermore, Tandon et al. (2020) found that age and marital status have a significant impact on OC, in this case the results showed that OC was highest for respondents aged 41-45 years and lowest for those aged 46-50 years, and OC was higher for married respondents and lower for unmarried respondents.

The rejection of H2 implies that a high quality of work life does not automatically translate into organizational loyalty for hospital nurses. From the Spillover Theory perspective, horizontal spillover from a generalized domain (work conditions) to a higher institutional sphere (hospital commitment) is not an automatic cognitive reflex. Because 80% of the respondents are female and 99% are married, their structural commitment is highly governed by external stability and work-life boundaries. Therefore, QWL improvements must successfully manifest into immediate daily cognitive happiness (*Job Satisfaction*) first. Without shifting the nurses' daily emotional state, institutional programs intended to improve QWL will fail to bind long-term organizational commitment.

The connection between JS and OC

The test results provide evidence that JS has a positive and significant impact on OC. This result adds to the enrichment of previous empirical results (Ćulibrk et al., 2018; Hedayat et al., 2018; Hasan et al., 2021; Inegbedion, 2024; Jayanti, 2019; Gulo & Ardiansyah, 2025; Monata & Yulishasri, 2024; Sari & Seniati, 2020) showing that OC is influenced by JS. In line with the SET conception, perceived satisfaction in daily tasks, interactions with colleagues, and perceptions of fairness in compensation

policies will strengthen employees' positive feelings and identification with the organization. Employees who are satisfied with their jobs tend to feel more committed to the organization, are less likely to leave, and work harder to achieve organizational goals. Employees who are satisfied with their jobs tend to feel more committed to the organization, are less likely to leave, and work harder to achieve organizational goals.

According to the conceptual framework of spillover theory, it can be understood how an individual's JS, which is a positive evaluation of an individual's work experience, can directly affect the level of OC where employees work. This finding is in accordance with the conception of positive spillover, in this case if an employee is satisfied with his job (getting a fair salary, a supportive work environment, development opportunities, adequate challenges, good relationships with colleagues and superiors) then positive emotions and feelings of satisfaction tend to "spillover" into his view of the organization as a whole.

JS as Mediating the connection between QWL and OC

The findings of mediation tests indicate that JS is the sole mediator of the impact QWL on OC. This result complements several previous, although unfinished, studies, including Marzuki et al. (2022); Monata and Yulishasri (2024); Sari and Seniati (2020).This result is in line with spillover theory and the idea of SET. The essence of SET is that individuals are motivated to maintain relationships in which case the benefits received outweigh the costs incurred. Employees who are happy with their jobs and the features of their jobs will be rewarded by a company that invests in QWL initiatives and fosters a healthy work environment. This will also increase employee loyalty and commitment.

These results are also in line with the perspective of spillover theory, which states that positive experiences in one domain will have a positive impact on other domains (such as high JS and good QWL) have a beneficial impact on attitudes in adjacent domains (such as OC). Good QWL and satisfaction in daily work will "spillover" into positive feelings, increasing employees' commitment to the organization.

CONCLUSION

This study investigated the direct and indirect impacts of Quality of Work Life (QWL) on Organizational Commitment (OC) among inpatient nurses at RSUD dr. Sayidiman Magetan, East Java, utilizing Job Satisfaction (JS) as a mediating variable. Based on the structural model evaluation, this study concludes that high QWL substantially increases nurses' job satisfaction, which subsequently drives stronger organizational commitment. Crucially, this study demonstrates that job satisfaction operates as a perfect (complete) mediator, as the direct relationship between QWL and OC was found to be statistically non-significant.

In terms of empirical alignment, the significant positive impact of QWL on JS (H1) and JS on OC (H3) strongly corroborates previous research, such as Hasan et al. (2021), Inegbedion (2024),Hasan et al. (2021), Inegbedion (2024), and Monata and Yulishasri (2024). However, the rejection of the direct link between QWL and OC (H2) presents a notable contradiction to the findings of Abebe and Assemie (2023) and Hermanto et al. (2024). This divergence highlights a critical nuance in public healthcare settings: organizational investments in structural work-life quality do not automatically bind a nurse's loyalty unless those investments successfully translate into immediate, positive emotional cognitive states (job satisfaction) first. This phenomenon heavily correlates with the unique demographic profile of the respondents, who are predominantly married females seeking daily workplace stability and immediate psychological rewards before developing deep institutional bonds.

Theoretically, this study advances the literature by integrating Spillover Theory and Social Exchange Theory (SET) within a unified public healthcare framework. It refines the application of horizontal spillover by proving that the transition of positive emotions from generalized work domains (quality of work life) to a higher institutional sphere (organizational commitment) is not an automatic cognitive reflex, but rather a strictly mediated process powered by situational happiness (job satisfaction). Furthermore, it extends SET's reciprocity

norm by demonstrating that in high-stress nursing environments, the "cost-benefit analysis" evaluated by employees focuses heavily on immediate job-related satisfaction as the primary currency for psychological exchange.

Based on the perfect mediation model, hospital management cannot rely on generic, long-term QWL programs alone to reduce turnover; policies must directly target the immediate drivers of nurse job satisfaction. First, to enhance nurse retention, management must institutionalize structural work-life balance initiatives, workload optimization, and clear career paths to eliminate daily operational fatigue. Second, to secure high-quality patient care, adequate nurse-to-patient ratios must be maintained to reduce burnout, alongside providing routine professional skill workshops so that nurses feel competent and valued. Third, a supportive work environment must be established by modernizing physical ergonomics, securing workplace safety, and fostering healthy peer mentoring programs to reinforce emotional attachment to the hospital.

Several limitations restrict the generalizability of this study. First, the structural model was confined exclusively to the QWL framework. Future researchers are encouraged to expand the model by incorporating positive external variables like transformational leadership or negative stress factors such as role conflict and objective workload. Second, this study was limited to a single public hospital unit. Future studies should broaden respondent coverage across multiple regional publics versus private hospitals to achieve a wider demographic generalization. Lastly, given that regular QWL and commitment audits are not periodically conducted at the research site, executing a longitudinal research design in future inquiries would provide critical insights into the long-term temporal stability of these mediated relationships.

REFERENCES

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

Aminuddin, A. Suyatni Musrah, Lumastri Ajeng Wijayanti, Yofa Anggriani Utama, & Suprapto. (2023). Commitment and Job Satisfaction with Nurse Job Performance. *Journal Of Nursing Practice*, *7*(1), 209–215. https://doi.org/10.30994/jnp.v7i1.342

Astrianti, A., Najib, M., & Sartono, B. (2020). Quality of work life, organizational commitment and turnover intention in account officer of micro finance company. *Sosiohumaniora*, *22*(1), 17–25. https://doi.org/10.24198/sosiohumaniora.v22i1.23121

Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Sorguli, S., Ali, B. J., & Anwar, G. (2021). Employee commitment: The employee commitment and job satisfaction. *Journal of Humanities and Education Development*, *3*(3), 54–66. https://doi.org/10.22161/jhed.3.3.6

Becker, H. S. (1960). Notes on the concept of commitment. *The American Journal of Sociology*, *66*(1), 32–40. https://doi.org/10.4324/9781315129983-18

Benevene, P., Ittan, M. M., & Cortini, M. (2018). Self-esteem and happiness as predictors of school teachers' health: The mediating role of job satisfaction. *Frontiers in Psychology*, *9*, 1–5. https://doi.org/10.3389/fpsyg.2018.00933

Cascio, W. F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (Ninth Edit). McGraw-Hill/Irwin.

Chin, W. W. (2015). *The partial least squares approach to structural equation modelling. In G. A. Marcoulides (Ed.)*. *November*, 295–336.

Ćulibrk, J., Delić, M., Mitrović, S., & Ćulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, *9*(FEB), 1–12. https://doi.org/10.3389/fpsyg.2018.00132

Diana, Eliyana, A., Emur, A. P., & Sridadi, A. R. (2020). Building nurses' organizational commitment by providing good quality of work life. *Systematic Reviews in Pharmacy*, *11*(4), 142–150. https://doi.org/10.31838/srp.2020.4.22

Ebadi, A., & Tabanejad, Z. (2022). Evaluating the Quality of Work Life Among Nurses: A Systematic Review. *Journal of Archives in Military Medicine*, *10*(1). https://doi.org/10.5812/jamm-118471

Faizin, R., Fitryasari, R., Wahyuni, E. D., & Nursalam, N. (2020). Nurse's individual factors may predict quality of nursing work life (Qnwl) in clinical setting. *International Journal of Psychosocial Rehabilitation*, *24*(7), 9042–9049. https://doi.org/10.37200/IJPR/V24I7/PR270894

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/https://doi.org/10.2307/3151312

Gulo, Y., & Ardiansyah, F. A. (2025). Job satisfaction and organizational commitment : Mediating factors influencing turnover intention. *International Research Journal of Economics and Management Studies (IRJEMS)*, *4*(1), 294–310. https://doi.org/10.56472/25835238/IRJEMS-V4I1P129

Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis 7th Edition*. Pearson.

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*(6622), 1–20. https://doi.org/10.3390/su13126622

Hedayat, A., Sogolitappeh, F. N., Shakeri, R., Abasifard, M., & Khaledian, M. (2018). Relationship between Organizational Commitment and Job Satisfaction. *International Letters of Social and Humanistic Sciences*, *81*, 30–38. https://doi.org/10.18052/www.scipress.com/ilshs.81.30

Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior. *Heliyon*, *10*(6), e27664. https://doi.org/10.1016/j.heliyon.2024.e27664

Inegbedion, H. E. (2024). Work-life balance and employee commitment: mediating effect of job satisfaction. *Frontiers in Psychology*, *15:1349555*, 1–12. https://doi.org/10.3389/fpsyg.2024.1349555

Ishfaq, M., Al-Hajieh, H., & Alharthi, M. (2022). Quality of Work Life (QWL) and Its

Impact on the Performance of the Banking Industry in Saudi Arabia. *International Journal of Financial Studies*, *10*(3). https://doi.org/10.3390/ijfs10030061

Jayanti, I. F. Y. W. (2019). The Effect of Work Life Quality and Job Satisfaction on Organizational Commitment with the Mediation of Work Spirit. *Advances in Economics, Business and Management Research, 23rd Asian Forum of Business Education (AFBE 2019)*, *144*, 494–501. https://doi.org/10.2991/aebmr.k.200606.084

Khateeb, F. R. (2021). Work life balance-a aeview of theories, definitions and policies. *Cross-Cultural Management Journal*, *XXIII*(1), 27–55.

Lee, C.-C., & Chen, C.-J. (2013). The Relationship between employee commitment and Job attitude and its effect on service quality in the tourism industry. *American Journal of Industrial and Business Management*, *03*(02), 196–208. https://doi.org/10.4236/ajibm.2013.32025

Lee, S. H., & Ha-Brookshire, J. (2017). Ethical climate and job attitude in fashion retail employees' turnover intention, and perceived organizational sustainability performance: A cross-sectional study. *Sustainability (Switzerland)*, *9*(3). https://doi.org/10.3390/su9030465

Lin, C. F., Lai, F. C., Huang, W. R., Huang, C. I., & Hsieh, C. J. (2020). Satisfaction with the quality nursing work environment among psychiatric nurses working in Acute Care General Hospitals. *Journal of Nursing Research*, *28*(2), 1–10. https://doi.org/10.1097/jnr.0000000000000350

Marzuki, F., Supriadi, Y. N., & Ritonga, M. (2022). The mediating role of job satisfaction in the relationship between quality of work life and organizational commitment: evidence from SMEs restaurant. *Quality-Access to Success*, *23*(199), 183–189. https://doi.org/10.47750/QAS/23.191.21

Meyer, J. P., & Allen, N. J. (1991). A three -component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89. https://doi.org/10.1057/9780230501997_5

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52. https://doi.org/10.1006/jvbe.2001.1842

MH Thamrin, R., Rahmawati, R., Rusmin Nuryadin, M., & Juniar, A. (2023). Quality of Work Life and Work Environment on Organizational Citizenship Behavior with Job Satisfaction as Mediation. *International Journal of Scientific Research and Management*, *11*(01), 4468–4475. https://doi.org/10.18535/ijsrm/v11i01.em07

Mohamad, M., & Mohamed, W. N. (2012). A model of quality of work Life, life satisfaction and service quality. *Asian Journal of Business Research*, *2*(2), 38–51. https://doi.org/10.14707/ajbr.120009

Monata, D., & Yulishasri. (2024). The Role of Job Satisfaction in Mediating the Influence of the Work Environment on Organizational Commitment. *Dinasti International Journal of Managemenet Science (DIJMS)*, *6*(1), 45–57. https://doi.org/10.59188/jurnalsosains.v4i3.1238

Muhson, A. (2022). *Statistical Analysis With SmartPLS*. Yogyakarta: Program

Pascasarjana, Universitas Negeri Yogyakarta.

Nath Gangai, K., & Agrawal, R. (2015). Job satisfaction and organizational commitment: Is it important for employee performance. *International Journal of Management and Business Research*, *5*(4), 269–278.

Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modelling, Helping researchers discuss more sophisticated models. In *Industrial Management and Data Systems* (Vol. 116, Issue 9). https://doi.org/10.1108/IMDS-07-2015-0302

Omolawal, S. A. (2021). Human relations theory: Implications for effective human resource management. *Ilorin Journal of Human Resource Management (IJHRM)*, *5*(1), 1–8.

Osman, A. A., EL-Fattah, M. A. A., & Ragab, O. H. G. (2019). Impact of Head Nurses' Supervision Practices on Quality of Work Life as Perceived by Staff Nurses. *The Medical Journal of Cairo University*, *87*(4), 2531–2537. https://doi.org/10.21608/mjcu.2019.54863

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*(5), 603–609. https://doi.org/10.1037/h0037335

Pratama, V. H. M., & Srimulyani, V. A. (2022). Quality of Work Life as a Mediator on the Impact of Work-Life Balance on Job Satisfaction. *Jkbm (Jurnal Konsep Bisnis Dan Manajemen)*, *9*(1), 14–27. https://doi.org/10.31289/jkbm.v9i1.7915

Rimi, N. N., Rubel, M. R. B., & Kee, D. M. H. (2023). Quality of Work Life and Employee Work Outcomes: a Hierarchical Model With Mediation Analysis. *International Journal of Business and Society*, *24*(1), 421–439. https://doi.org/10.33736/ijbs.5625.2023

Robbins, Stephen P., Judge, T. A. (2013). *Organizational Behavior (15th ed) One Lake Street, Upper Saddle River*. Education, Pearson.

Şahin, M., Bektaş, G., Nal, M., & Küçükkurt, A. C. (2025). The mediating role of job satisfaction related to nurse-nurse collaboration and turnover intention. *BMC Nursing*, *24*(1). https://doi.org/10.1186/s12912-025-02869-5

Saimir, S., & Jonida, L. (2013). Job satisfaction and organizational commitment : the case of Shkodra Municipality. *European Scientific Journal*, *9*(17), 41–51.

Sari, R. L., & Seniati, A. N. L. (2020). The role of job satisfaction as mediator between work- life balance and organizational commitment among lecturers. *Psychology and Education Journal*, *57*(2), 106–110. https://shorturl.at/ktAK9

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial Least Squares Structural Equation Modeling. Handbook of Market Research. In *Handbook of Market Research* (Issue September). Springer International Publishing. https://doi.org/10.1007/978-3-319-05542-8

Setyaningrum, R. P., & Ekhsan, M. (2021). The role of job satisfaction in mediating the influence of quality of work life on employee performance. *Management Research Studies Journal*, *2*(1), 44–54. https://doi.org/10.56174/mrsj.v2i1.369

Shamir, B., & Salomon, I. (1985). Work-at-Home and the quality of working life. *The Academy of Management Review*, *10*(3), 455–464.

Sirgy, M. oseph, Efraty, D., Siegel, P., & Lee, D.-J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators*

Research, *55*, 241–302.

Sirin, M., Mankaliye Sokmen, S., Professor, A., Author, C., & Sokmen Serap, M. (2015). Quality of nursing work life scale: The psychometric evaluation of the Turkish version. *International Journal of Caring Sciences*, *8*(3), 543–554. www.internationaljournalofcaringsciences.org

Straatmann, T., Königschulte, S., Hattrup, K., & Hamborg, K. C. (2017). Analysing mediating effects underlying the relationships between P–O fit, P–J fit, and organisational commitment. *International Journal of Human Resource Management*, 1–27. https://doi.org/10.1080/09585192.2017.1416652

Suci, R. P., Mas, N., & Risky, M. (2022). The Role of Job Satisfaction in Mediating the Quality of Work Life Effect on Employee Performance. *Journal of Economics, Business, & Accountancy Ventura*, *25*(2), 217–228. https://doi.org/10.14414/jebav.v25i2.3094

Tam, D. T., & Phuong, P. H. (2024). Quality of Work Life ' s Factors and Its Effect on Organizational Commitment of Workers in Da Nang City , Viet Nam. *Open Access American Journal of Management Science and Engineering*, *9*(6), 141–155.

Tandon, P., Mishra, S., Diwan Mehta, J., & Jain, S. S. (2020). A Study on demographic variables and organizational commitment of employees. *International Journal of Management (IJM)*, *11*(9), 1416–1424. https://doi.org/10.34218/IJM.11.9.2020.136

Udin, U. (2023). The Impact of Work-Life Balance on Employee Performance: Mediating Role of Affective Commitment and Job Satisfaction. *International Journal of Sustainable Development and Planning*, *18*(11), 3649–3655. https://doi.org/10.18280/ijsdp.181131

Wiener, Y. (1982). Commitment in organizations: A Normative view. *Academy of Management Review*, *7*(3), 418–428. https://doi.org/10.5465/amr.1982.4285349

Yunita, T., Hadita, Wijayanti, M., & Ismayani, V. (2023). Wrok-life balance, job satisfaction, and career development of milleniials: The mediating role of affective commitment. *Journal of Economics, Business, & Accountancy Ventura*, *26*(1), 89–101. https://doi.org/10.14414/jebav.v26i1.2994