

Understanding Organizational Commitment in Public Hospitals: Insights from Work-Life Balance, Perceived Organizational Support, and Job Satisfaction

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Abstract

This study aims to analyze the influence of work-life balance and perceived organizational support on organizational commitment with job satisfaction as a mediating variable among Civil Servants at Hj. Anna Lasmanah Banjarnegara Regional General Hospital. A quantitative approach was employed using a questionnaire survey distributed to 120 respondents, determined using the Slovin formula (with a 10% margin of error) from a total population of 340 civil servants, selected through simple random sampling. The data were analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with SmartPLS 4.0. The results show that work-life balance is not significant for organizational commitment but has a significant positive effect on job satisfaction. Perceived organizational support has a considerable positive impact on both organizational commitment and job satisfaction. Furthermore, job satisfaction is shown to mediate the relationships between work-life balance and perceived organizational support, and between perceived organizational support and organizational commitment. This study indicates that organizational commitment among public hospital employees is not solely determined by work-life balance but is more strongly driven by perceived organizational support, which enhances job satisfaction.

Keywords: *work-life balance; perceived organizational support; job satisfaction; organizational commitment; regional hospital civil servants*

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Introduction

Health is a fundamental element in enhancing the quality of life within a community. According to Schramme (2023) Health is the absence of disease in the body, encompassing three parts: physical, mental, and social well-being (World Health Organization/WHO). This definition serves as the foundation for initiatives to enhance the quality of health services, with a focus on the holistic well-being of the community. Hospitals, as community health care facilities, play a central role in providing quality services oriented towards patient safety. (Alfarizi et al., 2024). To achieve optimal service standards, hospitals must focus on the quality of their human resources, particularly their employees' organizational commitment (Kadir & Badwi, 2023). A high level of employee commitment is crucial for hospitals to ensure service quality and sustain long-term operational performance (Loliyani et al., 2024).

Organizational commitment is an essential element because employees who have strong emotional and psychological ties to the organization can drive consistent, optimal, and responsible service (Wardana et al., 2020). One of the regional referral hospitals that has achieved full accreditation and aims to become the hospital of choice for the people

of Banjarnegara and its surrounding areas is the Regional General Hospital (RSUD) Hj. Anna Lasmanah Banjarnegara. (RSUD Hj. Anna Lasmanah Banjarnegara, 2024). With this status, the hospital ensures quality in both its facilities and service systems. This is, of course, supported by employees' dedication to providing optimal patient care. According to Sari & Seniati (2020), work-life balance and organizational support lead to high job satisfaction and, in turn, can influence employee organizational commitment and strengthen it.

Clearly, the two variables that significantly influence employees' commitment to their organizations are *work-life balance (WLB)* and *perceived organizational support (POS)* (Handayani et al., 2022). WLB reflects the ability of an individual to balance work and personal life demands, while POS explains how employees feel that the organization respects their work and cares about a comfortable work situation (Astuti et al., 2024). The employees will be motivated, appreciated, and highly loyal to the organization if the positive organizational supports are available (Febriyanti & Riana, 2025). Both variables in the hospital context can be highly decisive, as hospital employees are required to possess professional work characteristics, be physically and mentally fit, and provide consistent patient care.

Job satisfaction can play an important role in mediating the influence of WLB and POS on organizational commitment. In its mediating role, job satisfaction serves as a psychological pathway linking WLB and POS to organizational commitment. For example, studies by Dihaq et al. (2022) and Utomo et al. (2023) showed that employees who can balance WLB and feel POS experience increased job satisfaction, which ultimately fosters organizational commitment. Therefore, job satisfaction plays a significant role in strengthening the WLB-POS relationship and organizational commitment.

Previous studies have shown inconsistent effects of WLB and POS on organizational commitment and job satisfaction. The studies conducted by Izzati & Puspitadewi (2024) and Dihaq et al. (2022) concluded that organizational commitment had a positive effect from WLB, but Sholikhah et al. (2024) and Yusnita et al., (2022) Found that there was no significant effect of WLB on organizational commitment. In addition, Astuti et al., (2024), Febriyanti & Riana (2025) and Pratiwi & Muzakki (2021) found that POS had a positive effect on organizational commitment, but the studies conducted by Umami et al., (2024), Suprianto et al. (2021) Showed that POS did not affect the organizational commitment. Significantly. The inconsistency in these research results opens the door for further research to add evidence on the effects of WLB and POS on organizational commitment in a different context, namely, hospitals.

The differences in research findings also occurred across the variables affecting job satisfaction. For example, the studies conducted by Sari & Seniati (2020) Djajasasana & Meilani (2025) and Indrian et al. (2023) showed that WLB had a significant effect on job satisfaction positively, while the studies conducted by Maharani et al., (2023), Mardiyana & Hidayat (2024), Showed that WLB had no significant effect on the satisfaction with the job. Similarly, there are also inconsistent results regarding the variables that influence POS. For example, the studies conducted by Purwono et al. (2023) And Pratiwi & Fatoni (2023) concluded that POS had a positive effect on job satisfaction, but the studies conducted by Loliyani et al. (2024), Ratnasari et al. (2023) The study showed that POS did not affect job satisfaction. The inconsistency in these findings opens up opportunities for further research to add evidence on the effects of WLB and POS on job satisfaction in a different context, namely, hospitals.

This study was conducted with a different focus: the health sector, specifically, regional public hospitals. This is a follow-up study to the study conducted by Sari & Seniati (2020). They examined the relationships among work-life balance, job satisfaction, and organizational commitment in a university. In that study, Sari & Seniati (2020) recommended

that future research examine different sectors, including the health sector. Another recommendation was to add the POS variable to the research model examining the relationships among WLB, job satisfaction, and organizational commitment. This study aims to reanalyze the effects of WLB and POS on organizational commitment, with job satisfaction as a mediating variable, among civil servants at RSUD Hj. Anna Lasmanah Banjarnegara. This study makes a significant contribution to the theoretical literature in human resource management. It is considered in the practical policies for the management of the RSUD Hj. Anna Lasmanah Banjarnegara is improving the quality of service to patients and operational management.

Social Exchange Theory (SET)

This theory was introduced by Blau (1964) and used in this study. This theory emphasizes a shared understanding of the goals to be achieved in the future. According to this theory, employee motivation and commitment will increase when they receive fair and equal treatment. Blau (1964) explains that Social Exchange Theory is designed to comprehend the reciprocal relationship between organizations and employees, as well as the factors that influence it. In this study, perceived organizational support and work-life balance are viewed as positive forms of organizational treatment for employee welfare. Employees perceive this favorable treatment as job satisfaction, which reflects an adequate evaluation of the quality of their relationship with the organization. In line with Social Exchange Theory, this job satisfaction fosters a sense of attachment and mutual responsibility, ultimately strengthening organizational commitment. (Tiaro et al., 2025).

The Effect of Work-Life Balance on Organizational Commitment

WLB refers to an individual's ability to balance work and personal life demands without experiencing excessive role conflict (Yusnita et al., 2022). Based on Social Exchange Theory, organizations that provide opportunities for employees to maintain a balance between their work and personal lives are considered to have provided non-material support, which is then reciprocated by employees with loyalty and commitment (Blau, 1964). Dihaq et al. (2022) found that work-life balance positively affected nurses' organizational commitment. In addition, Izzati & Puspitadewi (2024) found that employees with high work-life balance demonstrated strong loyalty and dedication to the organization. The findings of Handayani et al. (2022) and Alfianto & Hadi (2024) reinforce the idea that when employees' work-life balance improves, their commitment to the organization increases. In addition, WLB positively affected organizational commitment (Dihaq et al., 2022; Izzati & Puspitadewi, 2024).

H₁: *Work-life balance had a positive effect on organizational commitment.*

The Effect of Perceived Organizational Support on Organizational Commitment

Employee perception refers to how much the organization cares for employees' welfare and values their contributions (Utomo et al., 2023). In Social Exchange Theory, organizational support is viewed as a "social reward" that creates a reciprocal obligation for employees to contribute more to the organization (Blau, 1964). Employees who feel a high level of support will reciprocate with positive behavior, such as increased commitment and loyalty. A study conducted by Pratiwi & Muzakki (2021) found that perceptions of organizational support positively affected organizational commitment. In addition, Febriyanti & Riana (2025) found that high POS strengthens commitment through increased

job satisfaction. Meanwhile, Kuntjoro et al. (2023) emphasize that organizational support plays an important role in forming emotional bonds and fostering employee loyalty. Research by Pratiwi & Muzakki (2021) and Astuti et al. (2024) shows that POS has a significant effect on organizational commitment.

H₂: *Perceived organizational support has a positive effect on organizational commitment.*

The Effect of Work-Life Balance on Job Satisfaction

A significant factor in creating favorable psychological conditions in the workplace is WLB (Yusnita et al., 2022). When employees can balance their work responsibilities and personal lives, they will be more focused, motivated, and their work will be satisfactory (Pratiwi & Fatoni, 2023). WLB also helps reduce work stress, improve mental well-being, and encourage higher work morale (Indrian et al., 2023). Previous studies have consistently shown a relationship between work-life balance and job satisfaction. Djajasasana & Palupi Meilani (2025) Found that a good balance of work-life positively affected employee satisfaction in the public service sector. In addition, Handayani et al. (2022) found that employees with balanced work and personal lives are more satisfied than those experiencing excessive role conflict.

H₃: *Work-life balance had a positive effect on job satisfaction.*

The Effect of Perceived Organizational Support on Job Satisfaction

This support is understood as the extent to which employees' beliefs about the organization's values influence their contributions, and the organization's concern for their work-life balance. (Candana et al., 2022). Based on Social Exchange Theory, this support is viewed as favorable treatment, which then encourages reciprocity and increases job satisfaction (Blau, 1964). In addition, Sumardjo and Supriadi (2023) and Nafisyah et al. (2025) emphasize that high organizational support can increase employee job satisfaction.

H₄: *Perceived organizational support had a positive effect on job satisfaction.*

The Effect of Job Satisfaction on Organizational Commitment

A positive emotional state arising when individuals perceive their work as fulfilling their expectations and needs is Job satisfaction (Dwiyanti et al., 2022). Satisfied employees towards their work tend to show high engagement and dedication to the organization (Ramadhani & Rinaldi, 2023). Satisfied employees usually feel proud of their workplace and want to remain members of the organization (Putri et al., 2025). Previous studies supported the relationship between job satisfaction and organizational commitment. I Ketut Mustika et al. (2023) Stated that high job satisfaction strengthens employees' affective commitment. Meanwhile, Pratama & Setiadi (2021) Show that consistent job satisfaction creates a deep emotional bond between employees and the organization.

H₅: *Job satisfaction had a positive effect on organizational commitment.*

Job Satisfaction Mediates the Influence of Work-Life Balance on Organizational Commitment

Job satisfaction plays a significant role as a mediator in the balance between work-life and organizational commitment. Employees who successfully balance their professional duties and personal lives tend to experience increased satisfaction, which, in turn, drives commitment to the organization (Millenia & Masman, 2024). This balance creates the perception that the organization cares, thereby strengthening emotional ties to the

workplace (Alfianto & Hadi, 2024). Surya & Riana (2023) found that work-life balance indirectly influences commitment by increasing job satisfaction. Similarly, Tiarto et al. (2025) found that job satisfaction is the primary mediator, strengthening the balance between work-life and organizational commitment.

H6: Job Satisfaction Mediates Work-Life Balance on Organizational Commitment

Job Satisfaction Mediates the Effect of Perceived Organizational Support on Organizational Commitment.

Job satisfaction acts as a mediating variable in the relationship between perceived organizational support (POS) and organizational commitment. When employees have strong organizational support, they are satisfied with their jobs, which increases their loyalty to the organization. (Purwono et al., 2023). Stable organizational support, such as attention, recognition, and effective communication, builds a sense of security and strengthens employees' emotional bonds (Sumardjo & Supriadi, 2023). Nafisyah et al. (2025) also found that strong POS is associated with higher job satisfaction, which ultimately strengthens employee loyalty and commitment. Furthermore, Purwono et al. (2023) and Vigazi & Rino, (2023) indicated that the satisfaction of the job gave a mediating function significantly toward POS and organizational commitment.

H7: Job Satisfaction mediates the effect of perceived organizational support on organizational commitment.

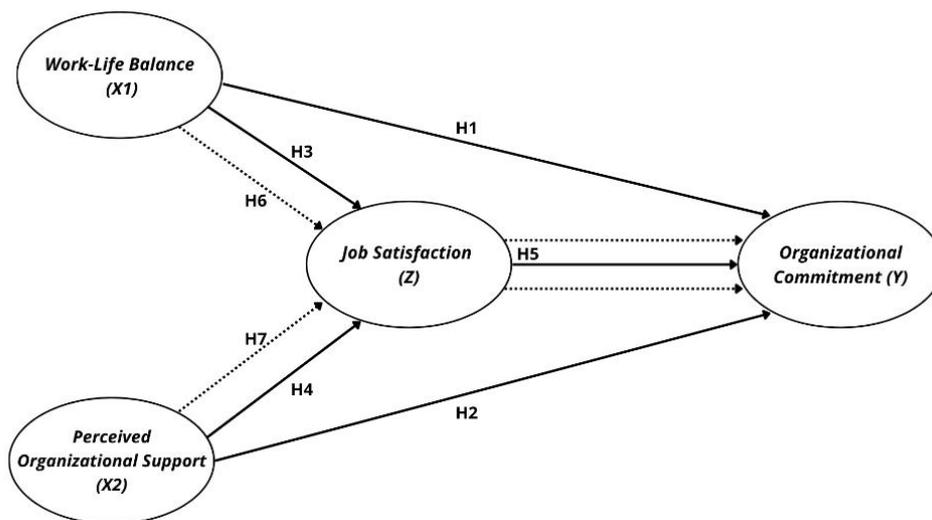


Figure 1. Conceptual Framework

Source: Data processed from research results by the author (2025)

Analysis Method

A quantitative approach was used in this study, employing a questionnaire-based survey. The research population included all civil servants at the Hj—Anna Lasmanah Banjarnegara Regional General Hospital, totaling 340 people. The Slovin formula (margin of error 10%) was used to decide the sample size, resulting in 120 respondents. Simple random sampling was used in this study, ensuring that each member of the population had an equal chance of being selected (Sugiyono, 2023). Data collection was conducted using a 1–5 Likert-scale questionnaire. The Structural Equation Modeling (SEM) was used to analyze the

data through SmartPLS 4.0 software based on the Partial Least Squares (PLS), which included two stages, namely, evaluation of the outer model (validity, reliability, Average Variance Extracted/AVER, and Cronbach's Alpha) and the inner model (R-square, significance test via bootstrapping, and testing of direct and indirect effects).

The indicators used in this study were developed as the instrument from four main variables, namely: work-life balance (X1), perceived organizational support (X2), job satisfaction (Z), and organizational commitment (Y)

Table 1. Research Indicators

Variable	Indicator	Source
Work-Life Balance (X1)	Maintaining a balance between work and personal life	(Alfianto & Hadi, 2024)
	Having a social life outside of work	
	Engaging in leisure activities outside of work (hobbies)	
Perceived Organizational Support (X2)	Fulfilling responsibilities to family and company	(Kurtessis et al., 2017)
	Paying attention to employee welfare	
	Supporting employees' work	
	Appreciating employees' work results	
Job Satisfaction (Z)	Salary	Colquitt, Lepine, and Wesson (2013) in (Dihag et al., 2022)
	Promotion	
	Supervision	
	The work itself	
	Voluntary Actions	
Organizational Commitment (Y)	Status	Allen & Meyer (1997) in (Yusnita et al., 2022)
	Social Environment	
	Affective Commitment	
	Continuance Commitment	
	Normative Commitment	

Source: Data processed from research results by the author (2025)

Results and Discussion

Results

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage %
Gender	Female	97	80.83
	Male	23	19.17
Age	< 25	1	0.83
	25–35	43	35.83
	36–45	39	32.5
	> 45	37	30.83
Length of Service	< 1 year	1	0.83
	1–3 years	19	15.83
	4–6 years	22	18.33
Education	> 6 years	78	65.0
	High School	2	1.67
	Diploma	64	53.33
	Bachelor's Degree	48	40.0
Work Unit	Master's Degree	6	5.0
	Nurse	66	55.0
	Midwife	28	23.33
	Structural Official	16	13.33
	Administrative Staff	7	5.83
	Support Staff	3	2.5

Source: Data processed from research results by the author (2025)

This study involved 120 respondents who completed a questionnaire, of whom the majority were women aged 25-45. Most respondents had worked for more than 6 years and held a diploma or a bachelor's degree, indicating an adequate level of experience and competence. This condition reflects that employees have career stability and psychological readiness that support work-life balance, satisfaction, and commitment to the organization.

Outer Loading

Table 3. Outer Loading

Variabel	Item	Outer Loading	Info
Work-Life Balance (X1) (Alfianto & Hadi, 2024)			
I can balance my time well between work and personal life.	X1.1	0.902	Valid
I still have time to hang out with friends outside of work.	X1.2	0.714	Valid
My work activities do not prevent me from doing my favorite activities.	X1.3	0.797	Valid
I can fulfill my responsibilities to my family without neglecting my work.	X1.4	0.900	Valid
I can meet the demands of my job without reducing my role in my family.	X1.5	0.897	Valid
Perceived Organizational Support (X2) (Kurtessis et al., 2017)			
I feel that the hospital management cares about my welfare as an employee.	X2.1	0.896	Valid
The hospital management strives to provide facilities that support employee welfare.	X2.2	0.874	Valid
I feel that I receive support from the hospital management when facing difficulties at work.	X2.3	0.874	Valid
The hospital management provides adequate resources to ensure that work runs smoothly.	X2.4	0.876	Valid
The hospital management appreciates the results of my work.	X2.5	0.856	Valid
Job Satisfaction (Z) Colquitt, Lepine, and Wesson (2013) in (Dihag et al., 2022)			
I feel that the salary/wages I receive are commensurate with my contribution at work.	Z.1	0.698	Valid
The promotion system at my workplace is fair and transparent.	Z.2	0.684	Valid
My supervisor provides support and motivation when I encounter difficulties.	Z.3	0.797	Valid
My coworkers are easy to work with.	Z.4	0.686	Valid
My job provides opportunities to learn new things.	Z.5	0.683	Valid
My coworkers are also willing to help when I need it.	Z.6	0.728	Valid
I feel valued for my skills and responsibilities at work.	Z.7	0.834	Valid
My work environment supports me in working comfortably.	Z.8	0.836	Valid
Organizational Commitment (Y) Allen & Meyer (1997) in (Yusnita et al., 2022)			
I am proud to be an employee at this hospital.	Y.1	0.727	Valid
I have an emotional attachment to the hospital management.	Y.2	0.699	Valid
I am committed to giving my best to the hospital management.	Y.3	0.822	Valid
I continue to work at this hospital because I have fought for many things alongside the hospital management.	Y.4	0.804	Valid
I believe the hospital's management can provide a promising future for me.	Y.5	0.770	Valid
If I were to leave this hospital, I am concerned that I would not find a work environment as good as the one here.	Y.6	0.670	Valid
I feel a moral responsibility to continue working under this hospital's management.	Y.7	0.799	Valid
I feel it would be inappropriate to leave this hospital's management even if I received job offers elsewhere.	Y.8	0.782	Valid
I believe that loyalty to this hospital's management is the right thing to do.	Y.9	0.861	Valid

Source: Results of data processing using SmartPLS 4.0 (2025)

Based on the outer loading test results in Table 3, all indicators in the Work-Life Balance, Perceived Organizational Support, Job Satisfaction, and Organizational Commitment constructs have outer loadings ranging from 0.670 to 0.902. Referring to Chin (1998), outer loading values ≥ 0.60 are considered adequate to represent constructs in PLS-SEM-based research, while Hair et al. (2021) Recommend an ideal value of ≥ 0.708 , but still allow indicators with loadings between 0.40–0.70 to be retained as long as their removal does not increase AVE or composite reliability. Thus, all indicators in this study are declared to meet convergent validity and construct reliability, making the instrument suitable for use in the structural model testing stage.

Construct Validity and Reliability

Table 4 presents the results of the validity and reliability tests; the Composite Reliability (CR) is considered valid if it is at least 0.70. The Cronbach's Alpha is ≥ 0.70 , and the Average Variance Extracted (AVE) value is ≥ 0.50 (Hair et al., 2021). Thus, it can be concluded that all variables are valid and reliable with an Average Variance Extracted (AVE) value ≥ 0.50 , Composite Reliability ≥ 0.70 , and Cronbach's Alpha ≥ 0.70 .

Table 4. Construct Reliability and Validity

Variabel	Cronbach's alpha	rho_A	Composite Reliability	Average Extracted (AVE)	Variance
Work-Life Balance (X1)	0.901	0.932	0.926	0.715	
Perceived Organizational Support (X2)	0.924	0.925	0.942	0.766	
Organizational Commitment (Y)	0.915	0.918	0.930	0.597	
Job Satisfaction (Z)	0.885	0.890	0.909	0.557	

Source: Results of data processing using SmartPLS 4.0 (2025)

R-Square Analysis

Table 5. R Square Test

	R-square	R-square adjusted
Organizational Commitment (Y)	0.548	0.537
Job Satisfaction (Z)	0.612	0.606

Source: Results of data processing using SmartPLS 4.0 (2025)

Table 5 shows the analysis result. Clearly, the R-Square value for the Job Satisfaction (Z) variable is 0.612, indicating that the Work-Life Balance and Perceived Organizational Support variables explain 61.2% of the variation in Job Satisfaction. Meanwhile, the R-square value for the Organizational Commitment (Y) variable is 0.548, indicating that Work-Life Balance, Perceived Organizational Support, and Job Satisfaction explain 54.8% of the variation in Organizational Commitment. The Adjusted R-square values for each variable are 0.606 and 0.537, which take into account the number of predictors and sample size. The remaining showed that 38.8% of Job Satisfaction and 45.2% of Organizational Commitment were accounted for by the other factors not included in the model.

Model Fit

Table 6. Model Fit

	Saturated model	Estimated model
SRMR	0.093	0.093
d_ULS	3.286	3.286
d_G	1.447	1.447
Chi-square	846.652	846.652
NFI	0.697	0.697

Source: Results of data processing using SmartPLS 4.0 (2025)

Table 6 shows the model fit analysis results. Clearly, the SRMR value of 0.093 is below the 0.10 threshold, indicating that the model is well-suited. The d_{ULS} (3.286) and d_G (1.447) values are relatively low, indicating that the model estimation error in the empirical data is minimal. Although the Chi-square value of 846 is relatively high, it is not the primary indicator in the PLS-SEM approach. The NFI value of 0.697 indicates that the model fits reasonably well. Overall, the analysis results indicate that the structural model, including Work-Life Balance (X1), Perceived Organizational Support (X2), Job Satisfaction (Z), and Organizational Commitment (Y), is within acceptable limits for further hypothesis testing.

Hypothesis Test Results

Table 7. Hypothesis test result

	Hipotesis	Original sample (O)	T statistics (O/STDEV)	P Values	Result
WLB → OC	H1	0.064	0.634	0.526	Rejected
WLB → JS	H2	0.380	5.315	0.000	Accepted
POS → OC	H3	0.343	4.575	0.000	Accepted
POS → JS	H4	0.582	9.659	0.000	Accepted
JS → OC	H5	0.426	3.657	0.000	Accepted
WLB → JS → OC	H6	0.161	3.272	0.001	Accepted
POS → JS → OC	H7	0.249	3.201	0.001	Accepted

Source: Results of data processing using SmartPLS 4.0 (2025)

Note: WLB (Work-Life Balance), POS (Perceived Organizational Support), JS (Job Satisfaction OC (Organizational Commitment))

Table 7 shows the hypothesis testing results. Clearly, WLB had no significant effect on KO, as indicated by a p-value of 0.526 (> 0.05). WLB had a significant positive effect on Job Satisfaction (JS), with a p-value of 0.000 (< 0.05). Perceived Organizational Support (POS) had a direct positive effect on Organizational Commitment (p-value 0.000) and on Job Satisfaction (p-value 0.000). In addition, Job Satisfaction had a significant effect on Organizational Commitment (p-value = 0.000). Furthermore, the mediation test results showed that Job Satisfaction significantly mediates both the WLB-OC (p-value 0.001) and the POS-OC (p-value 0.001) relationships. Thus, it is concluded that job satisfaction plays an important mediating role in this research model, especially in linking the two independent variables to employee organizational commitment.

Discussion

The Effect of Work-Life Balance on Organizational Commitment

The findings showed that WLB was not significantly associated with organizational commitment among civil servants at RSUD Hj. Anna Lasmanah Banjarnegara, so Hypothesis 1 was rejected. Civil servants at RSUD Hj. Anna Lasmanah Banjarnegara still did not feel that WLB had a direct impact on their commitment, and there was no significant relationship. The results indicated that the WLB conditions experienced by employees have not contributed sufficiently to shaping organizational commitment, so that their influence is not significantly apparent in the research results. This discrepancy can be explained by Blau's (1964) social exchange theory, which holds that organizational commitment arises when social exchange is considered valuable. These results differ from the findings of Sari & Seniati, (2020), Dihaq et al. (2022). Izzati (2022) and Handayani et al. (2022) confirm that WLB affects organizational commitment. Positively, thus, the civil servants' commitment in public hospitals is more influenced by contextual factors such as organizational support and hospital work characteristics.

The Effect of Perceived Organizational Support on Organizational Commitment

The findings showed that POS had a significant positive effect on the organizational commitment of civil servants at RSUD Hj. Anna Lasmanah Banjarnegara, so that Hypothesis 2 was accepted. It can be inferred that when the organizational support perception is stronger, the employees' commitment is higher. This result reinforces the social exchange theory argument that organizational support serves as a social investment, fostering a felt obligation to reciprocate through increased commitment (Blau, 1964). Similarly, the studies conducted by Pratiwi & Muzakki (2021), Febriyanti & Riana (2025), and Astuti et al. (2024) Showed that perceived organizational support has a positive and significant effect on organizational commitment.

The Effect of Work-Life Balance on Job Satisfaction

The findings showed that the work-life balance had a significant positive effect on civil servants' job satisfaction at the Hj. Anna Lasmanah Banjarnegara Regional General Hospital, so that Hypothesis 3 was accepted. It can be inferred that when work and personal life are more balanced, the employees' assessment of their work will be better. A study conducted by Bagis & Adawiyah (2022) Also shows that the work-life balance plays a significant role in shaping job satisfaction, with the balance between personal and work roles serving as the foundation for positive attitudes towards the organization. From the perspective of social exchange theory, Blau (1964) considers corporate support for the balance of work-life a nonmaterial form of assistance that triggers positive affective responses, namely job satisfaction. This finding is in line with Sari & Seniati (2020), Pratama & Setiadi (2021), Djajasasana & Palupi Meilani (2025), Bagis & Adawiyah (2022), and Indrian et al. (2023) state that a balance between work and life improves quality of life and job satisfaction. Thus, the results of this study reinforce the idea that when employees feel their lives are more organized and not disrupted by work demands, their job satisfaction increases significantly.

The Effect of Perceived Organizational Support on Job Satisfaction

The findings showed that perceived organizational support had a significant positive effect on civil servants' job satisfaction at the Hj. Anna Lasmanah Banjarnegara Regional General Hospital, so Hypothesis 4 was accepted. When employees feel supported, given opportunities to develop, and treated fairly, their job satisfaction will increase (Sumardjo & Supriadi, 2023). Emotional and instrumental support from the organization serves as a psychological reward, fostering more meaningful working relationships. Consistent with the studies by Candana et al. (2022), Irfan et al. (2022), and Aristiyani et al. (2023), these studies showed that perceived organizational support had a significant positive effect on job satisfaction.

The Effect of Job Satisfaction on Organizational Commitment

The findings showed that job satisfaction had a significant positive effect on civil servants' organizational commitment at Hj—Anna Lasmanah Banjarnegara Regional General Hospital, thereby accepting Hypothesis 5. Satisfaction with the job refers to employees' emotional reactions to the overall process and results of their work, reflecting the extent to which the job meets expectations from both individual and organizational perspectives. (Bagis et al., 2021). When employees feel satisfied, they tend to show greater commitment to maintaining long-term influence within their organization. Similarly, Blau's (1964) social exchange theory shows that job satisfaction serves as a positive exchange outcome, encouraging reciprocity in the form of attachment and a willingness to contribute further. In the context of RSUD Hj. Anna Lasmanah Banjarnegara, the high level of satisfaction among civil servants indicates that the policies and work systems implemented met their expectations, both in terms of workload, environment, and interpersonal

relationships. This condition ultimately encouraged greater organizational commitment, which was important for maintaining consistent quality in public health services. The results of this study reinforced the findings of Sari & Seniati, (2020), I Ketut Mustika et al. (2023). Ramadhani & Rinaldi (2023). Dwiyantri et al. (2022) and Bagis et al. (2021) showed that job satisfaction had a significant positive effect on organizational commitment.

Job Satisfaction Mediates the Effect of Work-Life Balance on Organizational Commitment

The findings showed that job satisfaction significantly mediates the effects of work-life balance on organizational commitment among civil servants at RSUD Hj. Anna Lasmanah Banjarnegara, thus, Hypothesis 6 was accepted. These findings indicated that employees who feel their work demands and personal life are balanced, as reflected in work-life balance statements such as the ability to manage time and maintain family relationships, tend to have higher job satisfaction, especially among respondents with sufficient length of service, who are more stable in their assessments of organizational support. The theory of social exchange by Blau (1964) suggests that organizational support in non-material forms, such as flexible working hours, health facilities, and attention to family welfare, is a form of exchange that generates affective satisfaction, which in turn encourages employees to reciprocate with higher affective commitment to the organization. Astuti et al. (2021) In the Performance Management book, it is emphasized that job satisfaction is an important psychological condition that arises when employees feel their work environment is supportive, fair, and comfortable, thereby encouraging long-term commitment. Research by Sari & Seniati, (2020) Alfianto & Hadi (2024). Millenia & Masman (2024) and Rahmadina & Setyaningrum (2023) suggest that job satisfaction can mediate the relationship between work-life balance and organizational commitment.

Job Satisfaction Mediates the Effect of Perceived Organizational Support on Organizational Commitment.

The findings showed that this support positively affected organizational commitment through job satisfaction among civil servants at RSUD Hj. Anna Lasmanah Banjarnegara. Thus, Hypothesis 7 was accepted. Employees who feel valued, supported by their superiors, and facilitated in their duties tend to show higher levels of job satisfaction, especially among those who have been in the service for more than 6 years and have experienced consistent support from the organization for a long time. Additionally, Blau's (1964) theory of social exchange supported the idea that working relationships are built on reciprocal exchange. When an organization shows concern for its employees, employees will respond with satisfaction and loyalty. Astuti et al. (2021) Emphasize that organizational commitment grows when employees feel recognized, treated fairly, and involved in a stable, supportive work environment. At the same time, job satisfaction serves as the emotional foundation that strengthens this attachment. Clearly. The previous studies by Vigazi & Rino (2023) and Purwono et al. (2023) Supported that the satisfaction of the job is a psychological mechanism that bridges the influence of organizational support on employee commitment. Thus, the higher the perceived organizational support, the greater the satisfaction formed, which ultimately results in more substantial organizational commitment.

Conclusions and Recommendations

Based on all the findings, it can be inferred that the balance of work did not significantly affect organizational commitment. However, it had a significant positive effect on job satisfaction. In addition, organizational support had a significant positive effect on

perceived organizational commitment and job satisfaction. Moreover, work-life balance and perceived organizational support positively affected organizational commitment through job satisfaction. Therefore, job satisfaction played a significant role in strengthening the effects of work-life balance and perceived organizational support on organizational commitment.

The findings of this study indicated that WLB and POS need to be continuously strengthened, as both are important factors in improving employee job satisfaction. High levels of job satisfaction have been shown to increase civil servants' commitment at RSUD Hj. Anna Lasmanah Banjarnegara. By paying attention to WLB and POS, employees will feel more comfortable and valued in their work environment. Therefore, efforts to strengthen WLB and POS are an important strategy for increasing employee organizational commitment, which, in turn, affects the quality of hospital services and operations.

Although this study makes an important contribution to understanding civil servants' commitment at RSUD Hj. Anna Lasmanah, several limitations should be considered. The generalizability of the findings remains limited due to the narrow scope and the absence of sample stratification by age, position, and education. Therefore, it is hoped that future researchers will expand the study scope to other regional hospitals and apply more comprehensive stratified sampling techniques. This will enable the research findings to provide a more representative insight into the factors that affect organizational commitment among civil servants in the health sector and to offer broader, more applicable policy implications.

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