

# THE EFFECT OF WORK LIFE BALANCE AND WORK ENGAGEMENT ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION

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**Abstract:** This study aims to (1) analyze the influence of work life balance and work engagement on job satisfaction; (2) analyze the influence of work life balance, work engagement and job satisfaction on organizational commitment; (3) analyze the influence of work life balance and work engagement on organizational commitment through job satisfaction. This study was conducted at Makassar Open University. The sample used a purposive sampling method, namely sampling based on certain considerations or criteria. All samples amounted to 100 respondents at Makassar Open University. The data collection method used was direct interviews with parties involved in the problem being discussed and providing questionnaires to employees in accordance with the research being conducted. Data analysis was carried out using path analysis. The results of the analysis showed that (1) work life balance and work engagement had an effect on job satisfaction; (2) work life balance, work engagement and job satisfaction have an effect on organizational commitment; (3) work life balance and work engagement have an effect on organizational commitment through job satisfaction.

**Keywords:** Work Life Balance, Work Engagement, Job Satisfaction and Organizational Commitment

**Abstrak:** Penelitian ini bertujuan untuk (1) menganalisis pengaruh work life balance dan work engagement terhadap kepuasan kerja; (2) menganalisis pengaruh work life balance, work engagement dan kepuasan kerja terhadap komitmen organisasi; (3) menganalisis pengaruh work life balance dan work engagement terhadap komitmen organisasi melalui kepuasan kerja. Penelitian ini dilaksanakan pada Universitas Terbuka Makassar. Sampel menggunakan metode *purposive sampling* yaitu pengambilan sampel berdasarkan pertimbangan atau kriteria tertentu. Semua sampel berjumlah 100 responden pada Universitas Terbuka Makassar. Metode pengumpulan data yang digunakan adalah wawancara langsung kepada pihak – pihak yang terlibat dengan masalah yang sedang dibahas serta memberikan kuesioner kepada pegawai yang sesuai dengan penelitian yang dilakukan. Analisis data dilakukan dengan menggunakan analisis jalur. Hasil analisis menunjukkan bahwa (1) work life balance dan work engagement berpengaruh terhadap kepuasan kerja; (2) work life balance, work engagement dan kepuasan kerja berpengaruh terhadap komitmen organisasi; (3) work life balance dan work engagement berpengaruh terhadap komitmen organisasi melalui kepuasan kerja.

**Kata Kunci:** Work Life Balance, Work Engagement, Kepuasan Kerja dan Komitmen Organisasi

## INTRODUCTION

The success of an organization in carrying out its operations is greatly influenced by the quality of its human resources. Human resources are one of a company's most valuable assets, as only humans can optimize the use of other resources. The role of

human resources is vital in facing future changes and challenges. A company's success depends heavily on the quality of its human resources. Low-quality human resources can have a negative impact on the company. Conversely, companies that want to succeed need employees who not only fulfill their formal duties but also contribute more by exceeding expectations. In today's dynamic workplace, employee flexibility is crucial, as tasks are increasingly being carried out in teams. Companies want employees who are willing to take on tasks beyond their job descriptions.

Engagement in one's work will lead to greater effort at work. Harter, Schmidt, and Hayes (2002) explain that the driving factors behind the popularity of work engagement have positive consequences for the organization. May, Gilson, and Harter (2004) also conceptualize work engagement and describe its three dimensions as physical, emotional, and cognitive components. This contrasts with the findings of Halbesleben, JRB & Wheeler, AR (2008), who stated that high engagement sometimes leads to individual overload, which in turn increases fatigue and turnover intention.

According to Robbins and Judge (2015), organizational commitment is a state in which an employee sides with the organization's goals and wishes to maintain membership in the organization. Therefore, superior work will favor the organization in which the individual is involved. According to Kreitner and Kinicki (2008), organizational commitment reflects the extent to which an individual identifies with the organization and its goals. Meyer and Allen (1991) define organizational commitment as a concept that has three aspects: affective, normative, and continuance commitment.

Research by Schappe (1998), Azeem & Akhtar (2014), and Sorenson & McKim (2014) states that there is a significant and positive relationship between WLB with job satisfaction and organizational commitment. Employees who can manage this balance (WLB) will feel satisfied and more committed. In contrast, Greenhaus, JH, Collins, KM, & Shaw, JD (2003) stated that the perception of WLB does not always significantly affect job satisfaction or commitment, because individuals differ in the meaning of "balance." Some consider long working hours normal, so WLB is not always a significant predictor for everyone. This research is supported by the findings of Ryan Rene, et al. (2018) who showed that Work-life balance has a significant effect on job satisfaction, but Work-life balance does not have a significant effect on organizational commitment and work motivation.

Issues frequently occur in almost every organization or institution, and Makassar Open University is no exception. Monitoring of staff at UT Makassar reveals that some employees are reluctant to undertake work outside their assigned job descriptions. This is particularly evident at certain times when certain staff members have a significant amount of work concentrated in specific departments. For example, when a new semester approaches, work is often concentrated in the academic department, from student registration to teaching materials to the start of class scheduling. On the other hand, some staff members complete their work quickly because it doesn't directly involve student activities. Therefore, when organizational commitment is improved, other departments can help alleviate the burden on the academic department, preventing a buildup of work in one department.

The research objectives to be achieved in this study are as follows: ( 1) to determine and analyze the direct influence of work life balance and work engagement on job satisfaction; (2) to determine and analyze the direct influence of work life balance, work engagement and job satisfaction on organizational commitment; (3) to determine and analyze the indirect influence of work life balance and work engagement on organizational commitment through job satisfaction

### **THEORETICAL REVIEW**

This study presents supporting theories on the influence of *work-life balance* and *work engagement* on job satisfaction and organizational commitment. The theoretical foundations are as follows:

#### **Work Life Balance**

Grzywacz and Carlson (2007) in Helmle, Botero, and Seibold (2014) define Work-life balance as the fulfillment of role-related expectations that are negotiated and shared between individuals and partners regarding their roles in the work and family domains. Greenhaus and Allen (2010) in Helmle, Botero, and Seibold (2014) define Work-life balance as the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life role priorities at a given point in time.

#### **Work Engagement**

Schaufeli and Bakker (2004) define work engagement as a positive behavior related to work, encompassing thoughts about the relationship between workers or employees and their work, characterized by vigor, dedication, and absorption in their work. In other words, employees with high work engagement will channel all their thoughts and energy into their work and be more enthusiastic about it.

#### **Job Satisfaction**

Porter and Lawler, in Bavendam (2005), explain that job satisfaction is a unidimensional construct, where a person experiences general satisfaction or dissatisfaction with their job. A positive attitude toward work can conceptually be expressed as job satisfaction, and a negative attitude toward work equates to dissatisfaction. Meanwhile, according to Muhaimin (2004), job satisfaction is generally an attitude toward work based on an evaluation of different aspects for the worker. A person's attitude toward work reflects pleasant or unpleasant experiences in the job and expectations regarding future experiences.

#### **Organizational Commitment**

Luthans (2006) explains that organizational commitment is the desire to remain a strong member of the organization, the desire to strive to be part of the organization's desires, certain beliefs and acceptance of the organization's values and goals. Another opinion that is in line is put forward by Robbins (2011) who states that organizational commitment is a condition where an individual/employee sides with a particular organization and its goals, and intends to maintain membership in that organization. Zurnali (2010) explains that organizational commitment comes from a strong and close feeling of an employee or staff member towards the goals and values that apply in their

organization and its relationship with the role of human resources towards efforts to achieve the goals and values that apply in their organization.

### **Framework And Hypothesis**

The framework of thought and hypotheses in this study are as follows:

#### **The Influence of Work Life Balance and Work Engagement on Job Satisfaction**

There are psychological factors that influence job satisfaction, namely a person's ability to manage conflict. Good conflict management by an individual – in this case, an employee – can achieve work-life balance. This is also known as *work-life balance* (WLB). WLB is important for employees to achieve because by observing a balance of satisfaction, employees can feel that they are able to balance their personal life with their office routine (Shabrina & Ratnaningsih, 2019). Therefore, the existence of WLB can support or realize an employee's job satisfaction, which in turn will also benefit the company where the employee works.

Employees who demonstrate passion, dedication, and absorption in their work are more likely to experience high levels of job satisfaction. Engaged employees find their work interesting, meaningful, and energizing, and experience positive emotions such as happiness, joy, and enthusiasm (Bakker, AB, and Demerouti, 2014).

On this basis, hypothesis 1 is established: *work life balance* and *work engagement* have a significant influence on job satisfaction.

#### **The Influence of Work Life Balance, Work Engagement and Job Satisfaction on Organizational Commitment**

Parkes and Langford (2008) state that work-life balance is defined as an individual's ability to fulfill their work and family commitments, as well as non-work responsibilities and other activities. Several studies have shown that work-life balance has a positive effect on organizational commitment. Research conducted by Novari (2018) proves that work-life balance has a significant effect on organizational commitment. The results of this study are supported by research by Isfandi (2019), which also proves that work-life balance has a significant and positive effect on organizational commitment, and job satisfaction as a partial mediating variable.

*Work engagement* is an important aspect that must be present in employees. *Work engagement* is a condition where members of an organization identify themselves with their work and employees will devote what they have to complete their tasks as best as possible (Kahn, 1990). Wellins & Concelman (2004), stated that the understanding of *Work engagement* is a force that motivates employees to improve higher performance, this force is in the form of a sense of pride in having a job, commitment to the company or organization, commitment in carrying out work, a sense of pride in having a job, more effort such as time, enthusiasm and attachment.

Related to *Work engagement*, leadership in the organization also has an important role that impacts employee performance. Work engagement is people who engage with themselves for the best interests of the organization, and is associated with meaningfulness, security and availability (Kahn, 1990); (Oliver & Rothmann, 2007); and Deepa et al., 2014). In the current environment and with the increasing challenges faced

by organizations, it becomes very important to measure and determine the factors that will contribute most to employee commitment to their organization. Geldenhuys et al., (2014 ) explained that *Work engagement* has a positive effect on organizational commitment in employees. Researchers Abu-Shamaa et al., (2015), also revealed the results that *Work engagement* has a positive influence on organizational commitment. The relationship between *work engagement* and organizational commitment is also supported by research results from Hanaysha, (2016), Ahuja & Gupta, (2019), Aboramadan et al., (2020 ) which revealed that there is a significant positive relationship between *work engagement* and organizational commitment.

On this basis, hypothesis 2 is established: *work life balance*, *work engagement* and job satisfaction have a significant influence on organizational commitment.

### **The Influence of Work Life Balance and Work Engagement on Organizational Commitment Through Job Satisfaction**

Work-life balance is crucial to support employee commitment and job satisfaction. Work-life balance cannot directly influence organizational commitment without job satisfaction (Latupapua et al., 2021). The influence of work-life balance on organizational commitment through job satisfaction is demonstrated by Sari & Seniati (2020) and Surya & Riana (2023), who stated that job satisfaction mediates work-life balance and organizational commitment. Furthermore, research by Yusnita et al. (2022) shows that work-life balance has a significant influence on organizational commitment, mediated by job satisfaction.

Work engagement is the extent to which people engage with themselves for the best interests of the organization, and is associated with meaningfulness, security, and availability (Oliver & Rothmann, 2007). Geldenhuys et al. (2014) explain that work engagement has a positive effect on organizational commitment in employees. Researchers Abu-Shamaa et al. (2015) also revealed that work engagement has a positive effect on organizational commitment.

Previous research shows that engaged employees are more committed to their company, which can lead to increased job satisfaction, lower absenteeism and turnover, and improved health and well-being (Schaufeli & Bakker, 2004). Employees who demonstrate passion, dedication, and absorption in their work are more likely to experience high levels of job satisfaction. Engaged employees find their work interesting, meaningful, and energizing, and experience positive emotions such as happiness, joy, and enthusiasm (Bakker, AB, and Demerouti, 2014).

On this basis, hypothesis 3 is established: *work life balance* and *work engagement* have a significant influence on organizational commitment through job satisfaction.

## **RESEARCH METHOD**

This research approach is quantitative. The purpose of this study is explanatory. This type of research is a survey. This research will be conducted at Makassar Open University. This research is planned to last approximately three months. The data types used in this study are qualitative and quantitative. The data sources used in this study are primary and secondary data sources. The research subjects who will be used as the

population are all employees at Makassar Open University with a total research population of 100 people, who will provide data and information. Thus, the sample in this study is all employees in the Makassar Open University Regional Government with a total research sample of 100 people. Data collection in this study was carried out by: (1) observation; (2) interviews; (3) questionnaires; (4) documentation. The data analysis technique used in this study is path analysis.

## RESULTS AND DISCUSSION

To examine the research findings on the influence of work-life balance and work engagement on job satisfaction and organizational commitment, an analytical method called path analysis was used. The path analysis model is divided into two substructures. The following is a test of each substructure:

### Substructure Path Analysis 1

To see the influence of work life balance and work engagement on job satisfaction, substructure path analysis 1 is used. Based on the results of data processing with the help of the SPSS 19.0 program, a summary of the empirical results of the research can be seen as follows: Substructure Regression Coefficient Analysis 1

### Partial (Individual) Testing of Substructure 1

To determine the partial (individual) influence of work life balance and work engagement on job satisfaction, it is presented in the table below as follows:

**Table 1 Results of Sub-structure Path Analysis 1**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	3,918	2,074		1,889	.062
Work life balance (x1)	.368	.054	.540	6,836	.000
Work engagement (x2)	.325	.097	.264	3,344	.001

a. Dependent Variable: job satisfaction (Y1)

Source: Primary data, processed 2024

Based on Table 1 above, it can be seen that the significance value for *the work life balance variable* on job satisfaction is 0.000 and the significance value for the work engagement variable on job satisfaction is 0.001, because the significance value is less than 0.05, meaning that the work life balance (X1) and work engagement (X2) variables have a positive and significant influence on job satisfaction (Y1).

### Testing the Coefficient of Determination (R Square) of Substructure 1

The correlation value of determination or R square is as described in the following table. Based on the calculation results, the correlation coefficient value was obtained with an R square value of 0.415. The determination coefficient value (R<sup>2</sup>) shows that the contribution of work life balance and work engagement to work engagement is significant. Job satisfaction is 41.5%. The remaining 58.5% is due to the influence of other factors not included in this model. Meanwhile, the path coefficient for other variables outside the study is

$$(pYe1) = \sqrt{1 - R^2} = \sqrt{1 - 0.415}$$

$$(pYe1) = 0.765.$$

Thus, the structural equation for sub-structure 1 can be obtained as follows:

$$Y_1 = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y_1 = 3.918 + 0.540 X_1 + 0.264 X_2 + 0.765$$

Based on the structural equation of sub-structure 1, it can be interpreted that:

1. Beta coefficient value ( *Standardized Coefficient Beta column* ) influence The representative work life balance for job satisfaction ( $X_1 \rightarrow Y_1$ ) is 0.540, which shows that if the work life balance value increases, the job satisfaction value will also increase.
2. Beta coefficient value ( *Standardized Coefficient Beta column* ) influence work engagement representative of job satisfaction ( $X_2 \rightarrow Y_1$ ) is 0.264 which shows that if the work engagement value increases then the job satisfaction value will also increase.

### Substructure Path Analysis 2

To see the influence of work life balance, work engagement and job satisfaction on organizational commitment , substructure path analysis 2 is used. Based on the results of data processing with the help of the SPSS 19.0 program, a summary of the empirical results of the research can be seen as follows:

#### Partial (Individual) Testing of Substructure 2

To determine the partial (individual) influence of work life balance, work engagement and job satisfaction on organizational commitment, it is presented in Table 2 as follows:

**Table 2 Results of Sub-structure Path Analysis 2**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.281	1,189		4,443	.000
Work life balance (x1)	.131	.037	.284	3,562	.001
Work engagement (x2)	.275	.058	.329	4,759	.000
Job satisfaction (y1)	.266	.057	.391	4,651	.000

a. Dependent Variable: organizational commitment (Y2)

Source: Primary data, processed 2024

Based on Table 2 above, it can be seen that the significance value for the work life balance variable on organizational commitment is 0.001 , the significance value for the work engagement variable on organizational commitment is 0.000 and the significance value for the job satisfaction variable on organizational commitment is 0.000 , because the significance value is less than 0.05, meaning that the work life balance ( $X_1$  ) , work engagement ( $X_2$ ) and job satisfaction ( $Y_1$ ) variables have a positive and significant influence on organizational commitment (  $Y_2$  ) .

#### Testing the Coefficient of Determination (R Square) of Substructure 2

The correlation value of determination or R square is as described in Table 3 below.

**Table 3 Results of Substructure Determination Test 2**

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.776 <sup>a</sup>	.602	.590	.604

a. Predictors: (Constant), work life balance (x1), work engagement (x2), job satisfaction (y1)

Source: Primary data, processed 2024

Based on the calculation results, the correlation coefficient value was obtained with an R square value of 0.602. The determination coefficient value ( $R^2$ ) shows that the contribution of work life balance, work engagement and job satisfaction to work performance is significant. organizational commitment is 60.2%. The remaining 39.8% is due to the influence of other factors not included in this model. Meanwhile, the path coefficient for other variables outside the study is

$$(pY_{e2}) = \sqrt{1 - R^2} = \sqrt{1 - 0.602} = 0.631.$$

Thus, a structural equation can be obtained for sub-structure 2.

as follows:

$$Y_2 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y_1 + e_2$$

$$Y_2 = 5.281 + 0.284 X_1 + 0.329 X_2 + 0.391 Y_1 + 0.631$$

Based on the structural equation of sub-structure 2, it can be interpreted that:

1. *Standardized Coefficient Beta* column ) of the influence of representative work life balance on organizational commitment ( $X_1 \rightarrow Y_2$ ) is 0.284, which shows that if the work life balance value increases, the organizational commitment value will also increase.
2. *Standardized Coefficient Beta* column ) of the influence of representative work engagement on organizational commitment ( $X_2 \rightarrow Y_2$ ) is 0.329, which shows that if the work engagement value increases, the organizational commitment value will also increase.
3. The Beta coefficient value ( *Standardized Coefficient Beta column* ) of the influence of representative job satisfaction on organizational commitment ( $Y_1 \rightarrow Y_2$ ) is 0.391, which shows that if the job satisfaction value increases, the organizational commitment value will also increase.

### Hypothesis Testing

Hypothesis testing in this study used a path analysis model with the help of SPSS 19.0. After conducting the above tests, the answers to the research hypotheses are presented as follows:

#### Direct Influence of Work Life Balance and Work Engagement on Job Satisfaction

The beta coefficient of the influence of work-life balance ( $X_1$ ) on job satisfaction ( $Y_1$ ) is 0.540 with a significance value of 0.000 or below 0.05. The beta coefficient also shows that the influence of work-life balance ( $X_1$ ) on job satisfaction ( $Y_1$ ) is positive. This means that work-life balance ( $X_1$ ) has a positive and significant effect on job satisfaction ( $Y_1$ ).

The beta coefficient of the influence of work engagement ( $X_2$ ) on job satisfaction ( $Y_1$ ) is 0.264 with a significance value of 0.001 or below 0.05. The beta coefficient also shows that the influence of work engagement ( $X_2$ ) on job satisfaction ( $Y_1$ ) is positive. This



means that work engagement (X2) has a positive and significant effect on job satisfaction (Y1).

Thus, *hypothesis 1* that state Work life balance and work engagement have a positive effect on job satisfaction, **accepted**.

### **The Direct Influence of Work Life Balance, Work Engagement and Job Satisfaction on Organizational Commitment**

The beta coefficient of the influence of work-life balance (X1) on organizational commitment (Y2) is 0.284 with a significance value of 0.001 or below 0.05. The beta coefficient also shows that the influence of work-life balance (X1) on organizational commitment (Y2) is positive. This means that work-life balance (X1) has a positive and significant effect on organizational commitment (Y2).

The beta coefficient of the influence of work engagement (X2) on organizational commitment (Y2) is 0.329 with a significance value of 0.000 or below 0.05. The beta coefficient also shows that the influence of work engagement (X2) on organizational commitment (Y2) is positive. This means that work engagement (X2) has a positive and significant effect on organizational commitment (Y2).

The beta coefficient of the influence of job satisfaction (Y1) on organizational commitment (Y2) was 0.391 with a significance value of 0.000, or below 0.05. The beta coefficient also indicates a positive influence of job satisfaction (Y1) on organizational commitment (Y2). This means that job satisfaction (Y1) has a positive influence on organizational commitment (Y2).

Thus, *hypothesis 2* states that Work life balance, work engagement and job satisfaction have a positive influence on organizational commitment, **accepted**

### **The Indirect Effect of Work Life Balance and Work Engagement on Organizational Commitment Through Job Satisfaction**

To determine the significance of the indirect influence of work-life balance on organizational commitment through job satisfaction, the Sobel test is used.  $z\text{-value} = \frac{a * b}{\sqrt{b^2 * s_a^2 + a^2 * s_b^2}}$ .  $a$  = coefficient value  $x \rightarrow y$ . The Sobel test formula is as follows:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sat = \sqrt{(0.391)^2 (0.054)^2 + (0.540)^2 (0.057)^2 + (0.054)^2 (0.057)^2}$$

$$Sat = \sqrt{0.00045 + 0.00095 + 0.00001}$$

$$Sat = \sqrt{0.00140}$$

$$Sat = 0.03745$$

To test the significance of the indirect effect, we need to calculate the  $t$  value of the coefficient using the following formula:

$$t\text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.540 \times 0.391}{0.03745}$$

$$t = \frac{0.21114}{0.03745}$$

$$t = 5.638$$

$$t\text{ count} = 5.638$$

t table = 1.660

According to Ghozali (2011), if the calculated t value is compared with the t table value, if the calculated t value is greater than the t table value, it can be concluded that a mediation effect occurs. Based on the Sobel test, the calculated t value of the indirect effect of work life balance (X1) on organizational commitment (Y2) through job satisfaction (Y1) is 5.638, and is greater than the t table = 1.660.

The value of the indirect influence of work life balance (X1) on organizational commitment (Y2) through job satisfaction (Y1) is the result of multiplying the beta value of the work life balance coefficient (X1) on job satisfaction (Y1) which is 0.540 with the beta value of the work satisfaction coefficient (Y1) on organizational commitment (Y2) which is 0.391, plus/added with the beta value of the work life balance coefficient (X1) on organizational commitment (Y2) which is 0.284, formulated mathematically, namely  $(0.540 \times 0.391) + 0.284 = 0.495$ . Thus The value of the indirect influence of work life balance (X1) on organizational commitment (Y2) through job satisfaction (Y1) is 0.495.

To determine the significance of the indirect influence of work life balance on organizational commitment through job satisfaction, the Sobel test was used.

$z\text{-value} = a * b / \text{SQRT}(b^2 * s_a^2 + a^2 * s_b^2)$ .  $a = x \rightarrow y$  coefficient value.

The Sobel test formula is as follows:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$Sat = \sqrt{(0.391)^2 (0.097)^2 + (0.264)^2 (0.057)^2 + (0.097)^2 (0.057)^2}$$

$$Sat = \sqrt{0.00144 + 0.00023 + 0.00003}$$

$$Sat = \sqrt{0.00170}$$

$$Sat = 0.04118$$

To test the significance of the indirect effect, we need to calculate the t value of the coefficient using the following formula:

$$t\text{ value} = \frac{a \times b}{sab}$$

$$t = \frac{0.264 \times 0.391}{0.04118}$$

$$0.04118$$

$$t = \frac{0.10322}{0.04118}$$

$$0.04118$$

$$t\text{ count} = 2.507$$

$$t\text{ table} = 1.660$$

According to Ghozali (2011), if the calculated t value is compared with the t table value, if the calculated t value is greater than the t table value, it can be concluded that a mediation effect occurs. Based on the Sobel test, the calculated t value of the indirect effect of work engagement (X2) on organizational commitment (Y2) through job satisfaction (Y1) is 2.507, and is greater than the t table = 1.660.

The value of the indirect influence of work engagement (X2) on organizational commitment (Y2) through job satisfaction (Y1) is the result of multiplying the beta value of the coefficient of work engagement (X2) on job satisfaction (Y1) which is 0.264 with the beta value of the coefficient of job satisfaction (Y1) on organizational commitment (Y2) which is 0.391, plus/added with the beta value of the coefficient of work engagement

(X2) on organizational commitment (Y2) which is 0.329, formulated mathematically, namely  $(0.264 \times 0.391) + 0.329 = 0.432$ . Thus The value of the indirect influence of work engagement (X2) on organizational commitment (Y2) through job satisfaction (Y1) is 0.432.

Thus, *hypothesis 3* that state Work life balance and work engagement have a positive influence on organizational commitment through job satisfaction , **accepted** .

### **Discussion**

Based on the research results presented in the previous chapter, the following research results will be discussed:

#### **Direct Influence of Work Life Balance and Work Engagement on Job Satisfaction**

This study demonstrates a positive influence of work-life balance and work engagement on job satisfaction. This is evident from the direct path analysis, which found that work-life balance and work engagement positively influence job satisfaction. This indicates that at Makassar Open University, there is a significant positive influence between work-life balance and work engagement on job satisfaction.

Work-life balance and work engagement are two factors that contribute significantly to job satisfaction. When individuals are able to effectively manage their time between the demands of work and personal life, they tend to feel more satisfied emotionally and professionally. Furthermore, high levels of work engagement—reflecting enthusiasm, dedication, and focus on work—can increase intrinsic motivation and positive perceptions of the work environment. This combination of work-life balance and engagement results in a more satisfying work experience, both psychologically and positively impacting organizational performance.

#### **The Direct Influence of Work Life Balance, Work Engagement and Job Satisfaction on Organizational Commitment**

This study demonstrates a positive influence of work-life balance, work engagement, and job satisfaction on organizational commitment. This is evident from the results of the direct influence path analysis, which found that work-life balance, work engagement, and job satisfaction positively influence organizational commitment. This indicates that at Makassar Open University, there is a significant positive influence between work-life balance, work engagement, and job satisfaction on organizational commitment.

Work-life balance, work engagement, and job satisfaction significantly influence organizational commitment. A balance between work and personal life provides emotional well-being that fosters employee loyalty. Work engagement, which reflects dedication and enthusiasm for tasks, creates a strong emotional attachment to the organization. Conversely, high job satisfaction increases positive perceptions of the work environment, facilitates harmonious interpersonal relationships, and fosters a desire to continue contributing to the organization. These three factors synergistically strengthen organizational commitment by increasing employee emotional attachment, loyalty, and motivation to support the organization's vision and mission

### **The Indirect Effect of Work Life Balance and Work Engagement on Organizational Commitment Through Job Satisfaction**

This study shows that work-life balance and work engagement have a positive influence on organizational commitment through job satisfaction. This is evident from the results of the indirect path analysis of work-life balance and work engagement. through job satisfaction has a significant influence on organizational commitment, thus job satisfaction can influence work-life balance and work engagement on organizational commitment. This shows that at Makassar Open University there is a significant positive influence between work-life balance and work engagement on organizational commitment through job satisfaction.

Work-life balance and work engagement significantly influence organizational commitment through job satisfaction as a mediator. When employees are able to maintain a balance between their personal and work lives, they feel more comfortable and motivated, thereby increasing job satisfaction. On the other hand, work engagement, which encompasses enthusiasm, dedication, and focus on tasks, strengthens employees' positive relationships with their work, which directly increases job satisfaction. High job satisfaction then becomes a key factor in driving employees' emotional commitment to the organization, building loyalty, and strengthening their desire to support the organization's long-term goals.

### **CONCLUSION**

Based on the research results and discussions in the previous chapter, it can be concluded as follows , that (1) work life balance and work engagement has a positive effect on job satisfaction ; The implication of this is to confirm organizational behavior theories such as the Job Demands-Resources Model (JD-R) and Social Exchange Theory, in the unique context of UT. (2) work life balance , work engagement and job satisfaction have a positive influence on organizational commitment ; the implication is that this research provides new evidence in the context of an open university, which has more flexible work characteristics but demands technological adaptation. (3) work life balance and work engagement has a positive influence on organizational commitment through job satisfaction, the implication is to encourage the Open University to be more serious about designing WLB policy and engagement strategies to ensure employee satisfaction and increased commitment to the organization. This is crucial for the continued quality of UT's distinctive distance learning services.

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