

Archives of the Social Sciences: A Journal of Collaborative Memory

To Cite:

Nabi, A. A., Asghar, M., Ayub, F., Tunio, F. H., Soho, N. U., and Ahad, M. Work-Life Synergy: Examining Commitment's Role in Fostering Well-Being amidst Competing Demands. Archives of the Social Sciences: A Journal of Collaborative Memory 2023; Vol 2, Issue 1, pp. 111-120.

Author Affiliation:

¹Institute of Business and Health Management, Dow University of Health Sciences, Karachi, Pakistan.

²Government College University Hyderabad (GCUH), Hyderabad, Sindh 71000, Pakistan.

³Shaheed Zulfiqar Ali Bhutto University of Law, Karachi City, Sindh 75600, Pakistan.

*Corresponding author

Institute of Business and Health Management, Dow University of Health Sciences, Karachi, Pakistan. Email:

ammadagha786@gmail.com (A.A.N),

muqaddasasghar06@gmail.com (M.A).

Peer-Review History

Received: 1st July 2023

Reviewed & Revised: 2/July/2023 to 16/August/2023

Accepted: 18th August 2023

Published: August 2023

Peer-Review Model

External peer-review was done through double-blind method.

Archives of the Social Sciences: A Journal of Collaborative Memory

pISSN xxxx-xxxx; eISSN xxxx-xxxx

URL: <https://sites.google.com/view/sherwanjournals/archives-of-the-social-sciences-a-journal-of-collaborative-memory?authuser=0>

Ethics

No animal studies are presented in this manuscript.

Human studies are presented in this manuscript.

No potentially identifiable human images or data is presented in this study.

Work-Life Synergy: Examining Commitment's Role in Fostering Well-Being amidst Competing Demands

Agha Amad Nabi ^{1,2*}, Muqaddas Asghar ^{1*}, Fatima Ayub ¹, Fayaz Hussain Tunio ³, Najam uddin Soho ², Muhammad Ahad ¹

ABSTRACT

The purpose of this study is to delve into the intricate relationship between work-life balance, organizational commitment, and employee well-being. With the contemporary evolution of work environments and practices, maintaining organizational commitment presents a challenge for employees. This research focuses on assessing the work-life balance experienced by present-day employees, while also considering the role of organizational commitment as a mediator in the connection between work-life balance and overall well-being. Recognizing the significance of perceived organizational support and family-friendly policies, this study emphasizes the importance of harmonizing work and family responsibilities for fostering employee well-being. The investigation employed survey questionnaires designed on a Likert scale, which were completed by a diverse group of 200 respondents from both the public and private sectors. The study's findings underscore the appropriateness of the proposed model, highlighting the substantial influence of employee well-being on the degree of work-life balance. Notably, the direct impact of well-being on work-life balance proves to be more pronounced than the indirect impact mediated by organizational commitment. Encouragingly, positive well-being correlates positively with organizational commitment, reinforcing the interconnectedness between these variables. In conclusion, this research affirms the affirmative and noteworthy impact of employee well-being on achieving an optimal work-life balance. Moreover, it underscores the pivotal role played by organizational commitment as a mediator in this dynamic relationship.

Keywords: Work-life balance; Perceived organizational support; Organizational commitment; Pakistan.

1. INTRODUCTION

Work-life balance plays a crucial role in fostering happiness and contentment in one's life. It encompasses the harmonious equilibrium between work and family life (Aloulou et al., 2023). The concept also involves the equitable allocation of resources between one's professional and personal spheres. When an individual struggles to maintain this equilibrium, it often leads to conflicts. Several factors influence our approach to work, making the management of this balance a formidable challenge for employees. To address this, organizations are increasingly recognizing the importance of providing Work-Life Balance (WLB) initiatives to enhance employee productivity and well-being (Haar et al., 2023). However, many organizations fail to acknowledge the interconnected nature of work and life, which underscores the necessity of balancing these aspects for the betterment of employee well-being (Nilsen & Kongsvik, 2023).



SHERWAN
Publishers

In the present day, companies invest substantial resources in employee training to bolster performance, resulting in heightened expectations on both sides - from employers and employees alike (Tran Huy, 2023)). A holistic perception of WLB should be one of overall contentment derived from successfully juggling multiple roles (Bocean et al., 2023). The absence of work-life balance gives rise to two primary conflicts: work-family conflict (WFC) and family-work conflict (Jamshed et al., 2023). Research indicates that employees encounter difficulties in managing WLB, leading to dissatisfaction with their work-life balance (Ugwu et al., 2023; Mishra & Bharti, 2023). This conflict between roles is inevitable, as the dimensions of these conflicts are inherently contradictory. The demands, priorities, norms, expectations, and requirements in the realms of work and family are often incompatible (Brumley & St. George, 2023). Both conflicts have adverse effects on employee well-being, productivity, performance, and overall satisfaction (Aubouin-Bonnaventure et al., 2023). The significance of work-life balance extends to fostering higher creativity and work performance in individuals (Almahamid & Ayoub, 2022). The quality of work-life is influenced by personal perceptions and emotions, encompassing one's attitude towards their job, overall satisfaction with work, and the sense of being valued and respected within the organization (Raza et al., 2023).

Work-life balance essentially represents an individual's emotional and cognitive assessment of their satisfaction level. It's closely related to job resources, job satisfaction, mental well-being (including issues like fear, exhaustion, irritation, and depression), employee commitment, overall well-being, work demands, and job autonomy (Rashmi & Katarina, 2021). This intricate relationship between work-life balance and various factors underscores its significance not only for individual well-being but also for organizational success (Chigeda et al., 2022). To achieve effective organizational performance, it's imperative to identify influencing factors. Positive organizational culture and Employee Organizational Commitment stand out as pivotal factors. Employee commitment comprises three components: Affective, Continuance, and Normative commitment (Somaskandan et al., 2022). Affective commitment relates to emotional attachment to the organization, continuance commitment centers on work-related connections and benefits, while normative commitment involves fulfilling obligations based on personal norms (Fantinelli et al., 2023)). Based on the discussion, the following are the study's research questions, first, how does the contemporary evolution of work environments impact employees' ability to maintain a satisfactory work-life balance? This question addresses the evolving nature of work environments and its potential effects on work-life balance. Understanding this impact can shed light on the challenges faced by employees in managing their professional and personal responsibilities, contributing to insights that may guide policy changes and organizational practices to promote employee well-being. Second, to what extent does organizational commitment mediate the relationship between work-life balance and overall employee well-being? Investigating the role of organizational commitment as a mediator helps uncover the psychological processes through which work-life balance affects well-being. The answer to this question can provide valuable information for organizations seeking effective strategies to enhance employee satisfaction and commitment, ultimately influencing both individual and organizational performance. Finally, how do perceived organizational support and family-friendly policies contribute to creating a harmonious balance between work and family responsibilities, thus enhancing employee well-being? This question delves into the organizational factors that influence work-life balance and employee well-being. Identifying the significance of perceived organizational support and family-friendly policies can guide businesses in creating supportive environments that recognize the importance of balancing work and family roles, fostering improved employee morale, loyalty, and overall quality of work life.

The study has the following research objectives, i.e.,

- I. To assess the impact of contemporary work environments on employees' perceptions of work-life balance.
- II. To look at how organizational dedication plays a role as a mediator between WLB and employee satisfaction.
- III. To analyze the contribution of perceived organizational support and family-friendly policies in fostering a harmonious balance between work and family responsibilities for improved employee well-being.

The well-being of employees acts as a catalyst for organizational success. By prioritizing employee well-being, organizations can enhance productivity, capability, and overall performance. This intricate interplay of work-life balance, employee well-being, and organizational performance underscores the multifaceted nature of fostering a conducive and fulfilling work environment.

2. LITERATURE REVIEW

Work-life balance (WLB) should be viewed as a comprehensive sense of contentment derived from how individuals manage multiple roles (Metselaar et al., 2023). However, many organizations neglect to acknowledge the intertwined nature of work and life, making it imperative to achieve a balance between the two for the sake of enhancing employee well-being (Gagné et al., 2022). Work-life balance encapsulates an individual's emotional and cognitive state of satisfaction. A connection exists between work-life balance and job resources, as noted by Rashmi & Katarina (2021), as well as job satisfaction, and the occurrence of mental issues like fear, exhaustion, irritation, and depression. This connection further extends to employee commitment, overall well-being, work demands, and job autonomy. Additionally, the relationship between organizational commitment, perceived organizational support, and job stress merits attention. Thus, striking a balance between work and personal life holds significance not only for employee well-being but also for organizational dynamics (Lorca & Belli, 2023).

The endeavor to manage the equilibrium between work and personal life poses challenges for both individuals and employees as a whole (Kooli, 2023). Job autonomy, offering employees the flexibility to exercise self-direction in their working style, emerges as a substantial component for fostering productive work environments. The extent to which organizational norms align with performance-oriented principles influences the advancement of work within organizations (Virani & van der Wal, 2023).

Traditionally, public companies have been characterized by rigid structures, formalized job regulations, inflexible pay systems, and numerous constraints. Organizational culture amalgamates formal and informal norms, shaping employee beliefs, attitudes, and behaviors (Kiaos, 2023). Gupta et al., (2022) highlight that employees are likely to invest greater effort if they perceive promotions to be linked to performance and if high-performing individuals are rewarded with higher compensation.

The transformative potential of emerging technologies in creating novel business opportunities has been widely acknowledged (Al Mashalah et al., 2022). Organizational commitment emerges as a pivotal factor influencing job satisfaction, job performance, and other work-related attitudes (Yandi & Havidz, 2022). Organizations that involve employees in decision-making processes witness heightened motivation and performance. Job autonomy positively impacts employees and enables them to effectively navigate the conflict between work and family responsibilities within the realm of work-life balance (Metselaar et al., 2023). The confluence of organizational policies, commitment, and culture collectively shapes work-life balance. Notably, gender parity in educational attainment significantly drives economic growth, while addressing health and labor market inequalities through policy reforms sustains long-term economic development (Wu et al., 2022)).

Organizational commitment, defined as the alignment and involvement of individuals with their organizations, comprises three fundamental components: identification, involvement, and loyalty (Aggarwal et al., 2022). In contemporary organizations, a disparity often exists between employee and employer expectations, contributing to outcomes such as employee turnover and dissatisfaction, or conversely, satisfaction and retention (Boamah et al., 2023). The entirety of organizational culture, as emphasized by Triguero-Sánchez et al., (2022), is vital for enhancing commitment. Meanwhile, Pepple & Ambilichu (2023) assert that employee commitment augments organizational performance. Industry 4.0, also known as the 'smart factory,' has revolutionized the manufacturing industry by integrating automation, communication technologies, and manufacturing technologies (Ryalat et al., 2023). Cloud computing, the Internet of Things (IoT), and other innovations are integral components of Industry 4.0. The current focus of Industry 4.0 is on employing smart technologies like sensors, robots, data analytics, and artificial intelligence, which have multidisciplinary applications (Jan et al., 2023). Based on the given literature review, the study formed the following three research hypotheses, i.e.,

Hypothesis 1: The quality of contemporary work environments significantly influences employees' perceptions of work-life balance.

Hypothesis 2: Organizational commitment mediates the relationship between work-life balance and employee well-being, with stronger work-life balance leading to higher levels of organizational commitment, which in turn positively impacts overall well-being.

Hypothesis 3: Perceived organizational support and family-friendly policies positively contribute to a harmonious balance between work and family responsibilities, resulting in improved employee well-being.

The findings of this research are anticipated to provide valuable insights that could inform organizational policies, practices, and strategies aimed at creating healthier, more supportive work environments that nurture employee well-being and productivity.

3. THEORETICAL FRAMEWORK

3.1. The Three-Component Model

One of the prominent theories in the realm of organizational commitment is the Three-Component Model (TCM). This model posits that organizational commitment is comprised of three distinct components, each representing a unique facet of an individual's relationship with their organization (Meyer & Parfyonova, 2010). The first of these components is affective commitment, which pertains to the emotional attachment an individual has towards the organization. The second component, continuance commitment, involves the extent to which an individual believes in the value of their job and the organization. Lastly, normative commitment reflects the degree of obligation an individual feels towards their organization. This model provides a comprehensive framework for understanding the multifaceted nature of organizational commitment (Al-Haroon, H. I., & Al-Qahtani, 2020).

3.2. Resource Theory

The central focus of this study was to uncover the impact of resource management within an organization on both employee work-life balance (WLB) and organizational commitment. Rooted in the Resource Theory, which revolves around interpersonal relationships and the allocation of resources, this study seeks to explore how the availability of various resources (such as information, love, status, money, goods, and services) to each employee influences their connection with their work and the organization as a whole (Paulraj, 2011). Research consistently highlights the pivotal role of organizational commitment as a core predictor of employees' attitudes towards their respective organizations. Not only does it significantly impact employee turnover behavior, but it also serves as a strong indicator of withdrawal tendencies and organizational citizenship behavior (Ghasemy & Elwood, 2023). This underscores the critical importance of fostering organizational commitment in creating a positive and engaged workforce. Studies by Atika et al., (2022) Archives of the Social Sciences: A Journal of Collaborative Memory, 2(1), 111-120 (2023)

and Jiang et al., (2022) provide substantial evidence supporting the integral role of organizational commitment in shaping employee behaviors and attitudes.

4. MATERIALS AND METHODS

Research methodology serves as the systematic blueprint that ensures the validity and reliability of a study's findings while effectively addressing its research aims and objectives. In our investigation, the primary focus is to unravel the intricate interplay between organizational commitment, work-life balance, and employee well-being by delving into the mediating role of organizational commitment. Our approach encompassed the utilization of a survey questionnaire as the central tool for data collection. The survey was well thought out and presented authoritatively, with respondents rating their level of satisfaction on a Likert scale from 1 (very unsatisfied) to 5 (very delighted). The study used a multimodal method, combining primary and secondary data sources, to increase the depth of our study and accomplish our goals. The secondary sources fill in the bigger picture and get great feedback from our sample population via quick interviews and on-the-ground observations. The study collected data from our sample population quickly and accurately using cross-sectional surveys. Using a logical method, we analyzed and tested all of the theories we came up with. Respondents were randomly chosen, resulting in a representative cross-section of the public and private sectors. With this method, we examined worker happiness across many settings.

The emphasis of our research was on how young workers manage their job and personal lives. This was accomplished via a questionnaire survey strategy, with data analyzed through the SPSS statistical software and descriptive statistics. Our study strategy included elements of both quantitative and qualitative approaches. For instance, internet surveys and questionnaires were used because of their efficiency. A deeper depth of understanding was also offered via short conversations and observations. Work-life balance was the independent variable, employee well-being was the dependent variable, and organizational commitment was the mediating variable in this in-depth research study. Questions on each variable were included in the survey so that respondents could rate their satisfaction. The study used descriptive, correlation, and regression methods to probe the complex interrelationships between these factors. These methods helped us synthesize data, quantify linkages, and make sense of complex systems. Particularly useful for making predictions and allowing for a thorough analysis free from manipulation, correlation methods provide a quantitative estimate of the strength and direction of correlations between variables.

In conclusion, our research technique is a carefully crafted framework that uses several types of data, in-depth analyses, and multiple methodologies to investigate the relationship between job satisfaction, loyalty to the company, and health.

5. RESULTS AND DISCUSSION

According to the study's results, work-life balance moderates organizational commitment and worker satisfaction. The private and public sectors seemed to have distinct dynamics, which we could identify. A total of 200 workers took part in the survey, with men making up 42.5% and women making up 57.5% of the sample. Public and private sector workers were given a large-scale questionnaire survey to acquire the necessary information. The research results conducted with the employees are presented in this study portion. Table 1 lists the variables and their descriptive statistics, summarizing the dataset's most salient features.

Table 1: Descriptive Analysis

Variables	Mean	Std. Deviation	Skewness	Kurtosis
Well-being	3.364	0.174	-0.727	0.346
Work-life balance	4.252	0.373	-1.553	0.344
Organization commitment	4.475	0.281	-1.395	0.346

Source: Author's survey.

For the first variable, "Well-being," an estimated mean score of 3.364 indicates a slightly above-average feeling of well-being. This indicates a moderate level of well-being among the participants. The corresponding standard deviation of around 0.17441 implies relatively low variability in well-being scores, signifying a certain level of consistency in the way respondents perceive their well-being. The skewness value of -0.727 indicates a slight negative skew, suggesting that a larger proportion of respondents reported higher well-being scores compared to those reporting lower scores. Meanwhile, the kurtosis value of 0.346 points to a distribution with slightly heavier tails, implying the presence of some outliers or extreme responses within the dataset.

Shifting to the "Work-life balance" variable, the mean score of approximately 4.252 reflects an average perception of work-life balance that stands above the midpoint of the scale. This suggests a moderate level of satisfaction with work-life balance among the participants. The standard deviation of around 0.37382 indicates a moderate degree of variability in work-life balance scores,

implying that respondents' perceptions in this area vary to a certain extent. A significantly negative skewness value of -1.553 highlights a pronounced skewness to the left in the distribution of responses. This indicates that a notable proportion of respondents reported higher levels of satisfaction with work-life balance compared to those reporting lower levels. The kurtosis value of 0.344 suggests that the distribution is relatively close to a normal distribution, with tails that are not excessively heavy.

For the "Organizational commitment" variable, the mean score of approximately 4.475 points to an average level of commitment that surpasses the midpoint of the scale. This implies that, on average, respondents hold a positive perception of their organizational commitment. The standard deviation of around 0.28131 suggests a moderate level of variability in organizational commitment scores, indicating that respondents' sentiments in this regard exhibit some diversity. The skewness value of -1.395 signifies a notable negative skew, revealing that a larger proportion of respondents reported higher levels of commitment compared to those reporting lower levels. Like the other variables, the kurtosis value of 0.346 indicates slightly heavier tails in the distribution, suggesting the presence of some extreme responses. Table 2 shows the regression estimates.

Table 2: Regression Estimates

Model		Standardized Coefficients	t-value	Sig.
		Beta		
1	(Constant)		8.141	.000
	Work-life balance	0.613	10.788	.000
	Organizational commitment	0.161	2.919	0.026
Statistical Tests				
R ²	0.613	F-statistics	116.385	prob.value: 0.000

Note: Dependent variable: Employee's well-being. Source: Author's estimate.

The Model Summary highlights the predictive power of the regression model, which integrates two key independent variables: "Work-life balance" and "Organizational commitment," alongside a constant term. The constant (8.141) establishes a baseline representation, indicating the expected well-being score when both independent variables are devoid of influence. The standardized coefficient underscores a robust correlation between work-life balance and employee well-being. For each incremental unit improvement in the work-life balance score, there is an anticipated increase of approximately 0.613 units in employee well-being. This highlights the pivotal role of maintaining an optimal work-life balance in elevating employee well-being. The standardized coefficient for organizational commitment, although relatively more modest than work-life balance, accentuates its meaningful impact on employee well-being. A one-unit increase in organizational commitment corresponds to an expected rise of around 0.161 units in employee well-being. Its statistical significance at a level of 0.026 reinforces the importance of organizational commitment in enhancing overall well-being.

The robust link between work-life balance and employee well-being underscores the need for managers to prioritize initiatives that foster an environment conducive to balancing professional and personal responsibilities. This involves implementing flexible work arrangements, establishing clear boundaries, and cultivating a culture that values work-life equilibrium (Kusairi et al., 2023). While the impact of organizational commitment on well-being may be somewhat nuanced compared to work-life balance, its statistical significance remains noteworthy. Managers should focus on creating an atmosphere that nurtures commitment through avenues like professional growth, recognition, and opportunities, ultimately positively influencing employee well-being (Bauer, 2022). Organizations are encouraged to design comprehensive well-being programs that encompass both work-life balance and organizational commitment. This integrated approach ensures that the work environment caters to employees' multifaceted well-being, encompassing physical, mental, and emotional dimensions. By increasing awareness and offering skill development opportunities, organizations empower employees and managers to effectively manage work-life balance and enhance organizational commitment. This heightened awareness can drive the adoption of practices that contribute to overall well-being (Budhiraja et al., 2022).

The R-squared value for our variables in the model summary is 0.613. R-squared is a statistical measure of goodness of fit, indicating the extent to which the variability in a dependent variable is accounted for by the independent variables in a regression analysis. R-squared values typically range between 0 and 1, often expressed as percentages from 0% to 100%. This outcome signifies that our independent variable contributes to a 61.3% change in the dependent variable. The Significance value in Table 1 is

prob.value 0.000, accompanied by a mean square of 3.719 and an F value of 116.385. In our analysis, the dependent variable is well-being, and the independent variable is work-life balance and organizational commitment. The p-value associated with work-life balance is 0.047, which is lower than the conventional alpha threshold of 0.05. This indicates a statistically significant relationship between the independent and dependent variables. Moreover, this outcome underscores the validity and confirmation of our alternate hypothesis. Table 3 shows the mediation and path analysis for ready reference.

Table 3: Mediation and Path Analysis

Mediation Analysis							
Effect		Estimate	SE	Z		P	% Mediation
Indirect		0.272	0.0524	5.19		< .001	42.6
Direct		0.367	0.0689	5.33		< .001	57.4
Total		0.638	0.0525	12.16		< .001	100.0
Path Analysis							
			Estimate	SE	Z	p	
WH	→	R	0.688	0.0494	13.94	< .001	
R	→	SM	0.395	0.0707	5.59	< .001	
WH	→	SM	0.367	0.0689	5.33	< .001	

Source: Author's estimate.

The mediation analysis delves into the mechanism through which organizational commitment mediates the relationship between work-life balance and employee well-being. The indirect effect (mediation) estimate of 0.272 is statistically significant ($p < 0.001$), indicating that organizational commitment partially mediates the impact of work-life balance on employee well-being. This indirect effect accounts for 42.6% of the total effect. Moreover, the direct effect estimate of 0.367 ($p < 0.001$) signifies the individual influence of work-life balance on employee well-being, without considering the mediation of organizational commitment. This direct effect contributes to 57.4% of the total effect. The total effect estimate of 0.638 ($p < 0.001$) encapsulates the combined influence of work-life balance and organizational commitment on employee well-being. The following managerial implications drawn from the given exercise, i.e.,

- I. **Enhancing Organizational Commitment:** Given the substantial mediation estimate and its significance, organizations should prioritize efforts to bolster employees' organizational commitment. This can be achieved through fostering a positive work environment, providing growth opportunities, recognition, and ensuring that employees feel connected to the organization's mission and values.
- II. **Optimizing Work-Life Balance:** The direct effect of work-life balance on employee well-being emphasizes the importance of crafting policies that facilitate a healthy equilibrium between work and personal life. By offering flexible work arrangements, support for family needs, and promoting a culture that values well-being, organizations can directly improve employee satisfaction and overall well-being.
- III. **Integrating Initiatives:** To maximize employee well-being, managers should consider integrated initiatives that promote both work-life balance and organizational commitment. By addressing both aspects simultaneously, organizations create a synergistic approach that contributes positively to employee morale, engagement, and overall job satisfaction.
- IV. **Communication and Training:** Raising awareness about the mediating role of organizational commitment and the significance of work-life balance can empower employees and managers to foster a more conducive work environment. Training programs highlighting these elements' interdependence may give workers the tools they need

to balance their responsibilities properly.

- V. Performance and Reward: Recognizing and rewarding employees who exhibit high levels of organizational commitment and contribute to maintaining a healthy work-life balance can further motivate individuals and create a positive cycle of engagement and well-being.

This mediation analysis underscores the role of organizational commitment in mediating the relationship between work-life balance and employee well-being. The findings provide actionable insights for managers to implement strategies that lead to improved well-being, increased commitment, and enhanced organizational outcomes.

6. CONCLUSIONS

Within the context of this research endeavor, the intricate interplay between variables, namely work-life balance, employee well-being, and organizational commitment, has been meticulously elucidated and scrutinized. The primary aim of this study has been to delve into the nuanced dynamics of the relationship between organizational commitment, work-life balance, and employee well-being. Through comprehensive analysis, the investigation seeks to unravel the potential ramifications of organizational commitment on both work-life balance and the overall well-being of employees.

The results of this empirical investigation provide a nuanced viewpoint. They underscore the pivotal role played by organizational commitment in shaping the landscape of employee well-being and work-life balance. The outcomes illuminate that organizational commitment exercises a twofold impact—both direct and indirect—on the factors under investigation. At the forefront of the results, a direct and statistically significant influence of organizational commitment on employee well-being emerges. This implies that the extent to which employees align themselves with the values, objectives, and mission of their organization directly correlates with their individual well-being. This finding attests to the holistic nature of employee well-being, where the emotional and psychological attachment to the organization becomes a cornerstone in nurturing positive personal states. Furthermore, the study uncovers a significant indirect effect of organizational commitment on work-life balance. This implies that organizational commitment contributes to shaping the equilibrium between work and personal life, albeit indirectly. Such an outcome alludes to the notion that employees who are deeply committed to their organizations are more likely to perceive and attain a state of work-life balance that is conducive to their overall satisfaction and fulfillment. Comparatively, when evaluating the magnitude of these impacts, the direct influence of organizational commitment on employee well-being emerges as more pronounced than its indirect impact on work-life balance. This insight not only emphasizes the multifaceted nature of organizational commitment but also underscores the importance of nurturing a committed workforce for the holistic betterment of employees.

In essence, this research accentuates the intricate interplay between organizational commitment, work-life balance, and employee well-being. It delves beyond mere correlations, revealing the nuanced pathways through which organizational commitment influences these critical facets of an employee's professional and personal life. These insights resonate with the holistic nature of organizational dynamics and provide valuable implications for organizations seeking to optimize employee well-being, enhance work-life balance, and foster a culture of commitment. In sum, this study contributes to the ongoing discourse on organizational behavior and sheds light on the symbiotic relationship between commitment, well-being, and balance in the contemporary workplace.

In light of the study results, several policy suggestions may help firms create an atmosphere conducive to employee well-being, work-life balance, and organizational commitment. These suggestions are based on a careful analysis of how these factors interact with one another, and they are designed to produce a harmonious and productive workplace. In order to be successful, businesses instill a deep sense of organizational commitment in their employees. This may be done by enforcing policies that unite workers behind the company's *raison d'être* and strategic objectives. A feeling of community and loyalty may be fostered by being open and honest with workers, including them in important decisions, and giving them room to develop professionally. Organizations can proactively propose and promote work-life balance measures, such as increased workplace flexibility and opportunities for employees to work from home. Things like working from home and other remote choices are examples of regulations that help working families. Organizations may help workers strike a good work-life balance by recognizing their employees' many roles. Understanding the value of their employees' physical, mental, and emotional health, companies should create a well-being environment that promotes all three. Providing resources like counseling and stress management classes to employees may help foster a healthy and productive workplace.

Leadership role modeling is important since leaders have such a tremendous impact on a company's culture. Leaders should exemplify the organization's values, stress the need for a healthy work-life balance, and take part in efforts to improve employee health and happiness. What they do may be an example for the rest of the company. Fostering a culture of lifelong learning and

Archives of the Social Sciences: A Journal of Collaborative Memory, 2(1), 111-120 (2023)

professional development benefits the company's and its employees' health. Giving workers chances to advance their careers shows that the company cares about their future success. Establishing feedback channels and venues for employee voice may increase staff participation and commitment to the organization. Businesses should listen to their staff and adjust for a more welcoming and cooperative workplace based on their suggestions.

Recognizing and rewarding employees for their efforts strengthens their loyalty to the company. When workers are appreciated, they develop stronger loyalty to the company and become more invested in helping it succeed. Organizations should provide training in work-life balance and stress management so that workers can better strike a healthy balance between their professional and personal lives. This makes it easier for workers to do their jobs and shows them that the company cares about their health and happiness. They should be regularly examined and adapted to guarantee that policies and programs are successful in fostering organizational dedication and employee well-being. The key to long-term success is being adaptable in policy-making in response to employees' ever-evolving demands and suggestions.

These policy suggestions are based on a deep analysis of organizational dedication, work-life balance, and employee satisfaction. Organizations may improve employee morale, productivity, and well-being by implementing these practices, which have increased job satisfaction, loyalty, and longevity.

Ethical approval

All international standards have been adopted and compliance.

Informed consent

The study was conducted with equal participation by all authors.

Conflicts of interests

The authors declare that there are no conflicts of interests.

Funding

The study has not received any external funding.

Data and materials availability

All data associated with this study are present in the paper.

REFERENCES AND NOTES

1. Aggarwal, A., Jaishingani, D., & Nobi, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement. *International Journal of Quality and Service Sciences*, 14(4), 525-554.
2. Al Mashalah, H., Hassini, E., Gunasekaran, A., & Bhatt, D. (2022). The impact of digital transformation on supply chains through e-commerce: Literature review and a conceptual framework. *Transportation Research Part E: Logistics and Transportation Review*, 165, 102837.
3. Al-Haroon, H. I., & Al-Qahtani, M. F. (2020). Assessment of organizational commitment among nurses in a major public hospital in Saudi Arabia. *Journal of Multidisciplinary Healthcare*, 13, 519-526.
4. Almahamid, S. M., & Ayoub, A. E. A. (2022). A predictive structural model of new ways of working on innovative work behaviour: Higher education perspective in the Gulf Cooperation Council. *Creativity and Innovation Management*, 31(3), 410-429.
5. Aloulou, W. J., Amari, A., Ramadani, V., & Alboqami, A. A. N. (2023). Saudi teleworkers and determinant factors of their work-life balance and satisfaction: Testing a sequential mediation model. *Technological Forecasting and Social Change*, 188, 122312.
6. Atika, O., Junaedi, A. T., Purwati, A. A., & Mustafa, Z. (2022). Work Discipline, Leadership, and Job Satisfaction on Organizational Commitment and Teacher Performance of State Junior High School in Bangko District, Rokan Hilir Regency. *Journal of Applied Business and Technology*, 3(3), 251-262.
7. Aubouin-Bonnaventure, J., Chevalier, S., Lahiani, F. J., & Fouquereau, E. (2023). Well-being and performance at work: a new approach favourable to the optimal functioning of workers through virtuous organisational practices. *International Journal of Organizational Analysis*, <https://doi.org/10.1108/IJOA-01-2023-3584>
8. Bauer, E. L. (2022). Linking perceived corporate social responsibility and employee well-being—A Eudaimonia perspective. *Sustainability*, 14(16), 10240.
9. Boamah, S. A., Kalu, M. E., Havaei, F., McMillan, K., & Belita, E. (2023). Predictors of Nursing Faculty Job and Career Satisfaction, Turnover Intentions, and Professional Outlook: A National Survey. In *Healthcare* (Vol. 11, No. 14, p. 2099). MDPI.
10. Bocean, C. G., Popescu, L., Varzaru, A. A., Avram, C. D., & Iancu, A. (2023). Work-Life Balance and Employee Satisfaction during COVID-19 Pandemic. *Sustainability*, 15(15), 11631.
11. Brumley, K. M., & St. George, M. E. (2023). Behind the scenes: gendered household labor schemas of managers and helpers. *Archives of the Social Sciences: A Journal of Collaborative Memory*, 2(1), 111-120 (2023)
- Community, Work & Family, <https://doi.org/10.1080/13668803.2023.2236290>
12. Budhiraja, S., Varkkey, B., & McKenna, S. (2022). Work-life balance indicators and talent management approach: a qualitative investigation of Indian luxury hotels. *Employee Relations: The International Journal*, 44(6), 1241-1258.
13. Chigeda, F., Ndofirepi, T. M., & Steyn, R. (2022). Continuance in organizational commitment: The role of emotional intelligence, work-life balance support, and work-related stress. *Global Business and Organizational Excellence*, 42(1), 22-38.
14. Fantinelli, S., Galanti, T., Guidetti, G., Conserva, F., Giffi, V., Cortini, M., & Di Fiore, T. (2023). Psychological Contracts and Organizational Commitment: The Positive Impact of Relational Contracts on Call Center Operators. *Administrative Sciences*, 13(4), 112.
15. Gagné, M., Parker, S. K., Griffin, M. A., Dunlop, P. D., Knight, C., Klonek, F. E., & Parent-Rocheleau, X. (2022). Understanding and shaping the future of work with self-determination theory. *Nature Reviews Psychology*, 1(7), 378-392.
16. Ghasemy, M., & Elwood, J. A. (2023). Job satisfaction, academic motivation, and organizational citizenship behavior among lecturers during the COVID-19 pandemic: a cross-national comparative study in Japan and Malaysia. *Asia Pacific Education Review*, 24, 353-367.
17. Gupta, V., Mittal, S., Ilavarasan, P. V., & Budhwar, P. (2022). Pay-for-performance, procedural justice, OCB and job performance: a sequential mediation model. *Personnel Review*, <https://doi.org/10.1108/PR-11-2021-0782>
18. Haar, J., Harris, C., & Myers, B. (2023). The effects of work-life balance on the well-being of older workers: same-same or same-different?. *International Journal of Manpower*, <https://doi.org/10.1108/IJM-04-2022-0181>.
19. Jamshed, H., Noor, S., Ali, H. Y., Arshad, H. M., & Asrar-ul-Haq, M. (2023). Work-family conflict and organizational outcomes: moderating effect of intrinsic motivation among women in health care sector of Pakistan. *Kybernetes*, <https://doi.org/10.1108/K-11-2022-1581>
20. Jan, Z., Ahamed, F., Mayer, W., Patel, N., Grossmann, G., Stumptner, M., & Kuusk, A. (2023). Artificial intelligence for industry 4.0: Systematic review of applications, challenges, and opportunities. *Expert Systems with Applications*, 216, 119456.
21. Jiang, L., Lawrence, A., & Xu, X. (2022). Does a stick work? A meta-analytic examination of curvilinear relationships between job insecurity and employee workplace behaviors. *Journal of Organizational Behavior*, 43(8), 1410-1445.
22. Kiaos, T. (2023). An interpretative framework for analysing managerial ideology, normative control, organizational culture and the self. *Cogent Business & Management*, 10(1), 2163795.
23. Kooli, C. (2023). Challenges of working from home during the

- COVID-19 pandemic for women in the UAE. *Journal of public affairs*, 23(1), e2829.
24. Kusairi, S., Trapsila, A. P., Muhamad, S., & Abdul Razak, N. (2023). Conceptual framework of information communication technology and local value (Ugahari) in work-life balance. *Community, Work & Family*, <https://doi.org/10.1080/13668803.2023.2235071>
 25. Lorca, J. G., & Belli, S. (2023). Towards a Funambulist Leadership in Researchers Well-Being: Managing Equilibriums and Tensions in the Hybrid Work Era. *Administrative Sciences*, 13(2), 63.
 26. Metselaar, S. A., den Dulk, L., & Vermeeren, B. (2023). Teleworking at different locations outside the office: Consequences for perceived performance and the mediating role of autonomy and work-life balance satisfaction. *Review of Public Personnel Administration*, 43(3), 456-478.
 27. Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human resource management review*, 20(4), 283-294.
 28. Mishra, N., & Bharti, T. (2023). Exploring the nexus of social support, work-life balance and life satisfaction in hybrid work scenario in learning organizations. *The Learning Organization*, <https://doi.org/10.1108/TLO-08-2022-0099>
 29. Nilsen, M., & Kongsvik, T. (2023). Health, safety, and well-being in platform-mediated work—a job demands and resources perspective. *Safety science*, 163, 106130.
 30. Paulraj, A. (2011). Understanding the relationships between internal resources and capabilities, sustainable supply management and organizational sustainability. *Journal of Supply Chain Management*, 47(1), 19-37.
 31. Pepple, D. G., & Ambilichu, C. A. (2023). Performance appraisal and employee commitment: The mediating role of job satisfaction. *European Management Review*, <https://doi.org/10.1111/emre.12583>
 32. Rashmi, K., & Kataria, A. (2021). The mediating role of work-life balance on the relationship between job resources and job satisfaction: perspectives from Indian nursing professionals. *International Journal of Organizational Analysis*, <https://doi.org/10.1108/IJOA-04-2021-2722>
 33. Raza, S. A., Khan, K. A., & Hakim, F. (2023). Whether organizational citizenship behavior is triggered by employee CSR perception and spiritual values: the moderating role of Islamic work ethics. *Management Research Review*, <https://doi.org/10.1108/MRR-10-2022-0714>
 34. Ryalat, M., ElMoaqet, H., & AlFaouri, M. (2023). Design of a smart factory based on cyber-physical systems and Internet of Things towards Industry 4.0. *Applied Sciences*, 13(4), 2156.
 35. Somaskandan, K., Arulandu, S., & Parayitam, S. (2022). A moderated-mediation model of individual learning and commitment: Part I. *The Learning Organization*, 29(4), 341-356.
 36. Sreya, B., Lakshmana Rao, A., Ramakrishnan, G., & Kulshretha, N. (2023). Emerging work environments in the pandemic era: a gendered approach to work-life balance programs. *Frontiers in Sociology*, 8, 1120288.
 37. Tran Huy, P. (2023). How does high-performance work system influence employees' creativity? The role of critical reflection and human resource management attribution. *International Journal of Emerging Markets*, <https://doi.org/10.1108/IJOEM-03-2022-0508>
 38. Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83, 101335.
 39. Ugwu, F. O., Ugwu, L. E., Nwali, A. C., Onyishi, I. E., & Okafor, C. O. (2023). Cost of high workload on work-life balance: a moderated mediation model. *Technology Analysis & Strategic Management*, <https://doi.org/10.1080/09537325.2023.2209202>
 40. Virani, A., & van der Wal, Z. (2023). Enhancing the Effectiveness of Public Sector Performance Regimes: A Proposed Causal Model for Aligning Governance Design with Performance Logics. *Perspectives on Public Management and Governance*, 6(1), 54-65.
 41. Wu, X., Ali, A., Zhang, T., Chen, J., & Hu, W. (2022). An empirical analysis of the impact of gender inequality and sex ratios at birth on China's economic growth. *Frontiers in Psychology*, 13, 1003467.
 42. Yandi, A., & Havidz, H. B. H. (2022). Employee performance model: Work engagement through job satisfaction and organizational commitment (A study of human resource management literature study). *Dinasti International Journal of Management Science*, 3(3), 547-565.

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of Sherwan Journals and/or the editor(s). Sherwan Journals and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.