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Work–Life Balance in the Automotive Industry: The Effects of Job Stress, Job Satisfaction, and Organizational Commitment

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ABSTRACT
This research investigates the determinants of work–life balance by emphasizing the role of quality of work life, with job stress, job satisfaction, and organizational commitment serving as mediating variables within the automotive industry in Tangerang Regency, Indonesia. A quantitative approach was adopted through a survey design involving 180 employees employed in the automotive sector. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine the interrelationships among the constructs and to assess the proposed structural framework. The results demonstrate that quality of work life plays a pivotal role in alleviating job stress while concurrently improving employees' levels of job satisfaction and organizational commitment. In addition, job stress, job satisfaction, and organizational commitment were found to significantly influence employees' work–life balance. These findings indicate that work–life balance is shaped not only by organizational conditions but also by employees' psychological states and work-related attitudes arising from their perceptions of the work environment. From a theoretical standpoint, this study advances the literature by offering deeper insight into the processes through which quality of work life influences work–life balance via psychological and affective mechanisms. Practically, the results provide important guidance for managers in the automotive industry in developing policies that enhance quality of work life, thereby promoting employee well-being and supporting long-term organizational sustainability.

Keywords: Quality of Work Life, Job Satisfaction, Job Stress, Organizational Commitment, Work–Life Balance.
JEL Code: O15, L23, L60, M11

I. Introduction

Manufacturing companies today face increasingly complex pressures arising from rapidly changing market dynamics, shifting customer preferences, and intensifying global competition. Globalization has compelled firms to meet higher demands for quality and flexibility while simultaneously reducing production costs to remain competitive (Dangayach & Deshmukh, 2003). Manufacturing activities are no longer concentrated within a single country but are dispersed across multiple global locations, making effective

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manufacturing strategies essential for achieving world-class competitiveness. Among various sectors, the automotive industry is recognized as one of the most proactive in promoting quality improvement, workforce efficiency, and continuous improvement initiatives (Habidin et al., 2016). Efforts to enhance competitiveness require automotive firms to produce high-quality products while minimizing waste, including defects-related inefficiencies (Noori & Latifi, 2018). In this context, the diversity of human resource characteristics further increases organizational complexity, as differences in perspectives, work styles, and employee expectations are prevalent within the automotive workforce (Amorim et al., 2022). Moreover, rapid technological advancements have contributed to skill gaps, while workforce aging poses the risk of losing critical organizational knowledge (Bernardes et al., 2022; Streb et al., 2008).

Consequently, prior studies have sought to identify emerging trends, key challenges, and relevant strategies related to workforce planning and human resource management in the automotive industry (James et al., 2022). In the automotive sector, quality of work life (QWL) has received considerable attention, emphasizing the need for continuous improvement to ensure a supportive work environment and to mitigate job-related stress (Seibt et al., 2009). A high level of QWL not only fosters a more humane workplace but also provides employees with a comfortable and supportive work experience, which ultimately enhances job satisfaction (Adhikari, 2011). Furthermore, Sirgy et al. (2001) argue that employees who experience high QWL are more likely to have their physical, social, and psychological needs fulfilled, thereby strengthening their organizational commitment and increasing the likelihood of maintaining a positive attachment to the organization. Such conditions enable employees to better balance work demands with personal life responsibilities.

Conversely, conflicts between work and family demands have been shown to increase job stress, which can undermine employees' ability to maintain a healthy balance between work and personal life, (White et al., 2003). Joo & Lee (2017) further emphasize that employees who feel satisfied and happy in their jobs tend to achieve better work–life balance, as positive emotional states enhance their capacity to cope effectively with work-related demands. In addition, organizational commitment has been identified as a mediating variable linking work–life balance to organizational citizenship behavior, suggesting that employees who successfully maintain balance are more likely to demonstrate stronger commitment and contribute positively to their work environment (Pradhan et al., 2016). Previous studies have demonstrated a relationship between quality of work life and job stress. Beehr & Glazer (2001), highlight that suboptimal QWL often resulting from excessive workloads, managerial pressure, and poor interpersonal relationships can elevate job stress levels and negatively affect employees' health conditions (Seibt et al., 2009). Additionally, the influence of QWL on job satisfaction has been empirically supported by (Gallie, 2005; Sirgy et al., 2001b), who found that positive workplace experiences contribute to improved QWL and, ultimately, higher job satisfaction.

A positive relationship between QWL and organizational commitment has also been widely documented in the literature (J. P. M. N. J. Allen, 1991; Khan & Khan, 2017; Rhoades & Eisenberger, 2002; Sirgy et al., 2001b). Furthermore, several studies have identified job stress (Bell et al., 2012; Weinberg et al., 2010), job satisfaction (Koubova & Buchko, 2013; Wayne et al., 2011), and organizational commitment (Oyewobi et al., 2019; Pradhan et al., 2016) as key determinants of work–life balance. However, empirical research examining the influence of quality of work life on job stress, job satisfaction, and organizational commitment and their subsequent effects on work–life balance remains limited, particularly within the automotive industry in Tangerang Regency, Indonesia. Therefore, this study aims to identify the factors that enhance work–life balance by examining the roles of job stress, job satisfaction, and organizational commitment as intervening variables, as well as the influence of quality of work life as an antecedent factor. The findings are expected to provide practical contributions for stakeholders in the automotive industry by highlighting the importance of work–life balance as a strategic human resource management priority and by offering new insights for improving employee well-being and organizational sustainability.

ISSN [Online]: 2776-6365

II. Literature Review and Hypothesis Development

According to Feldman (1993), quality of work life (QWL) is a multidimensional concept that reflects the quality of the relationship between employees and their overall work environment. QWL plays a critical role in building employee trust, maintaining job satisfaction, strengthening organizational commitment, and encouraging improved performance (Havlovic, 1991). Favorable working conditions associated with high QWL contribute to employee well-being and satisfaction while simultaneously reducing turnover intentions (Aruldoss et al., 2021; Kanten & Sadullah, 2012). Sirgy et al. (2001) explain that employees experiencing high levels of QWL tend to perceive fulfillment across seven fundamental needs, including health and safety, economic and family needs, social needs, self-esteem, self-actualization, knowledge, and aesthetic needs. Furthermore, Rhoades & Eisenberger (2002) identify QWL as a key determinant in the development of organizational commitment. Conversely, Ellis & Pompili (2002) argue that poor working conditions, excessive workloads, and unsupportive relationships between supervisors and subordinates constitute major barriers to achieving optimal QWL. Khan & Khan (2017) further emphasize that QWL significantly influences employees' organizational commitment across various organizational contexts.

Schuler (1982) argues that job stress tends to emerge when quality of work life (QWL) deteriorates, particularly in situations characterized by uncomfortable work environments, role conflicts, and unsupportive working conditions. Williams & Hazer (1986) further explain that job stress arises as a reaction to unfavorable working conditions, suggesting that improvements in QWL can reduce the risk of stress-related health problems. McGrath (1976), highlights that dense, noisy, and extreme-temperature work environments may diminish QWL and subsequently increase employee stress levels. Similarly, Beehr & Glazer (2001), note that low QWL often resulting from excessive workloads, managerial pressure, and poor interpersonal relationships can elevate job stress and adversely affect employee health. Improvements in organizational working conditions therefore have the potential to reduce employees' job stress. Consequently, enhancing QWL is considered a relevant and effective approach to mitigating job stress in the workplace (Seibt et al., 2009).

Danna & Griffin (1999), state that higher perceived quality of work life is associated with greater levels of job satisfaction. Sirgy et al. (2001), explain that positive experiences derived from the work environment enhance QWL, which ultimately leads to increased job satisfaction. Conversely, Gallie (2005) argues that a decline in QWL due to unmet employee needs may reduce job satisfaction and negatively affect employee well-being and performance. Adhikari (2011) emphasizes that a favorable QWL contributes to a more humane work environment and promotes higher levels of job satisfaction. Empirical studies further indicate that employees who experience high QWL tend to be more satisfied with their jobs and are better positioned to contribute positively to organizational outcomes (Bahjat Abdallah et al. 2017; Parvin & Kabir, 2011). Meyer & Allen (1991) describe organizational commitment as a psychological bond between individuals and their organizations, which can strengthen as quality of work life improves. Sirgy et al. (2001) suggest that employees experiencing high QWL are more likely to perceive fulfillment of their physical, social, and psychological needs, thereby fostering stronger commitment to the organization.

Rhoades & Eisenberger (2002) also identify QWL as a key factor influencing the development of organizational commitment. High QWL has been shown to enhance employee commitment, leading to reduced absenteeism and turnover, as well as improved performance and well-being (Lee & Peccei, 2007). Khan & Khan (2017) further confirm that QWL exerts a significant positive influence on employees' organizational commitment. Job stress is commonly viewed as a response to environmental demands that require individuals to adapt and expend personal resources during interactions with their surroundings (Lazarus, 1984). Judge & Colquitt (2004) define stress as an unpleasant or undesirable emotional and physiological condition. In the workplace, stress may arise from role ambiguity, experiences perceived as beyond individual control, or discrepancies between job realities and personal expectations, all of which can adversely affect physical and mental health, well-being, and career outcomes (Mojoyinola, 2006).

Job stress represents a universal and intense form of stress characterized by a reduction in individual energy when attempting to meet organizational or job-related demands (Mojoyinola, 2006). Conflicts

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between actual working conditions and individuals' values or attitudes are frequently identified as primary stressors (Yin-Fah et al., 2010). Zhang et al. (2011) emphasize that the core of job stress lies in the imbalance between job demands, individual capabilities, and available resources, which manifests as significant emotional experiences. Moreover, job stress is shaped not only by personal characteristics but also by external conditions, including workplace situations and broader social environmental factors (Akgunduz & Eser, 2022). Job satisfaction refers to the extent to which employees experience positive emotions related to their work, encompassing both present and past experiences (Brown & Peterson, 2015). Fundamentally, job satisfaction reflects the nature of work itself and employees' perceptions of various job-related aspects (Spector, 1997). Satisfaction levels tend to increase when job characteristics such as autonomy, task variety, role clarity, feedback, and social relationships align with employees' needs and expectations (Ghiselli et al., 2001). Togia et al. (2004) describe job satisfaction as an individual's sense of pleasure or displeasure derived from work and work-related experiences. Similarly, Vieira (2005) conceptualizes job satisfaction as a reflection of employees' happiness or contentment with their jobs. Wagner III & Hollenbeck (2020) argue that job satisfaction improves when employees hold positive perceptions and feelings toward their work. Furthermore, enhanced competencies contribute to higher levels of job satisfaction, which subsequently strengthen organizational commitment (Haryoko, 2024; Kumari & Pandey, 2011).

Organizational commitment represents a psychological state that binds individuals to their organization (Meyer & Allen, 1991). It can be understood as a condition in which employees are motivated to maintain loyalty and strive toward goals aligned with organizational interests (J. P. M. N. J. Allen, 1991). High levels of commitment are considered essential, as they tend to promote improved performance and ultimately provide organizations with a competitive advantage (Jaramillo et al., 2005). Organizational commitment is often defined as loyalty to organizational values and goals, a sense of belonging, dependence, and a moral obligation to remain within the organization (Hashempour et al., 2018). Peng et al. (2016) further describe commitment as a psychological attachment that encourages employees to identify with and align themselves with organizational objectives and values. Numerous studies have shown that organizational commitment enhances individuals' satisfaction with their roles and responsibilities (Patrick & Sonia, 2012; Peng et al., 2016; Zhang et al., 2011). Commitment is also viewed as a psychological condition that develops when employees are satisfied with their work, as evidenced by positive relationships between job satisfaction and organizational commitment (Menezes, 2012). Weinberg et al. (2010) report that stress in the workplace is heightened by family-related problems, financial strain, and conflicting demands between professional and domestic roles, which ultimately undermine employees' work–life balance. Elevated levels of job stress have been consistently linked to poorer work–life balance and increased work–life conflict (Bell et al., 2012). In a similar vein, White et al. (2013) argue that work–family conflict exacerbates job-related stress, thereby reducing employees' ability to effectively balance occupational responsibilities with personal life. Moreover, Helmle et al. (2014) emphasize that organizational initiatives aimed at enhancing work–life balance can contribute to lower levels of employee stress. Supporting this view, empirical studies reveal a significant inverse relationship between job stress and work–life balance, suggesting that higher stress levels limit employees' effectiveness in managing competing work and personal life demands (Zaheer, 2015).

Drago et al. (2009) explain that extended working hours and increased job demands can create role conflicts for employees who must also fulfill responsibilities outside of work, potentially reducing job satisfaction due to difficulties in achieving an ideal work–life balance. Wayne et al. (2011) argue that job satisfaction plays a crucial role in helping employees attain work–life balance, as satisfaction-based approaches are more effective in addressing growing concerns about balance across different national contexts. High levels of job satisfaction promote productivity and financial well-being, which in turn contribute to improved work–life balance (Koubova & Buchko, 2013). Employees who are satisfied with their jobs tend to manage work and personal life demands more effectively (Anuradha & Pandey, 2016). Joo & Lee (2017) further highlight that satisfied and happy employees are generally more productive, enabling them to maintain better balance between work and personal life. O'Reilly & Chatman (1986) suggest that organizational commitment is associated with various antecedents and outcomes that may influence

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employees' work–life balance. Studies have found a positive relationship between employees' level of commitment and their ability to maintain balance between work and personal life (Vijaya & Hemamalini, 2012). Malone & Issa (2013) explain that highly committed employees tend to manage work time and personal life more effectively. Pradhan et al. (2016) identify organizational commitment as a mediating variable linking work–life balance with organizational citizenship behavior.

Work–life balance (WLB) is defined as an individual's ability to meet work-role demands and personal responsibilities in a proportional and harmonious manner (Greenhaus et al., 2003). Imbalance may occur when excessive focus on work roles leads to job dissatisfaction, reduced organizational commitment, and increased psychological stress (Adams et al., 1996). Powell et al. (2018) conceptualize WLB as a reflection of perceived fairness and individuals' positions within social exchange processes in the workplace. WLB is further understood as a condition in which individuals effectively manage emotional, behavioral, and time-related demands between paid work and personal or family responsibilities (Powell et al., 2018). Work–life balance is considered achieved when harmony rather than conflict exists between work demands and personal life (Lawson et al., 2013; Semlali & Hassi, 2016; Kustiawan et al., 2022). Joo & Lee (2017) and Nielsen et al. (2008) define WLB as a condition that enables employees to maintain health and contribute optimally to organizational performance, even under long working hours, due to alignment between work demands and personal needs. Additionally, WLB has been identified as a working condition that significantly and positively contributes to employees' psychological well-being (Hardjanti et al., 2017). Based on the comprehensive review of the theoretical framework and empirical evidence related to all variables under investigation, this study seeks to examine the relationships and potential causal mechanisms among the proposed constructs. Prior studies suggest that these variables are interrelated and may jointly influence the phenomenon being examined. Therefore, the hypotheses proposed in this study are formulated as follows:

H1 : Quality of work life has a negative and significant effect on job stress
H2 : Quality of work life has a positive and significant effect on job satisfaction
H3 : Quality of work life has a positive and significant effect on organizational commitment
H4 : Job stress has a negative and significant effect on work–life balance
H5 : Job satisfaction has a positive and significant effect on work–life balance
H6 : Organizational commitment has a positive and significant effect on work–life balance

Figure 1. Conceptual Framework

ISSN [Online]: 2776-6365

III. Research Method

Data were gathered through a survey approach by administering an online questionnaire distributed via Google Forms. All variables were measured using a five-point Likert-type scale, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). The Quality of Work Life (QWL) construct was operationalized using 15 indicators adapted from the instruments developed by (Sirgy et al., 2001b; Walton, 1986). Job Stress (JS) was assessed through 12 items derived from (Judge et al., 1994; Shukla & Srivastava, 2016). Job Satisfaction (JSAT) was measured using 16 indicators adapted from the same sources. Organizational Commitment (OC) was evaluated using 13 items based on the scale proposed by (Meyer et al., 1993). Lastly, Work–Life Balance (WLB) was measured using 6 items adapted from (Meyer et al., 1993). Overall, a total of 62 measurement indicators were employed in this study. The study was conducted beginning in October 2025. The population consisted of manufacturing companies operating in the automotive sector located in Tangerang Regency, Indonesia. A purposive sampling technique was employed, with the following criteria: (1) companies operating in the automotive manufacturing sector and (2) employees with a minimum tenure of five years. These criteria were applied to ensure that respondents possessed sufficient experience and understanding of organizational conditions relevant to the study variables. This research adopted a quantitative approach using Structural Equation Modeling (SEM). Data processing and analysis were conducted using SmartPLS 3 software, applying the Partial Least Squares (PLS) method. PLS-SEM was selected due to its suitability for analyzing complex measurement models involving multiple constructs and its capability to estimate second-order reflective–reflective measurement models (Hair et al., 2017). The PLS-SEM procedure involved evaluating discriminant validity, Average Variance Extracted (AVE), Variance Inflation Factor (VIF), composite reliability (CR), the coefficient of determination (R^2), and t-values for each hypothesized path in the structural model (Hair et al., 2017). With respect to the validation of second-order constructs, the SmartPLS results showed that all dimensions of the latent constructs achieved outer loading values above 0.70 and AVE values greater than 0.50, thereby confirming adequate construct validity.

The reliability assessment further indicated that all second-order dimensions exceeded the recommended thresholds, with composite reliability (CR) values above 0.70 and Cronbach's alpha coefficients also surpassing 0.70, reflecting strong internal consistency. Once the measurement model satisfied the established validity and reliability requirements, the structural model was subsequently evaluated using variance-based SEM to test the relationships among variables as specified in the research hypotheses. To conduct SEM-PLS analysis, the minimum required sample size was determined based on the rule of five to ten times the number of indicators or structural paths in the research model (Hair et al., 2014). Given that the model consisted of six structural paths, a minimum sample size of 60 respondents was required (Mathwick et al., 2001). Accordingly, this study employed a sample of 180 respondents to account for potential inconsistencies or incomplete questionnaire responses. Before administering the main survey, a pilot study was conducted using SPSS version 24 to evaluate the validity and reliability of the questionnaire. Construct validity was assessed through the Kaiser–Meyer–Olkin (KMO) index and the Measure of Sampling Adequacy (MSA). The findings showed that KMO values ranged from 0.764 to 0.858, while MSA values varied between 0.493 and 0.941, all exceeding the minimum acceptable criterion of 0.50, thereby indicating the suitability of the data for factor analysis. Reliability was examined using Cronbach's alpha, with coefficients ranging from 0.815 to 0.920, demonstrating strong internal consistency (Hair et al., 2014). Based on the pilot testing of 62 measurement items, all indicators across the five constructs Quality of Work Life (15 items), Job Stress (12 items), Job Satisfaction (16 items), Organizational Commitment (13 items), and Work–Life Balance (6 items) were confirmed to be both valid and reliable. Accordingly, all 62 items were retained for inclusion in the final survey instrument.

ISSN [Online]: 2776-6365

IV. Result and Discussion

4.1. Analysis Result

This study involved 180 respondents who were employees in the automotive industry located in Tangerang Regency, Indonesia. In terms of gender, the sample was predominantly male, with 134 respondents (74.4%), while female respondents accounted for 46 individuals (25.6%). This distribution reflects the general characteristics of the automotive manufacturing sector, which remains largely male-dominated. Regarding age, the majority of respondents were between 31 and 40 years old (80 respondents; 44.4%), followed by those aged 41–50 years (50 respondents; 27.8%) and 20–30 years (47 respondents; 26.1%). Only a small proportion of respondents were over 50 years old (3 respondents; 1.7%). This age distribution indicates that most respondents were within the productive working-age group, making them suitable for examining issues related to job stress and work–life balance. In terms of educational background, most respondents held a senior high school or vocational school qualification (99 respondents; 55.0%), while 81 respondents (45.0%) held a bachelor's degree. This composition reflects a combination of operational and professional employees within the automotive industry. With respect to tenure, respondents were predominantly employees with 2–5 years of work experience (88 respondents; 48.9%) and 5–10 years (87 respondents; 48.3%). Only a small number of respondents had worked for less than two years (5 respondents; 2.8%). These findings suggest that the majority of respondents possessed sufficient work experience to provide reliable evaluations of quality of work life, job stress, job satisfaction, organizational commitment, and work–life balance. The results of the indicator reliability assessment indicate that the constructs of Job Commitment, Job Satisfaction, Job Stress, Quality of Work Life, and Work–Life Balance generally demonstrated adequate indicator reliability. Most outer loading values exceeded the recommended threshold of 0.70, indicating strong internal consistency and satisfactory representation of the latent constructs. However, several indicators particularly within the Job Stress and Quality of Work Life constructs exhibited outer loading values below 0.70, suggesting relatively weaker indicator contributions. Nevertheless, indicators with loading values between 0.40 and 0.70 were retained, as they did not substantially reduce overall construct reliability and remained theoretically relevant. Considering the research context and model structure, the results indicate that all indicators were suitable for further analysis, as the constructs satisfied the reliability criteria required in Partial Least Squares Structural Equation Modeling (PLS-SEM).

The evaluation of internal consistency reliability indicates that all constructs in this study satisfy the established reliability standards. Cronbach's alpha coefficients for Job Commitment (0.950), Job Satisfaction (0.922), Job Stress (0.858), Quality of Work Life (0.876), and Work–Life Balance (0.842) exceeded the recommended minimum value of 0.70, reflecting a high level of internal consistency. Furthermore, the rho_A and Composite Reliability indices for all constructs were above the suggested threshold of 0.70, providing additional support for the reliability of the measurement model. Although certain constructs exhibited Average Variance Extracted (AVE) values below 0.50, the overall construct reliability remained satisfactory due to the strong composite reliability values, consistent with recommendations in the PLS-SEM literature. Collectively, these findings confirm that the measurement model demonstrates robust internal consistency reliability and is suitable for further analysis of the structural model. Discriminant validity was evaluated using the Fornell–Larcker approach. The findings show that the square root of the Average Variance Extracted (AVE) for each construct exceeded its correlations with the other constructs, indicating that each construct accounted for a greater proportion of variance in its own indicators than in those shared with other variables. This result confirms that Job Commitment, Job Satisfaction, Job Stress, Quality of Work Life, and Work–Life Balance represent empirically distinct constructs with no significant conceptual redundancy. Consequently, the measurement model meets the criteria for discriminant validity and is deemed appropriate for subsequent structural model analysis.Further assessment using the Heterotrait–Monotrait Ratio (HTMT) showed that most construct pairs exhibited HTMT values below the recommended thresholds of 0.85 or 0.90, indicating acceptable discriminant validity. Relatively low HTMT values between Job Commitment and other constructs

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suggest clear conceptual differentiation. However, HTMT values exceeding the recommended threshold were observed for the relationships between Quality of Work Life and Job Stress (0.918), as well as between Work–Life Balance and Job Commitment (0.958), indicating potential construct overlap.

These findings suggest that although discriminant validity was largely established, certain construct relationships warrant further theoretical consideration or potential model refinement. Overall, the HTMT results provide a comprehensive overview of construct distinctiveness within the PLS-SEM measurement model. The results of the coefficient of determination (R^2) analysis indicate varying levels of explanatory power across endogenous constructs. The R^2 value for Work–Life Balance was 0.764 (Adjusted R^2 = 0.760), indicating that Quality of Work Life, together with the intervening variables of Job Commitment, Job Satisfaction, and Job Stress, explained 76.4% of the variance in Work–Life Balance, which can be classified as strong explanatory power. Job Stress exhibited an R^2 value of 0.696, indicating that 69.6% of the variance in job stress was explained by Quality of Work Life. Job Satisfaction showed an R^2 value of 0.632, suggesting a substantial level of explanatory power. In contrast, Job Commitment demonstrated a relatively low R^2 value of 0.014, indicating that Quality of Work Life contributed minimally to explaining organizational commitment, and suggesting that other factors outside the proposed model may play a more dominant role in shaping employee commitment. Overall, these findings indicate that the structural model has strong predictive capability for Work–Life Balance but limited explanatory power for Job Commitment. The results of the hypothesis testing based on the structural path t-values are presented in Figure 2.

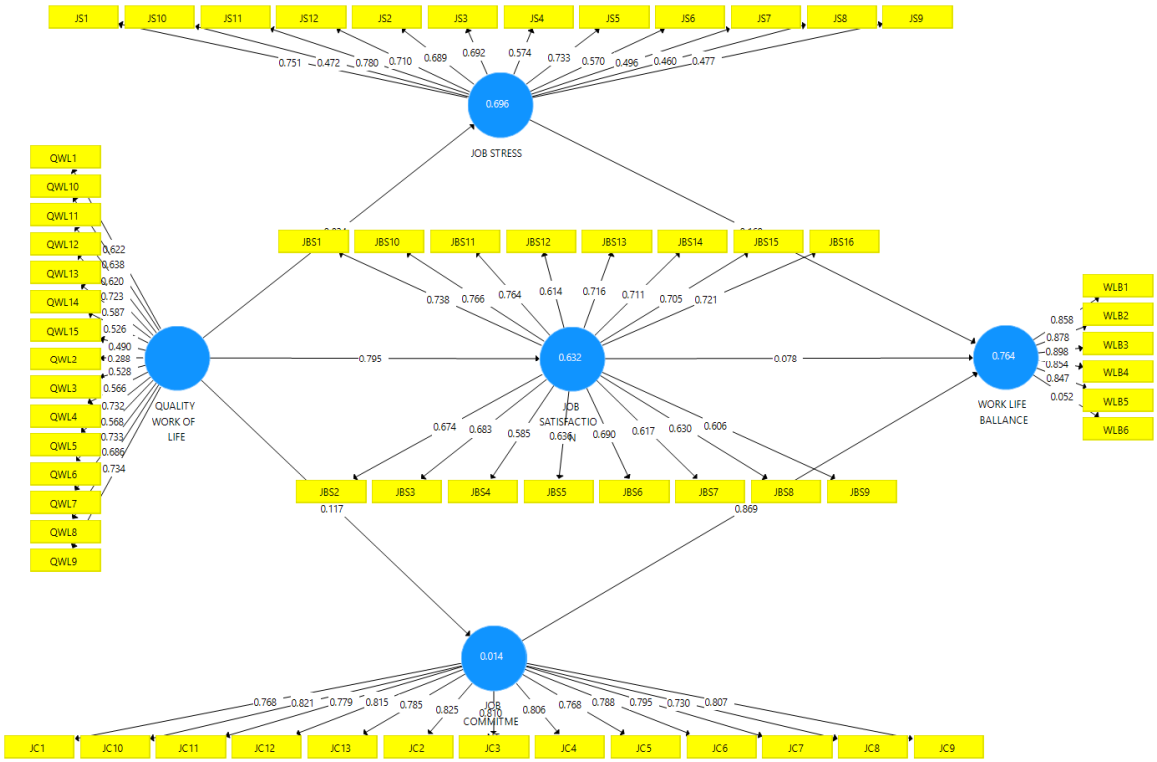

Figure 2. Structural Path t-Values

Based on the figure presented, the hypothesis testing results were formulated using the estimated path coefficients of the structural model. The results of the hypothesis testing are summarized in the following table.

ISSN [Online]: 2776-6365

Table 1. Structural Model Hypothesis Testing Results

Hypothesis	Research Hypothesis Statement	Original Sample	T Statistic (>1,96)	P Value (<0,05)	Explanation
H1	Quality of work life has a significant negative effect on job stress.	0,834	38,638	0,000	The data support the hypothesis.
H2	Quality of work life has a significant positive effect on job satisfaction.	0,795	26,331	0,000	The data support the hypothesis.
H3	Quality of work life has a significant positive effect on job commitment.	0,117	1,579	0,115	The data do not support the hypothesis
H4	Job stress has a significant positive effect on work–life balance.	-0,169	2,658	0,008	The data support the hypothesis.
H5	Job satisfaction has a significant positive effect on work–life balance.	0,078	1,326	0,185	The data do not support the hypothesis
H6	Job commitment has a significant positive effect on work–life balance.	0,869	40,404	0,000	The data support the hypothesis.

4.2. Discussions

The results of this study indicate that quality of work life (QWL) plays a pivotal role in shaping the psychological conditions and work-related attitudes of employees in the automotive industry in Tangerang Regency. First, the finding that quality of work life has a negative and significant effect on job stress suggests that a supportive work environment, role clarity, and a balanced alignment between job demands and available resources are effective in reducing employees' psychological strain. In other words, when organizations are able to provide safe, fair, and supportive working conditions, employees tend to experience lower levels of job stress. This finding is consistent with the perspective that quality of work life functions as a buffering mechanism against job stress, particularly in high-intensity work settings such as the automotive industry (Hart & Cooper, 2001; Sirgy et al., 2001a). Furthermore, quality of work life was found to have a positive and significant effect on job satisfaction. Conducive working conditions, fair compensation systems, and harmonious interpersonal relationships encourage employees to form positive evaluations of their jobs. Thus, quality of work life not only serves to reduce work-related pressure but also enhances employees' affective experiences in the workplace. This finding strengthens job satisfaction theory, which posits that satisfaction emerges from individuals' evaluations of their work environment and perceived work experiences (Walton, 1986). Accordingly, higher levels of perceived quality of work life are associated with greater job satisfaction. However, the findings of this study also reveal that quality of work life does not have a significant direct effect on job commitment. This result suggests that employees' perceptions of favorable working conditions such as a safe work environment, adequate compensation, and harmonious working relationships do not necessarily translate into stronger psychological attachment or loyalty to the organization.

Job commitment is a multidimensional construct encompassing affective, normative, and continuance components, the development of which is influenced not only by working conditions but also by personal values, long-term work experiences, and external career opportunities (Meyer & Allen, 1997). Consequently, high quality of work life may be perceived as a basic organizational standard rather than a distinguishing factor capable of strengthening employees' commitment. The non-significant effect of quality of work life on job commitment may further be explained by the characteristics of the automotive industry,

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which is marked by relatively high labor mobility and a more transactional employment orientation. In this context, employees tend to view quality of work life as an inherent feature of the job, while job commitment is more strongly shaped by external factors such as long-term job security, career advancement prospects, and competitive alternative employment opportunities. This explanation aligns with the argument that improvements in quality of work life are not always accompanied by increases in commitment, particularly in manufacturing sectors that emphasize productivity targets and performance pressures (Kinnie et al., 2005). These findings are also consistent with several previous studies reporting weak or indirect relationships between quality of work life and job commitment.

Lee et al. (2007) noted that quality of work life primarily enhances individual well-being and job satisfaction, whereas organizational commitment develops through deeper processes of value identification and emotional attachment. Similarly, Haar et al. (2017) found that quality of work life tends to influence job commitment through mediating variables such as job satisfaction and work engagement. Therefore, the present study reinforces the argument that quality of work life is not a direct predictor of job commitment but rather operates indirectly in shaping employees' work attitudes and behaviors. Moreover, the results indicate that job stress has a positive and significant effect on work–life balance. This finding suggests that, at certain levels, job stress may prompt individuals to become more aware of managing boundaries between work and personal life. In this sense, job stress does not always produce detrimental outcomes; instead, it may function as a catalyst for adaptive responses, encouraging individuals to actively evaluate and adjust their role demands. This interpretation is consistent with appraisal and coping theory, which emphasizes that individuals respond to stress through adaptive strategies aimed at maintaining life balance (Lazarus, 1984; Fevre et al., 2003). In contrast, the findings show that job satisfaction does not have a significant effect on work–life balance. This result indicates that employees' satisfaction with their jobs does not necessarily reflect their ability to balance work demands with personal life responsibilities. Job satisfaction primarily represents employees' affective evaluations of internal job aspects, such as pay, promotion opportunities, relationships with supervisors, and the work environment, whereas work–life balance relates to the management of roles across work and non-work domains (Greenhaus & Allen, 2011). Consequently, high job satisfaction does not automatically provide time flexibility, workload control, or clear role boundaries between work and personal life.

The non-significant relationship between job satisfaction and work–life balance can also be explained by the nature of work in the automotive industry, which is characterized by long working hours, strict production targets, and high physical and mental demands. In this context, employees may feel professionally satisfied with their jobs while simultaneously experiencing limited time and energy for personal life, making work–life balance difficult to achieve. This finding aligns with the view that job satisfaction is largely work-domain specific, whereas work–life balance is influenced by structural organizational factors such as work flexibility, job design, and organizational support (Kossek et al., 2014). This result is consistent with prior research suggesting that job satisfaction is not always a direct antecedent of work–life balance, particularly in high-intensity work sectors. Haar et al. (2017) argued that job satisfaction more often emerges as an outcome of work–life balance rather than its determinant. Additionally, Lu et al. (2019) demonstrated that job satisfaction is indirectly related to work–life balance through other variables, such as job stress and perceived organizational support. Thus, the present findings reinforce the argument that work–life balance is more strongly shaped by objective working conditions and role management than by job satisfaction alone. Finally, job commitment was found to play an important role in shaping work–life balance. Employees with higher levels of job commitment tend to exhibit stronger emotional attachment and a greater sense of responsibility toward the organization, enabling them to manage work demands in a more structured manner without sacrificing their personal lives. In the context of the automotive industry, job commitment allows employees to remain productive while maintaining a healthier balance between work and life outside of work. This finding is consistent with previous studies emphasizing the close relationship between job commitment, employee well-being, and effective management of work–life roles (Allen et al., 2000; Meyer et al., 2002).

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ISSN [Online]: 2776-6365

V. Conclusion

This study aimed to examine the role of quality of work life in enhancing work–life balance by considering the roles of job stress, job satisfaction, and job commitment within the automotive industry in Tangerang Regency. The findings demonstrate that quality of work life plays a central role in shaping employees' psychological conditions and work-related attitudes. Specifically, quality of work life was shown to reduce job stress while increasing job satisfaction, although it did not directly influence job commitment. Furthermore, job stress, job satisfaction, and job commitment were found to contribute to work–life balance, indicating that work–life balance is influenced not only by organizational structures but also by employees' psychological and affective responses to their work environment. These findings underscore the importance of adopting a holistic approach to understanding work–life balance in industries characterized by high job demands. From a theoretical perspective, this study contributes to the literature by extending the understanding of the relationship between quality of work life and work–life balance through psychological and attitudinal mechanisms. The integration of job stress, job satisfaction, and job commitment as intervening variables provides a more nuanced explanation of how quality of work life influences work–life balance.

From a practical standpoint, the findings suggest that management in the automotive industry should prioritize improving quality of work life by fostering safe, fair, and supportive working environments, balancing workload demands, and strengthening interpersonal relationships and organizational support. Such initiatives have the potential to enhance employee well-being while supporting sustainable organizational performance through improved satisfaction, commitment, and employees' ability to manage work and personal life roles. Nevertheless, this study has several limitations. The use of a cross-sectional research design limits the ability to capture changes in employees' perceptions over time. In addition, the focus on the automotive industry in Tangerang Regency restricts the generalizability of the findings to other sectors and regions. Future research is therefore encouraged to employ longitudinal designs, extend the research context to different industries, and incorporate additional variables such as perceived organizational support, leadership styles, or work flexibility to enrich the research model. The adoption of mixed-method approaches may also provide deeper insights into employees' experiences of work–life balance from their own perspectives.

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