

Work-Life Balance, Job Insecurity, And Perceived Organizational Support: Effects On Job Satisfaction And Affective Commitment Among Manufacturing Employees

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Abstract

Technological transformation and automation in the manufacturing sector have created new challenges in maintaining employees' job satisfaction and affective commitment. This study examines the effects of work-life balance, job insecurity, and perceived organizational support on job satisfaction and affective commitment, as well as the effect of job satisfaction on affective commitment among manufacturing employees. A quantitative cross-sectional design was employed involving 155 permanent employees working in production and operational functions at manufacturing companies in the Greater Jakarta area, selected through purposive sampling. Data were collected using questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that work-life balance positively affects job satisfaction ($\beta = 0.211$, $p = 0.003$) and affective commitment ($\beta = 0.164$, $p = 0.015$). Job insecurity negatively affects job satisfaction ($\beta = -0.155$, $p = 0.032$) and affective commitment ($\beta = -0.283$, $p < 0.001$). Perceived organizational support positively affects job satisfaction ($\beta = 0.318$, $p < 0.001$) and affective commitment ($\beta = 0.184$, $p = 0.007$), while job satisfaction positively affects affective commitment ($\beta = 0.302$, $p < 0.001$). The adjusted R^2 values indicate that the model explains 14.7% of the variance in job satisfaction and 28.3% of the variance in affective commitment. These findings indicate that manufacturing companies should strengthen organizational support, value employee input, facilitate work-life balance, and improve transparency regarding organizational changes and job continuity to enhance employees' job satisfaction and affective commitment.

Keywords: Work-Life Balance, Job Insecurity, Perceived Organizational Job Satisfaction, Affective Commitment.

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INTRODUCTION

Manufacturing organizations are increasingly required to adapt to technological transformation, automation, and changes in production systems while maintaining a workforce that remains satisfied and emotionally attached to the organization (Li et al., 2022). These changes do not only affect operational efficiency, but also alter employees' perceptions of their work, the continuity of their jobs, and the support they receive from the organization (Mascarenhas et al., 2022). In this context, employee attitudes become particularly relevant because organizational change can create both opportunities and psychological pressure (Riania & Nisa, 2022). Work-life balance, job insecurity, perceived organizational support, job satisfaction, and affective commitment therefore represent closely related factors in explaining how employees respond to changing work conditions. The relevance of these factors is also reflected in Indonesian evidence (Mandag et al., 2025). Darwin et al. (2025), based on 748 employees from regional offices of the Directorate General of Taxes in Indonesia, found that work-life balance significantly improved job satisfaction, indicating that employees' ability to manage work and non-work roles remains an important issue across Indonesian workplaces (Darwin et al., 2025).

Work-life balance refers to employees' ability to maintain an appropriate balance between job demands and personal life without allowing one domain to excessively interfere with the other (Muchtadin, 2023). A balanced condition enables employees to allocate sufficient time and psychological resources to work, family, personal interests, and recovery, which may support more positive evaluations of their jobs (Shao et al., 2022). Darwin et al. (2025) showed that a better work-life balance is associated with higher job satisfaction (Darwin et al., 2025), while Puspitawati et al. (2025) also positioned work-life balance as an important antecedent of positive employee attitudes. In contrast, job insecurity represents employees' perceived uncertainty and concern regarding the continuity of their employment. This condition can become a workplace stressor because employees who are uncertain about their future employment may experience anxiety, reduced psychological security, and less positive perceptions of their current work (Puspitawati et al., 2025). Riania and Nisa (2022) similarly discussed job insecurity as an important factor related to job satisfaction and affective organizational commitment among factory employees (Riania & Nisa, 2022).

Perceived organizational support concerns employees' beliefs about the extent to which the organization values their contributions, pays attention to their well-being, and provides support in carrying out their work (Udin, 2023). From a reciprocal exchange perspective, employees who perceive favorable treatment from the organization are more likely to respond with positive attitudes toward their work and organization. Silva et al. (2022) showed that perceived organizational support has both direct and indirect



relevance to affective organizational commitment, while Andika and Mujiati (2025) emphasized the role of organizational support in shaping job satisfaction and organizational commitment (Silva et al., 2022) (Andika & Mujiati, 2025). Job satisfaction, in this context, represents a positive evaluation of employees' overall work experience, including their feelings toward the job itself, workplace relationships, and organizational treatment (Tiarto et al., 2025). Muzakki and Heryyanto (2022) further demonstrated that perceived organizational support is closely linked to job satisfaction, indicating that organizational attention and recognition can become an important psychological resource for employees (Muzakki & Heryyanto, 2022).

Affective commitment reflects employees' emotional attachment, sense of belonging, and desire to remain part of an organization because they identify positively with it. Unlike commitment based primarily on obligation or perceived costs of leaving, affective commitment is rooted in emotional connection and positive organizational experience (Hadi et al., 2024). The conceptual logic of this study assumes that positive work experiences, such as adequate work-life balance, organizational support, and job satisfaction, can strengthen this emotional attachment, whereas job insecurity may weaken it by reducing employees' sense of stability and trust. Dewi and Ekowati (2025) found that job satisfaction contributes to affective commitment among employees, while Gessesse and Premanandam (2023) also demonstrated a positive relationship between job satisfaction and affective commitment (Dewi & Ekowati, 2025) (Gessesse & Premanandam, 2023). Accordingly, job satisfaction becomes an important explanatory mechanism because employees who evaluate their work experience positively are more likely to develop stronger emotional attachment to the organization (Devyani & Meria, 2023).

At the Indonesian and local industrial levels, these relationships are particularly relevant. Fitri and Setyaningrum (2024) studied 96 Generation Z employees in automotive industrial companies in the Jababeka area and found that work-life balance and perceived organizational support significantly influenced job satisfaction (Fitri & Setyaningrum, 2024). Jababeka represents an industrial environment within the broader Greater Jakarta economic region, making the findings particularly relevant to the present research context. The research setting focused on permanent employees working in production and operational functions at manufacturing companies across Jakarta, Bogor, Depok, Tangerang, and Bekasi, with respondents aged at least 30 years. This setting reflects an operational work environment in which job demands, technological change, employment continuity, organizational support, and the ability to maintain a balance between work and personal life may simultaneously shape employees' attitudes toward their jobs and organizations.



Two Indonesian studies provide direct empirical foundations for the present research. Ramadhiyanti and Salendu (2022) examined 804 employees affected by organizational policy changes during the COVID-19 period and found a significant interaction between job insecurity and grit in predicting job satisfaction. Their further analysis showed that grit could weaken the negative effect of job insecurity on job satisfaction when employees possessed moderate or high levels of grit, confirming that insecurity regarding employment can influence how employees evaluate their work (Ramadhiyanti & Salendu, 2022). Meanwhile, Sukoco and Kurniawan (2023), in a study involving 51 employees of the Department of Industry and Trade in the Special Region of Yogyakarta, found that perceived organizational support and job satisfaction had positive and significant effects on affective commitment. These findings provide relevant empirical support for examining the roles of organizational support and job satisfaction in strengthening employees' affective commitment within different organizational contexts (Sukoco & Kurniawan, 2023).

Despite these findings, previous studies have generally examined the relationships among work-life balance, job insecurity, perceived organizational support, job satisfaction, and affective commitment through separate models or in different organizational contexts. The thesis identifies that relatively few studies integrate work-life balance, job insecurity, and perceived organizational support simultaneously as antecedents of both job satisfaction and affective commitment while also positioning job satisfaction as part of the mechanism associated with affective commitment. Previous research has also frequently focused on service-sector settings, whereas manufacturing employees face distinct operational pressures and greater exposure to industrial disruption and changes in work systems. This gap creates an empirical need to examine the five constructs within a single model among manufacturing employees in Greater Jakarta. The study is therefore rationalized by the need to understand both supportive work conditions and perceived employment threats in explaining employee satisfaction and emotional attachment within a manufacturing environment undergoing organizational and technological change.

Accordingly, this study aims to examine the effects of work-life balance, job insecurity, and perceived organizational support on job satisfaction and affective commitment among manufacturing employees, as well as the effect of job satisfaction on affective commitment. To address the identified research problem, the study develops an integrated structural model that simultaneously evaluates the relationships among these variables using data from permanent production and operational employees of manufacturing companies in Greater Jakarta. This approach is intended to provide empirical evidence on which workplace conditions strengthen job satisfaction and affective commitment and which conditions may weaken them. The results are expected



to provide a basis for manufacturing companies to improve organizational support, maintain employees' work-life balance, reduce uncertainty surrounding job continuity, and create work experiences that support stronger satisfaction and emotional attachment to the organization.

METHOD

This study employed a quantitative approach with a cross-sectional design to examine the relationships among work-life balance, job insecurity, perceived organizational support, job satisfaction, and affective commitment among employees in the manufacturing sector. All variables were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The initial research instrument consisted of 25 measurement items, comprising six items for work-life balance, four items for job insecurity, five items for perceived organizational support, five items for job satisfaction, and five items for affective commitment. The measurement items were operationalized to reflect the working conditions and experiences of permanent employees in manufacturing companies.

The population consisted of employees working in manufacturing companies located in the Greater Jakarta area, including Jakarta, Bogor, Depok, Tangerang, and Bekasi. A non-probability sampling method with a purposive sampling technique was applied. Respondents were required to be permanent employees, work in production or operational functions, and be at least 30 years old. The final sample consisted of 155 respondents who met these criteria. Before the main data collection, a pretest was conducted on 30 respondents to assess the validity and reliability of the research instrument. The questionnaire was distributed electronically through Google Forms, while the pretest data were analyzed using SPSS. Instrument validity was evaluated using Kaiser-Meyer-Olkin and Measure of Sampling Adequacy values above 0.50, while reliability was determined using a Cronbach's Alpha threshold above 0.70.

The main data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 through measurement model and structural model evaluations. The measurement model assessment included convergent validity, discriminant validity, and construct reliability. Convergent validity was evaluated using factor loadings above 0.70 and Average Variance Extracted values above 0.50, while discriminant validity was examined through cross-loading, the Fornell-Larcker criterion, and Heterotrait-Monotrait Ratio values below 0.90. Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha values above 0.70. The structural model was subsequently assessed using Variance Inflation Factor, R-square, effect size, Q²predict, Standardized Root Mean Square Residual, and Normed Fit Index. Hypothesis testing was performed through bootstrapping using a one-tailed test because all



proposed hypotheses specified directional relationships. A hypothesis was considered supported when the t-statistic exceeded 1.645 and the p-value was below 0.05.

RESULT AND DISCUSSION

Respondent Characteristics

The study involved 155 permanent employees working in production and operational functions at manufacturing companies in the Greater Jakarta area. Respondent characteristics were identified based on gender, age, educational background, length of service, marital status, company location, and job function to provide an overview of the sample used in the analysis.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	89	57.4%
	Female	66	42.6%
Age	30–35 years	130	83.9%
	36–40 years	22	14.2%
	41–45 years	3	1.9%
Education	Senior High School/Equivalent	111	71.6%
	Diploma	13	8.4%
	Bachelor's Degree	31	20.0%
Length of Service	4–6 years	17	11.0%
	7–10 years	80	51.6%
	>10 years	58	37.4%
Marital Status	Married	108	69.7%
	Unmarried	47	30.3%
Company Location	Jakarta	31	20.00%
	Bogor	20	12.90%
	Depok	14	9.03%
	Tangerang	38	24.52%
	Bekasi	52	33.55%
Job Function	Production	128	82.6%
	Operational	27	17.4%

Table 1 shows that the respondents were predominantly male (57.4%), aged 30–35 years (83.9%), and had a senior high school or equivalent educational background (71.6%). Most respondents had worked for 7–10 years (51.6%) and were married



(69.7%), indicating that the sample was largely composed of experienced employees with family responsibilities. In terms of company location, Bekasi contributed the largest proportion of respondents (33.55%), followed by Tangerang (24.52%), while production employees dominated the sample at 82.6%, compared with 17.4% working in operational functions.

Measurement Model Evaluation

Before evaluating the measurement model, a pretest was conducted on 30 respondents. Six indicators that did not meet the required validity criteria were removed, consisting of WLB2, POS3, KK1, KK4, KA2, and KA4. In the subsequent PLS-SEM measurement model assessment, KTK1 (0.668) and WLB3 (0.659) also had loading factors below 0.70 and were excluded. After re-estimation, 17 indicators remained in the final measurement model, with loading factors ranging from 0.753 to 0.906.

Table 2. Construct Validity and Reliability

Construct	Item	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha
Work-Life Balance	WLB1	0.849	0.666	0.888	0.834
	WLB4	0.760			
	WLB5	0.824			
	WLB6	0.827			
Job Insecurity	KTK2	0.786	0.672	0.859	0.770
	KTK3	0.760			
	KTK4	0.906			
Perceived Organizational Support	POS1	0.753	0.650	0.881	0.821
	POS2	0.815			
	POS4	0.803			
	POS5	0.852			
Job Satisfaction	KK2	0.828	0.698	0.874	0.785
	KK3	0.829			
	KK5	0.850			
Affective Commitment	KA1	0.813	0.699	0.874	0.784
	KA3	0.821			
	KA5	0.873			

Table 2 shows that all retained indicators had loading factors above 0.70, ranging from 0.753 to 0.906, indicating adequate indicator reliability. The AVE values ranged from 0.650 to 0.699, exceeding the minimum criterion of 0.50 and confirming convergent

validity. Composite Reliability values ranged from 0.859 to 0.888, while Cronbach's Alpha values ranged from 0.770 to 0.834, demonstrating satisfactory internal consistency across all constructs. The highest loading factor was found for KTK4 (0.906), whereas POS1 had the lowest loading factor (0.753), but both remained above the required threshold.

Table 3. Discriminant Validity (HTMT)

Construct	KA	KK	KTK	POS	WLB
KA	—				
KK	0.545	—			
KTK	0.366	0.150	—		
POS	0.337	0.390	0.120	—	
WLB	0.259	0.247	0.086	0.125	—

The discriminant validity assessment also met the required criteria. Cross-loading results showed that each indicator loaded highest on its respective construct, while the square roots of AVE based on the Fornell-Larcker criterion ranged from 0.807 to 0.836 and were higher than the corresponding inter-construct correlations. In addition, all HTMT values ranged from 0.086 to 0.545, well below the threshold of 0.90. These results confirm that the five constructs are empirically distinct and that the measurement model demonstrates adequate discriminant validity.

Structural Model Evaluation

The structural model was evaluated to assess collinearity, explanatory power, effect size, model fit, and predictive relevance. The VIF values ranged from 1.001 to 1.196, indicating no critical collinearity among the predictor constructs. The explanatory power of the model was examined using R^2 and adjusted R^2 , while the contribution of each predictor was assessed through f^2 . Model fit was evaluated using SRMR and NFI, and predictive relevance was examined through Q^2_{predict} and PLS-Predict.

Table 4. Structural Model Evaluation

Assessment	Construct / Relationship	Value	Interpretation
Collinearity (VIF)	Overall range	1.001–1.196	No collinearity problem
R^2	Job Satisfaction	0.164	Weak
	Affective Commitment	0.302	Weak
Adjusted R^2	Job Satisfaction	0.147	Weak
	Affective Commitment	0.283	Weak
Effect Size (f^2)	WLB → Job Satisfaction	0.053	Small

	WLB → Affective Commitment	0.036	Small
	Job Insecurity → Job Satisfaction	0.028	Small
	Job Insecurity → Affective Commitment	0.111	Small
	POS → Job Satisfaction	0.121	Small
	POS → Affective Commitment	0.043	Small
	Job Satisfaction → Affective Commitment	0.109	Small
Model Fit	SRMR	0.072	Meets criterion (< 0.08)
	NFI	0.735	Does not meet criterion (> 0.90)
Q²predict	Job Satisfaction	0.115	Predictive relevance
	Affective Commitment	0.175	Predictive relevance
PLS-Predict	Job Satisfaction: PLS Loss / LM Loss	0.553 / 0.601	PLS significantly better
	Job Satisfaction: t / p	4.292 / <0.001	Significant
	Affective Commitment: PLS Loss / LM Loss	0.481 / 0.498	PLS numerically lower
	Affective Commitment: t / p	1.194 / 0.234	Not significant
	Overall: PLS Loss / LM Loss	0.517 / 0.549	PLS lower
	Overall: t / p	3.478 / 0.001	Significant

Table 4 shows that the structural model was free from critical collinearity because all VIF values were well below 5.00. The adjusted R² values indicate that work-life balance, job insecurity, and perceived organizational support explain 14.7% of the variance in job satisfaction, while these three predictors together with job satisfaction explain 28.3% of the variance in affective commitment; both were categorized as weak in the study. All f² values indicated small effects, with perceived organizational support showing the largest contribution to job satisfaction (f² = 0.121), followed by job insecurity on affective commitment (f² = 0.111) and job satisfaction on affective commitment (f² =

0.109). The SRMR value of 0.072 met the specified fit criterion, whereas the NFI value of 0.735 remained below the required threshold of 0.90. The Q^2 predict values for job satisfaction (0.115) and affective commitment (0.175) were both positive, indicating predictive relevance. PLS-Predict further showed that the PLS model significantly outperformed the linear benchmark for job satisfaction ($p < 0.001$), whereas the difference for affective commitment was not statistically significant ($p = 0.234$).

Hypothesis Testing and Indirect Effects

Hypothesis testing was conducted through bootstrapping using a one-tailed significance criterion, with relationships considered significant when the t-statistic exceeded 1.645 and the p-value was below 0.05. The structural model results show that all seven direct hypotheses were supported. Work-life balance and perceived organizational support had positive effects on both job satisfaction and affective commitment, while job insecurity had negative effects on both constructs. Job satisfaction also had a positive effect on affective commitment.

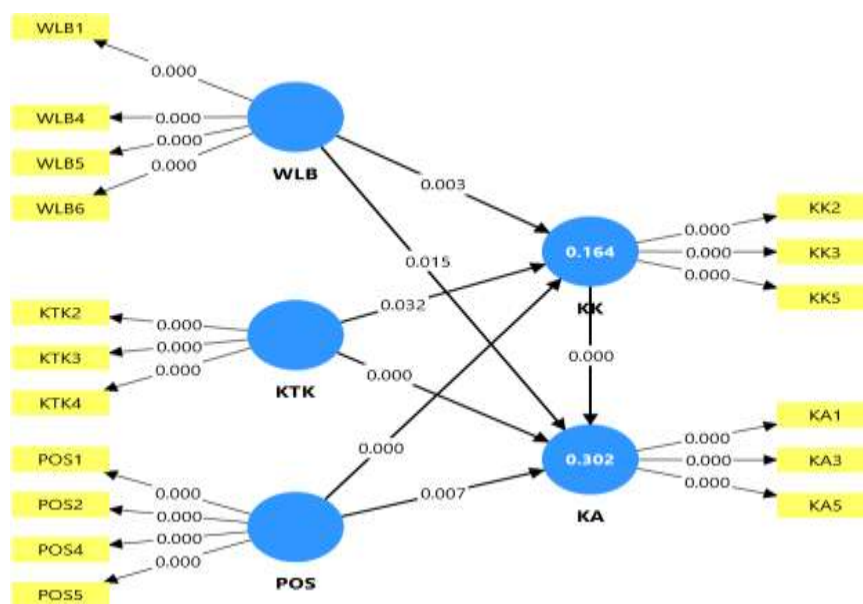


Figure 1 presents the structural relationships among work-life balance, job insecurity, perceived organizational support, job satisfaction, and affective commitment based on the PLS-SEM estimation. The path coefficients indicate that perceived organizational support had the strongest positive direct effect on job satisfaction ($\beta = 0.318$), while job satisfaction showed the strongest positive direct effect on affective commitment ($\beta = 0.302$). Job insecurity had the strongest negative direct effect on affective commitment ($\beta = -0.283$).

Table 5. Hypothesis Testing and Indirect Effects

Type	Hypothesis / Relationship	Original Sample (β)	t-statistic	p-value	Result
Direct Effect	H1: WLB $\rightarrow$ Job Satisfaction	0.211	2.794	0.003	Supported
Direct Effect	H2: WLB $\rightarrow$ Affective Commitment	0.164	2.173	0.015	Supported
Direct Effect	H3: Job Insecurity $\rightarrow$ Job Satisfaction	-0.155	1.852	0.032	Supported
Direct Effect	H4: Job Insecurity $\rightarrow$ Affective Commitment	-0.283	4.332	0.000	Supported
Direct Effect	H5: POS $\rightarrow$ Job Satisfaction	0.318	4.486	0.000	Supported
Direct Effect	H6: POS $\rightarrow$ Affective Commitment	0.184	2.437	0.007	Supported
Direct Effect	H7: Job Satisfaction $\rightarrow$ Affective Commitment	0.302	3.685	0.000	Supported
Indirect Effect	WLB $\rightarrow$ Job Satisfaction $\rightarrow$ Affective Commitment	0.064	2.151	0.016	Significant
Indirect Effect	Job Insecurity $\rightarrow$ Job Satisfaction $\rightarrow$ Affective Commitment	-0.047	1.614	0.053	Not Significant
Indirect Effect	POS $\rightarrow$ Job Satisfaction $\rightarrow$ Affective Commitment	0.096	2.920	0.002	Significant

Table 5 confirms that all direct relationships proposed in H1–H7 were statistically significant and followed the expected directions. Perceived organizational support had the largest positive effect on job satisfaction ($\beta = 0.318$), followed by work-life balance ($\beta = 0.211$), whereas job insecurity negatively affected job satisfaction ($\beta = -0.155$). For affective commitment, job satisfaction produced the largest positive effect ($\beta = 0.302$), followed by perceived organizational support ($\beta = 0.184$) and work-life balance ($\beta = 0.164$), while job insecurity exerted a negative effect ($\beta = -0.283$).

The indirect effect analysis further shows that job satisfaction significantly transmitted the effects of work-life balance on affective commitment ($\beta = 0.064$; $t = 2.151$; $p = 0.016$) and perceived organizational support on affective commitment ($\beta = 0.096$; $t = 2.920$; $p = 0.002$). In contrast, the indirect effect of job insecurity on affective commitment through job satisfaction was not statistically significant ($\beta = -0.047$; $t = 1.614$; $p = 0.053$).



Therefore, the results indicate that job satisfaction plays a significant intervening role in the relationships involving work-life balance and perceived organizational support, but not in the relationship between job insecurity and affective commitment.

DISCUSSION

The findings demonstrate that work-life balance positively affects both job satisfaction and affective commitment, while job insecurity has negative effects on both outcomes. The positive role of work-life balance indicates that employees who are able to maintain their personal lives without excessive sacrifice for work tend to evaluate their jobs more positively and develop stronger emotional attachment to the organization. This interpretation is consistent with the dominant work-life balance indicator, which reflects employees' perception that they do not have to sacrifice their personal lives for their jobs. In contrast, job insecurity reduces job satisfaction and affective commitment, with the strongest indicator reflecting employees' concern that their jobs may soon end. This result is particularly relevant to manufacturing employees working predominantly in production functions, where technological change and automation may intensify concerns regarding job continuity. The negative relationship between job insecurity and job satisfaction is consistent with Ramadhiyanti and Salendu (2022), who showed that job insecurity is associated with lower job satisfaction among employees affected by employment-related policy changes. The indirect effect analysis further indicates that job satisfaction significantly transmits the effect of work-life balance on affective commitment, whereas the indirect effect of job insecurity through job satisfaction is not statistically significant. This suggests that work-life balance can strengthen affective commitment partly by creating more positive work experiences, while the negative effect of job insecurity on affective commitment operates more directly rather than through job satisfaction alone (Ramadhiyanti & Salendu, 2022).

Perceived organizational support was also found to have positive effects on job satisfaction and affective commitment, with its effect on job satisfaction representing the strongest positive predictor in the model. The dominant perceived organizational support indicator shows that employees particularly value organizations that appreciate their opinions and work-related input, indicating that organizational support is perceived not only through material assistance but also through recognition and involvement. Employees who feel that their contributions are valued tend to develop more positive evaluations of their jobs and stronger emotional bonds with the organization. This finding is in line with Sukoco and Kurniawan (2023), who found that perceived organizational support and job satisfaction positively contribute to affective commitment. The present study also confirms that job satisfaction positively affects affective commitment, indicating that employees who are generally satisfied with their work are more likely to feel



comfortable and emotionally attached to the organization. In addition, the significant indirect effect of perceived organizational support on affective commitment through job satisfaction suggests that organizational support strengthens affective commitment both directly and by improving employees' overall job satisfaction. Therefore, manufacturing companies should strengthen employee recognition, provide opportunities for employees to express their views, maintain supportive work conditions, and create positive work experiences in order to improve both job satisfaction and affective commitment (Sukoco & Kurniawan, 2023).

CONCLUSION

This study concludes that work-life balance, job insecurity, and perceived organizational support are important determinants of job satisfaction and affective commitment among permanent production and operational employees in manufacturing companies in the Greater Jakarta area. Work-life balance was found to positively affect job satisfaction and affective commitment, indicating that employees who are able to maintain a balance between work and personal life tend to evaluate their jobs more positively and develop stronger emotional attachment to the organization. Job insecurity negatively affected both job satisfaction and affective commitment, showing that concerns regarding job continuity can reduce employees' positive work experiences and emotional connection with the organization. Perceived organizational support positively influenced job satisfaction and affective commitment and emerged as the strongest predictor of job satisfaction, emphasizing the importance of organizational recognition, support, and appreciation of employee contributions. Job satisfaction also had a positive effect on affective commitment, confirming that positive overall work experiences strengthen employees' emotional attachment to the organization. In addition, job satisfaction significantly transmitted the effects of work-life balance and perceived organizational support on affective commitment, whereas the indirect effect of job insecurity through job satisfaction was not statistically significant. Overall, these findings indicate that manufacturing companies should strengthen organizational support, maintain work-life balance, and improve transparency regarding organizational changes and job continuity to enhance employee satisfaction and affective commitment.

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