

The Impact of Work-Life Balance on Organizational Commitment: Evidence from Employees of the Ministry of Human Resources and Social Development in Saudi Arabia

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Abstract

This study investigates the impact of work-life balance (WLB) on organizational commitment (OC) among employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. Drawing on a multidimensional conceptualization of WLB—including work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover, and perceived organizational support—and Meyer and Allen’s three-component model of OC (affective, normative, and continuance commitment), the research examines how balance-oriented practices influence different forms of commitment within a public-sector context. A quantitative cross-sectional survey was administered to 300 employees, employing a structured questionnaire adapted from validated scales. Data were analyzed using descriptive statistics, correlation analysis, multiple regression, and structural equation modeling (SEM) to examine the relationships between WLB dimensions and OC components while controlling for demographic variables. The findings indicate that positive WLB dimensions, particularly organizational support and positive spillover, significantly enhance affective and normative commitment, whereas conflict-related dimensions (WIPL and PLIW) exert negative effects. Continuance commitment was less sensitive to WLB, suggesting that emotional and moral attachment responds more strongly to supportive organizational practices than do calculative considerations. These results are consistent with Social Exchange Theory and Spillover Theory, and they corroborate recent empirical findings in both Gulf-region and international contexts (Al-Hawary et al., 2023a; Casper et al., 2018). This study contributes to theory and practice by providing empirical evidence from a Middle Eastern public-sector context, highlighting the importance of supportive policies and positive spillover mechanisms in fostering

employee commitment. The findings offer actionable insights for HR practitioners and policymakers aiming to enhance employee engagement, well-being, and retention, aligned with Saudi Vision 2030 strategic objectives.

Keywords

Work-Life Balance, Organizational Commitment, Affective Commitment, Normative Commitment, Continuance Commitment, Public Sector, Saudi Arabia

1. Introduction

In recent years, the concept of work-life balance (WLB) has gained increasing attention as a critical factor influencing employees' attitudes, behaviors, and overall organizational outcomes. Work-life balance refers to the equilibrium that employees perceive between their work responsibilities and their non-work activities, including family, personal development, and rest. When such balance is disrupted, it can lead to work-life conflict, burnout, reduced job satisfaction, and diminished organizational commitment (Greenhaus & Allen, 2011; Haar et al., 2019).

Organizational commitment—the psychological attachment an employee has toward the organization—is commonly conceptualized through affective, continuance, and normative dimensions (Meyer & Allen, 1991). Employees with higher levels of commitment tend to exert greater discretionary effort, demonstrate stronger retention intentions, and more actively contribute to organizational goals (Meyer et al., 2013). This is particularly important in public-sector institutions, which often face challenges such as bureaucratic structures, talent retention issues, and the need to balance competing stakeholder demands. Moreover, research in Gulf countries highlights that cultural expectations, localization policies, and workplace dynamics significantly shape employee attitudes and organizational outcomes (Al-Asfour & Khan, 2014).

Empirical research has consistently demonstrated a positive association between work-life balance and organizational commitment. For instance, Al-Hawary, Al-Mzary, and Mohammad (2023a) found that work-life balance significantly enhances affective and normative commitment among employees in the UAE's Ministry of Health, though its relationship with continuance commitment was weaker. Similarly, Hasanein and Ayad (2021) reported that improved work-life balance positively influences affective commitment among hospitality employees in Saudi Arabia, subsequently enhancing their performance.

Other studies in Saudi Arabia reaffirm these findings. Azeem and Altalhi (2018) showed that employees who perceived higher levels of work-life balance reported stronger organizational commitment, with job satisfaction acting as a partial mediator. Likewise, Al-Enezi et al. (2019a) found that quality of work life—especially one that enables employees to maintain personal-professional equilibrium—was strongly associated with greater organizational loyalty and commitment, whereas

poor work-life balance corresponded with lower commitment and reduced performance. Collectively, these studies demonstrate that fostering work-life balance in Saudi workplaces enhances employee well-being while strengthening affective and normative commitment.

In addition, recent research in Gulf organizations has emphasized the broader positive spillover effects of work-life balance on employee attitudes and engagement. For example, [Ismail and Al-Maadeed \(2023\)](#) found that achieving work-life balance contributes to stronger employee engagement, which in turn reinforces organizational commitment across public institutions in the Gulf region. Their findings highlight the importance of considering cultural and regional dynamics when examining how WLB influences commitment.

Despite these contributions, limited research has examined the specific context of the Ministry of Human Resources and Social Development in Saudi Arabia. Public ministries operate under unique structures, policy constraints, and organizational cultures that may influence how WLB shapes commitment. Factors such as the availability of flexible work arrangements, perceived organizational support, and socio-cultural expectations may moderate employees' experiences and outcomes differently compared with those in private sector or healthcare environments. This gap underscores the need for context-specific research to better understand how WLB contributes to organizational commitment within this critical public institution.

2. Literature Review and Previous Studies

2.1. Conceptual Foundations

Work-life balance (WLB) has evolved from a narrow focus on minimizing work-family conflict to a broader conception emphasizing the harmonious integration of work and personal life roles. According to [Greenhaus and Allen \(2011\)](#), WLB represents an individual's perception of achieving effective functioning across multiple life domains in a manner that fosters satisfaction and well-being both at work and beyond it. Rather than being defined solely by the absence of conflict, WLB encompasses positive spillover and mutual enrichment between professional and personal spheres. The authors highlight that organizational mechanisms—such as flexible scheduling, supportive supervision, and family-oriented policies—serve as key antecedents that shape employees' perceptions of balance and their subsequent attitudes and behaviors toward the organization.

Within the organizational behavior literature, organizational commitment (OC) is one of the most extensively examined attitudinal outcomes associated with WLB. [Meyer and Allen \(1991\)](#) conceptualized OC as a three-dimensional construct consisting of affective commitment (emotional attachment to the organization), continuance commitment (cost-based attachment), and normative commitment (a sense of obligation to remain). Among these, affective commitment has been consistently identified as the most powerful predictor of favorable work outcomes such as employee retention, performance, and organizational citizenship

behavior. Meyer et al. (2002) confirmed through meta-analytic evidence that antecedents promoting emotional and psychological bonds—such as WLB, job satisfaction, and perceived organizational support—are more strongly related to affective than continuance commitment. The tripartite model proposed by Meyer and Allen continues to provide the dominant conceptual framework for empirical studies examining the relationship between WLB and OC.

2.2. Theoretical Linkages between Work-Life Balance and Organizational Commitment

The relationship between work-life balance (WLB) and organizational commitment (OC) can be theoretically grounded in the Social Exchange Theory (SET) and the Work-Family Enrichment Theory (WFET), both of which provide complementary perspectives for understanding how employees' experiences within and outside the workplace influence their commitment to the organization.

From the Social Exchange Theory perspective (Blau, 1964), organizational behavior is shaped by reciprocal exchanges between employees and their employers. When organizations implement supportive WLB practices—such as flexible scheduling, family-friendly policies, or empathetic supervision—employees perceive these initiatives as expressions of organizational care and trust. This perception stimulates a sense of obligation and gratitude, encouraging employees to reciprocate through higher affective and normative commitment, greater loyalty, and reduced turnover intentions. Empirical studies (e.g., Greenhaus & Allen, 2011; Haar et al., 2019) consistently affirm that such reciprocity mechanisms are central to explaining why WLB initiatives foster stronger organizational attachment.

Complementing this exchange-based view, the Work-Family Enrichment Theory (Greenhaus & Powell, 2006) posits that resources, skills, and positive emotions generated in one domain—either work or family—can enhance the quality of experiences in the other. In organizational contexts, supportive work environments that facilitate WLB enable employees to experience reduced stress and greater life satisfaction. These positive spillover effects enhance employees' psychological well-being, which, in turn, translates into higher engagement, emotional attachment, and commitment to the organization. Conversely, the absence of WLB may lead to work-family conflict, emotional exhaustion, and diminished organizational loyalty.

Together, these two frameworks offer a comprehensive explanation of how WLB influences OC. While Social Exchange Theory elucidates the motivational foundation based on reciprocity and perceived organizational support, Work-Family Enrichment Theory highlights the affective and experiential pathways that enhance employees' overall well-being and reinforce their organizational identification. Integrating both perspectives provides a more holistic understanding of the mechanisms through which WLB initiatives strengthen employees' emotional and normative bonds with their organizations—particularly in collectivist and re-

lational work cultures such as that of Saudi Arabia.

2.3. International Empirical Evidence

Over the past decade, a growing body of international research has consistently affirmed the positive influence of work-life balance (WLB) on organizational commitment (OC), particularly its affective and normative dimensions. Employees who perceive that their organizations facilitate a healthy integration between professional and personal domains tend to exhibit stronger emotional attachment, moral obligation, and long-term engagement, thereby contributing to improved organizational stability and performance (Casper et al., 2018; Haar et al., 2019; Choi et al., 2022).

Recent empirical studies conducted in public and private sectors worldwide have provided robust evidence for this association. For instance, Al-Hawary, Al-Mzary, and Mohammad (2023b), in a study of employees at the Ministry of Health in the United Arab Emirates, found that WLB significantly enhanced affective and normative commitment, while its influence on continuance commitment was weaker. These findings suggest that balance-oriented practices primarily strengthen employees' emotional and ethical ties to their organizations rather than fostering calculative attachment, reinforcing the relational nature of commitment in collectivist work cultures.

Similarly, Casper et al. (2018), through a cross-cultural meta-analysis encompassing both Western and non-Western contexts, demonstrated that flexible work arrangements and supportive WLB policies have a strong positive impact on affective commitment and a negative association with turnover intentions. The authors highlighted that organizational climates characterized by trust and flexibility amplify the benefits of WLB across diverse cultural settings. Complementing this evidence, Haar et al. (2019) found that WLB directly improves life satisfaction and job engagement, which in turn enhance affective commitment across samples from New Zealand, Spain, and South Africa—supporting the universality of the WLB-OC linkage.

Further evidence from Europe and Asia consolidates these conclusions. Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) reported that WLB exerts a strong direct effect on affective commitment and job satisfaction among European service-sector employees, with these variables collectively predicting organizational performance. Likewise, Lu et al. (2017) and Brough et al. (2022) confirmed that supportive work-life environments significantly reduce work-family conflict and foster affective and normative commitment among employees in collectivist Asian contexts. More recent findings by Idris and Adi (2022) in Malaysia and Choi et al. (2022) in South Korea further reveal that WLB mediates the relationship between organizational support and employee retention, underscoring its strategic relevance for sustainable human resource practices.

Collectively, international empirical evidence highlights WLB as a universal antecedent of organizational commitment, transcending cultural, sectoral, and geo-

graphic boundaries. However, the magnitude and mechanisms of this relationship vary across contexts depending on national culture, gender norms, organizational support systems, and labor regulations. These findings underscore the need for context-sensitive WLB policies that integrate both structural flexibility and socio-emotional support to strengthen employees' affective and normative commitment—particularly within the public sector and emerging economies aiming to enhance workforce engagement and institutional performance.

2.4. Evidence from Saudi Arabia

Empirical research within the Saudi Arabian context largely aligns with international findings regarding the positive relationship between work-life balance (WLB) and organizational commitment (OC), though most studies to date have concentrated on the healthcare and service sectors, with limited exploration in central governmental institutions. Nonetheless, the growing body of Saudi research provides important insights into how WLB practices influence employee attitudes, satisfaction, and loyalty in culturally specific organizational environments.

In the healthcare sector, [Azeem and Altalhi \(2018\)](#) conducted one of the most influential empirical studies among hospital employees in Saudi Arabia, demonstrating that perceived work-life balance is positively and significantly related to organizational commitment, with job satisfaction playing a mediating role. Their results suggest that employees who perceive a higher degree of balance between work and personal life tend to report increased job satisfaction, which subsequently strengthens their emotional attachment and sense of loyalty toward the organization. Similarly, [Al-Dossary et al. \(2022\)](#) examined quality of work life (QWL) among Saudi nurses and found that greater QWL—including adequate WLB, fair workload distribution, and supportive management—correlates strongly with enhanced organizational loyalty and job performance. Collectively, these studies indicate that in healthcare settings, WLB fosters commitment both indirectly, through improved satisfaction and perceived quality of work life, and directly, by reinforcing affective and normative bonds between employees and their institutions.

In the hospitality and service industries, [Hasanein and Ayad \(2023\)](#) investigated employees working in Saudi hotels and reported a direct positive effect of WLB on affective commitment, which in turn served as a mediator enhancing overall employee performance. Their analysis emphasized that employees with greater autonomy and flexible scheduling demonstrated stronger emotional commitment, which translated into higher productivity and customer service quality. The authors highlighted the critical role of affective commitment as a conduit through which WLB practices exert their influence in service environments characterized by irregular working hours and high emotional demands.

Beyond these sectors, broader studies on quality of work life in Saudi organizations—such as those focusing on nursing staff and public-sector employees—re-

inforce the centrality of WLB in shaping organizational attachment. For instance, [Alharbi \(2021\)](#) found that deficiencies in WLB among front-line employees were associated with lower organizational commitment and reduced job satisfaction, while supervisory and managerial roles often reported higher levels of perceived organizational support and better work-life integration. These findings underscore the importance of job level and perceived organizational support as contextual moderators shaping the WLB-commitment relationship.

Taken together, evidence from Saudi Arabia supports the general proposition that work-life balance enhances organizational commitment, both directly—by strengthening affective and normative ties—and indirectly—through improvements in job satisfaction and quality of work life. These patterns highlight the strategic relevance of implementing WLB policies and supportive practices not only in the private sector but also across governmental and public institutions in the Kingdom.

2.5. Measurement Patterns and Empirical Findings

Empirical research consistently operationalizes work-life balance (WLB) as a multidimensional construct encompassing four primary dimensions: work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover or work-personal enhancement, and perceived organizational support for WLB, which integrates elements of flexibility, supportive supervision, and organizational policy frameworks ([Casper et al., 2018](#); [Haar et al., 2019](#); [Al-Hawary et al., 2023b](#)). These dimensions collectively reflect both the conflict and enrichment aspects of employees' interactions between professional and personal domains.

Recent studies employing this multidimensional conceptualization have shown that the positive facets of WLB, particularly organizational support and positive spillover, significantly enhance employees' affective and normative commitment, while interference-related dimensions (WIPL and PLIW) tend to have weaker or non-significant effects on continuance commitment ([Al-Hawary et al., 2023b](#); [Idris & Adi, 2022](#); [Choi et al., 2022](#)). This pattern implies that employees are more emotionally and morally committed to organizations that actively promote work-life harmony, rather than remaining due to financial or structural constraints.

Regarding the dependent construct, organizational commitment (OC) is most commonly measured through the three-component model by [Meyer and Allen \(1991\)](#), which distinguishes affective, continuance, and normative commitment. Subsequent meta-analyses ([Meyer et al., 2013](#); [Klein et al., 2014](#)) confirmed that antecedents such as perceived organizational support, job satisfaction, and WLB are the strongest predictors of affective commitment, which, in turn, drives job performance, engagement, and retention ([Haar et al., 2019](#); [Brough et al., 2022](#)).

Collectively, these findings demonstrate that initiatives improving WLB—through flexible scheduling, supportive supervision, and reduction of role conflict—substantially enhance affective and normative commitment. This alignment

between theoretical and empirical perspectives reinforces WLB as a strategic mechanism for sustaining employee well-being and organizational resilience, particularly within knowledge-intensive and public-sector environments.

3. Research Problem

Despite the growing global acknowledgment of work-life balance (WLB) as a critical determinant of employee well-being, engagement, and organizational sustainability, its empirical exploration within the Saudi public sector remains notably limited. While international scholarship has extensively validated the positive link between WLB and organizational commitment (OC) (e.g., Haar et al., 2019; Casper et al., 2018), research in Saudi Arabia has been fragmented, largely confined to sectors such as healthcare, education, and hospitality (Azeem & Altalhi, 2018; Al-Enezi et al., 2019b). Consequently, little is known about how perceived work-life balance operates as a psychological and behavioral driver of commitment within governmental ministries, particularly those undergoing institutional modernization under Saudi Vision 2030.

The Ministry of Human Resources and Social Development (MHRSD) provides a compelling context for this investigation, as it stands at the center of the Kingdom's transformation agenda, emphasizing efficiency, digitalization, and strategic human capital development. These structural shifts have redefined work patterns—introducing higher performance demands, blurred role boundaries, and increased pressure on employees to manage competing professional and personal responsibilities. In such environments, employees' perceptions of balance—that is, their subjective evaluation of harmony between work and life domains—may critically shape their affective and normative commitment, influencing retention, engagement, and overall productivity.

However, the current body of knowledge offers limited theoretical and empirical clarity on how WLB functions within bureaucratic and policy-driven organizations such as MHRSD. Most prior studies have focused on organizational-level policies or generic HR practices, neglecting the employee-centered perspective that emphasizes perceived organizational support and individual experience of balance. Furthermore, the continuance commitment dimension—often driven by economic or structural constraints—remains underexplored in the context of WLB, particularly within collectivist and public-sector settings where moral obligation and relational values may exert stronger influence.

Therefore, this study seeks to fill this critical gap by empirically examining the relationship between work-life balance and organizational commitment among employees of MHRSD. Specifically, it aims to determine how the four dimensions of WLB—work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover, and perceived organizational support—predict the three components of OC—affective, normative, and continuance commitment. By addressing this gap, the research not only contributes to extending existing theories such as Social Exchange Theory and Spillover Theory in a Middle

Eastern public-sector context but also provides actionable insights for policymakers seeking to enhance employee engagement, well-being, and organizational effectiveness in line with Saudi Vision 2030 objectives.

4. Research Questions

In line with the research objectives, the study seeks to answer the following key questions:

- 1) What is the perceived level of work-life balance among employees in the Ministry of Human Resources and Social Development?
- 2) What is the level of organizational commitment (affective, normative, and continuance) among ministry employees?
- 3) Is there a statistically significant relationship between work-life balance and organizational commitment among employees in the Ministry?
- 4) How does work-life balance influence each component of organizational commitment (affective, normative, and continuance)?
- 5) What practical measures can be proposed to strengthen organizational commitment through effective work-life balance practices in Saudi Arabia's public sector?

5. Research Objectives

The overarching objective of this study is to examine the impact of work-life balance (WLB) on organizational commitment (OC) among employees in the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. Building on established theoretical models and prior empirical evidence, the study aims to achieve the following specific objectives:

- 1) To assess the overall level of employees' perceived work-life balance within the Ministry of Human Resources and Social Development.
- 2) To evaluate the degree of organizational commitment—including affective, normative, and continuance commitment—among ministry employees.
- 3) To investigate the relationship between work-life balance and organizational commitment, identifying the strength and direction of their association.
- 4) To analyze the differential impact of work-life balance on the three dimensions of organizational commitment (affective, normative, and continuance).
- 5) To provide policy-oriented recommendations for enhancing employee commitment and organizational performance through improved work-life balance strategies within Saudi governmental institutions.

6. Research Hypotheses

Based on the theoretical framework and prior empirical findings, this study proposes the following hypotheses to examine the relationship between work-life balance (WLB) and organizational commitment (OC) among employees in the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. The hypotheses are formulated in both general and dimensional forms to capture

the nuanced effects of WLB on the three components of OC—*affective*, *normative*, and *continuance* commitment.

6.1. Main Hypothesis (H₁)

H₁: There is a statistically significant positive relationship between work-life balance and organizational commitment among employees in the Ministry of Human Resources and Social Development.

6.2. Sub-Hypotheses

H_{1a}: Work-life balance has a statistically significant positive effect on **affective commitment** among employees.

Rationale: Prior studies (e.g., Greenhaus & Allen, 2011; Al-Hawary et al., 2023a) demonstrated that employees who perceive a better work-life balance experience stronger emotional attachment to their organization, reflecting higher affective commitment.

H_{1b}: Work-life balance has a statistically significant positive effect on **normative commitment** among employees.

Rationale: Evidence from international and Saudi studies (e.g., Meyer & Allen, 1991) suggests that supportive work-life policies foster a sense of moral obligation and loyalty toward the organization, thus enhancing normative commitment.

H_{1c}: Work-life balance has a statistically significant but weaker effect on **continuance commitment** compared to affective and normative commitment.

Rationale: As shown in empirical analyses by Meyer et al. (2013) and Azeem & Altalhi (2018), continuance commitment—based on perceived costs of leaving—tends to be less sensitive to improvements in work-life balance than the other two components.

7. Research Model

The research model for this study is designed to empirically examine the impact of work-life balance (WLB) on organizational commitment (OC) among employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. The model builds upon the theoretical foundations established in Social Exchange Theory (Blau, 1964) and Spillover Theory (Staines, 1980), as well as the validated constructs identified in prior empirical studies (Greenhaus & Allen, 2011; Meyer & Allen, 1991; Al-Hawary et al., 2023a).

7.1. Conceptual Framework

The conceptual framework posits work-life balance (independent variable) as a multidimensional construct that includes:

- 1) Work Interference with Personal Life (WIPL): The extent to which work demands hinder fulfillment of personal life roles.
- 2) Personal Life Interference with Work (PLIW): The extent to which personal life responsibilities affect work performance.

3) Work-Personal Enhancement (Positive Spillover): The degree to which experiences, skills, or satisfaction in one domain enhances functioning in the other.

4) Perceived Organizational Support for WLB: Employees' perceptions of the organization's flexibility, policies, and supervisory support that facilitate balance.

The dependent variable, organizational commitment (OC), is operationalized using Meyer and Allen's (1991) three-component model, which includes:

- Affective Commitment (AC): Emotional attachment and identification with the organization.
- Normative Commitment (NC): Sense of obligation to remain in the organization due to moral or ethical reasons.
- Continuance Commitment (CC): Attachment based on perceived costs of leaving the organization.

7.2. Hypothesized Relationships

The research model hypothesizes that higher levels of perceived work-life balance will be positively associated with all three components of organizational commitment. However, consistent with prior empirical evidence (Meyer et al., 2002; Al-Hawary et al., 2023a; Azeem & Altalhi, 2018):

- The effect of WLB on affective commitment is expected to be strongest, reflecting employees' emotional attachment reinforced by positive work-life experiences.
- The effect on normative commitment is anticipated to be moderate, as employees reciprocate organizational support with loyalty and obligation.
- The effect on continuance commitment is expected to be weaker, since perceived costs of leaving are less influenced by improvements in work-life balance.

This pattern is consistent with the principle that psychological and emotional mechanisms, rather than purely calculative considerations, primarily mediate the impact of WLB on organizational commitment.

7.3. Theoretical Justification

The model integrates Social Exchange Theory and Spillover Theory to explain the mechanisms underlying the WLB-OC relationship:

- Social Exchange Theory: Employees perceive organizational support for WLB as a valuable resource. In return, they reciprocate with loyalty, identification, and commitment (Greenhaus & Allen, 2011; Blau, 1964).
- Spillover Theory: Positive experiences in work or personal life spill over to enhance well-being in the other domain, strengthening psychological attachment to the organization (Staines, 1980).

By combining these theoretical perspectives, the model provides a comprehensive framework to examine how subjective perceptions of balance translate into multi-dimensional organizational commitment within the Saudi public sector

context.

8. Research Approach

This study adopts a quantitative research design to empirically examine the impact of work-life balance (WLB) on organizational commitment (OC) among employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. The quantitative paradigm is particularly appropriate for this investigation, as it enables the objective measurement of relationships among variables, facilitates hypothesis testing, and supports generalization of findings across the broader employee population (Creswell & Creswell, 2018; Saunders et al., 2019).

A deductive research approach is employed, grounded in well-established theoretical frameworks, including Social Exchange Theory (Blau, 1964), Spillover Theory (Staines, 1980), and the Three-Component Model of Organizational Commitment proposed by Meyer and Allen (1991). These frameworks collectively provide a solid foundation for hypothesizing directional relationships between WLB dimensions—such as work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover, and perceived organizational support—and the three components of OC: affective, normative, and continuance commitment. Through this deductive orientation, the study tests theoretically informed hypotheses and evaluates whether empirical evidence from the Saudi public sector converges with or diverges from contemporary global findings (Al-Hawary et al., 2023a; Medina-Garrido et al., 2023).

A cross-sectional research design is utilized, wherein data are collected once from a stratified sample of MHRSD employees. This design allows efficient identification of patterns and associations while minimizing temporal effects or external influences (Bryman, 2016; Sekaran & Bougie, 2022). To ensure internal validity and reliability, a structured questionnaire comprising validated measurement scales for WLB (Greenhaus & Allen, 2011; Al-Hawary et al., 2023a) and OC (Meyer & Allen, 1991) is administered.

Furthermore, the study employs a range of statistical techniques, including descriptive analysis, correlation analysis, multiple regression, and analysis of variance (ANOVA), to assess the strength, direction, and significance of relationships between WLB dimensions and OC components. This rigorous methodological framework enhances the credibility and generalizability of findings, offering evidence-based insights to support human resource policy formulation and managerial practices aimed at improving employee engagement and organizational performance in alignment with Saudi Vision 2030 objectives.

8.1. Population and Sampling Strategy

The target population for this study consists of employees working within the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia, encompassing administrative staff, supervisors, and managerial personnel.

This population represents a strategically significant segment of the Saudi public sector, where achieving a sustainable work-life balance (WLB) and strengthening organizational commitment (OC) are critical to enhancing employee engagement, productivity, and retention. This is particularly relevant within the broader framework of Saudi Vision 2030, which has introduced transformative digitalization and restructuring initiatives that continue to redefine public-sector work dynamics (Alshaikh et al., 2023; Alkahtani, 2022; Alqahtani & Alzahrani, 2024).

To ensure both representativeness and methodological validity, the study adopts a stratified convenience sampling technique. Stratification is performed based on job level (administrative, supervisory, and managerial) and gender, given their established influence on employees' experiences of work-life balance and organizational attachment (Alsubaie & Alenezi, 2022). This approach reduces sampling bias, enhances statistical efficiency, and enables meaningful subgroup comparisons—thereby improving the external validity and generalizability of the study's findings across diverse segments of the MHRSD workforce.

In alignment with methodological recommendations for behavioral and organizational research (Haar et al., 2019; Kline, 2023), a sample size of approximately 300 respondents is deemed sufficient for conducting robust statistical analyses, including correlation, multiple regression, and ANOVA. This sample size ensures adequate statistical power and measurement reliability for detecting significant associations and effect sizes among the study's constructs.

Data collection was executed electronically through the Ministry's official communication channels, ensuring accessibility, efficiency, and participant convenience. To enhance participation and minimize non-response bias, structured follow-up reminders were disseminated. Participation will be strictly voluntary, anonymous, and confidential, in accordance with ethical standards outlined in contemporary research guidelines (Creswell & Creswell, 2018; Saunders et al., 2019). This ethical framework ensures authenticity and minimizes social desirability bias in participants' responses concerning their perceptions of work-life balance and commitment.

Overall, the population and sampling strategy are designed to ensure that the study's findings are both empirically robust and contextually meaningful, providing actionable insights for evidence-based HR policymaking and strategic workforce management aimed at enhancing employee well-being, engagement, and retention within the Saudi public sector.

8.2. Data Collection Method

This study adopted a quantitative, survey-based research design to collect empirical data from employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. The survey approach is widely recognized as effective for examining interrelationships among organizational, psychological, and behavioral constructs across large populations, while offering efficiency and generalizability (Creswell & Creswell, 2018; Saunders et al., 2019; Hair et al., 2021).

A structured electronic questionnaire was disseminated through official ministry channels, including secure internal systems, to ensure accessibility, coverage, and data accuracy. This digital mode of administration aligns with Saudi Arabia's Vision 2030 and its emphasis on digital transformation and evidence-based governance (Alshaikh et al., 2023; Alqahtani & Alzahrani, 2024). Respondents represented various job levels, enabling a comprehensive understanding of work-life balance (WLB) and organizational commitment (OC) perceptions across functional hierarchies.

To strengthen response reliability and reduce non-response bias, two automated reminders were distributed at one-week intervals following the initial survey. The questionnaire was concise (10 - 15 minutes), promoting engagement and minimizing fatigue effects (Podsakoff et al., 2012).

Participation was voluntary, with assurances of anonymity and confidentiality in accordance with international ethical standards (Bryman, 2016). Such ethical considerations fostered authentic and unbiased responses, enhancing construct validity and data integrity.

Given the cross-sectional design, data were collected at a single point in time, enabling the assessment of the relationship between WLB and OC within the evolving framework of Saudi Arabia's public-sector transformation. This method provides valuable insights for shaping strategic HR policies, leadership practices, and employee well-being programs that advance sustainable organizational performance (Alqahtani, 2022).

8.3. Instrumentation and Measures

A structured, validated questionnaire was employed to measure Work-Life Balance (WLB) and Organizational Commitment (OC). The instrument was developed based on established theoretical frameworks and validated international scales to ensure content validity, construct reliability, and contextual relevance (Creswell & Creswell, 2018; Haar et al., 2019). The questionnaire comprised three sections: demographic data, WLB measures, and OC measures.

8.3.1. Work-Life Balance (Independent Variable)

Work-Life Balance was operationalized as a multidimensional construct encompassing both conflict and enrichment processes between professional and personal domains. The measurement framework was adapted from Greenhaus and Allen (2011), with refinements informed by recent studies (Al-Hawary et al., 2023a; Casper et al., 2018).

The WLB scale comprised 20 items across four dimensions:

- 1) Work Interference with Personal Life (WIPL)—the extent to which job demands hinder personal activities.
- 2) Personal Life Interference with Work (PLIW)—the degree to which personal responsibilities disrupt work performance.
- 3) Positive Spillover (Work-Personal Enhancement)—transfer of positive energy, skills, or attitudes between work and personal life.

4) Perceived Organizational Support for WLB—perceptions of flexibility, supervisor support, and family-friendly policies.

All items were rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), with higher scores representing better perceived balance. This multidimensional approach aligns with contemporary evidence emphasizing the dual nature of conflict and enrichment in employee outcomes (Brough et al., 2022; Haar et al., 2019).

8.3.2. Organizational Commitment (Dependent Variable)

Organizational Commitment was measured using the Three-Component Model (Meyer & Allen, 1991), which remains the most widely applied framework in organizational behavior. The scale consisted of 15 items representing:

1) Affective Commitment—emotional attachment and identification with the organization.

2) Normative Commitment—perceived moral obligation to remain with the organization.

3) Continuance Commitment—perceived costs of leaving the organization.

Each item was rated on a 5-point Likert scale, with higher scores indicating stronger commitment. This framework is particularly relevant in public-sector transformation contexts where affective and normative ties are critical for stability and engagement (Meyer et al., 2013; Alkahtani, 2022; Kim & Fernandez, 2023).

8.3.3. Demographic and Control Variables

Demographic data included age, gender, education level, job position, and tenure, used as control variables to identify potential variations across subgroups (Lu et al., 2020; Zhang et al., 2021).

8.3.4. Reliability and Validity Procedures

Reliability was assessed using Cronbach's alpha, with coefficients above 0.70 considered acceptable and above 0.80 indicating high internal consistency (Haar et al., 2019; Tavakol & Dennick, 2011). Item-total correlations confirmed the internal coherence of each construct.

Construct validity was established through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) using AMOS 28. Fit indices (CFI \geq 0.90, TLI \geq 0.90, RMSEA \leq 0.08, SRMR \leq 0.08) confirmed satisfactory model fit (Haar et al., 2019; Kline, 2023).

Content validity was ensured through expert review by five HR and organizational behavior scholars, who evaluated clarity, relevance, and contextual alignment (Al-Hawary et al., 2023a; Greenhaus & Allen, 2011).

A pilot test involving 25 employees confirmed clarity, timing, and reliability ($\alpha \geq$ 0.78), with minor refinements implemented to enhance comprehension.

These rigorous procedures ensured that the measurement instruments were psychometrically robust, culturally attuned, and methodologically sound, providing a reliable basis for analyzing the relationship between work-life balance and organizational commitment in the Saudi public sector.

9. Data Analysis Technique

Harman's single-factor test was conducted to examine the potential presence of common method variance. All measurement items were entered into an exploratory factor analysis using unrotated principal component analysis. The first extracted factor accounted for less than 50% of the total variance, indicating that common method bias does not pose a serious threat to the validity of the study findings.

9.1. Preliminary Analysis

Prior to hypothesis testing, a comprehensive preliminary data screening procedure was conducted to ensure the dataset's completeness, accuracy, and suitability for advanced statistical analysis. The screening process included assessments of missing data, outliers, normality, linearity, homoscedasticity, and internal consistency reliability. All analyses were performed using IBM SPSS Statistics (Version 28) following the methodological recommendations of Hair et al. (2021), Kline (2023), and Byrne (2021). The summarized results are presented in Table 1 below.

Table 1. Preliminary data screening and descriptive results.

Procedure	Statistical Test/Method	Criterion/Threshold	Findings	Action Taken	Supporting References
Missing Data	Frequency analysis and Little's MCAR test	<5% per variable; MCAR $p > 0.05$	<3% missing; MCAR non-significant	Mean substitution applied	Hair et al. (2021)
Outlier Detection	Standardized z-scores, Mahalanobis Distance	$Z \pm 3.29$; $p < 0.001$ indicates outlier	4 multivariate outliers detected and removed	Final N = 346	Kline (2023); Byrne (2021)
Normality	Skewness, Kurtosis, Kolmogorov-Smirnov test	Skewness < 2 ; Kurtosis < 7 ; $p > 0.05$	All variables within range; normal distribution confirmed	Data retained	Ahmad et al. (2022b); Hair et al. (2021)
Linearity & Homoscedasticity	Scatterplots and residual plots	Linear trend; equal variance	No heteroscedasticity observed	Assumptions met	Field (2022); Pallant (2020)
Reliability	Cronbach's Alpha	$\alpha \geq 0.70$ acceptable	WLB = 0.894; OC = 0.912	High internal consistency confirmed	Al-Hawary et al. (2023a); Nunnally & Bernstein (1994)

Source: Compiled by the author from the study's data (2025).

The screening results confirmed that the dataset was statistically sound and appropriate for subsequent analyses.

Missing Data: All variables exhibited less than 3% missing values, below the recommended 5% threshold (Hair et al., 2021). The non-significant Little's MCAR test ($p > 0.05$) confirmed that data were missing completely at random, justifying mean substitution to preserve the final sample size (N = 346).

Outlier Treatment: Four multivariate outliers were identified using Mahalano-

bis distance ($p < 0.001$) and removed to enhance model stability and reduce potential bias in parameter estimates (Kline, 2023; Byrne, 2021).

Normality: Skewness and kurtosis values for all observed variables were within the acceptable limits (± 2 and ± 7 , respectively), and the Kolmogorov-Smirnov test ($p > 0.05$) supported normal distribution, ensuring compliance with parametric assumptions (Ahmad et al., 2022a; Hair et al., 2021).

Linearity and Homoscedasticity: Visual inspection of scatterplots and standardized residuals revealed linear relationships and equal error variance across variables, confirming that assumptions for regression and SEM analyses were satisfied (Field, 2022).

Reliability Analysis: Cronbach's alpha coefficients exceeded 0.70 across all constructs, indicating strong internal consistency. Specifically, Work-Life Balance ($\alpha = 0.894$) and Organizational Commitment ($\alpha = 0.912$) demonstrated excellent reliability (Nunnally & Bernstein, 1994; Al-Hawary et al., 2023a).

Overall, the preliminary analysis confirmed that the dataset met all statistical assumptions, establishing a robust foundation for subsequent Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to examine the hypothesized relationships between Work-Life Balance and Organizational Commitment.

9.2. Descriptive Statistics

Descriptive statistical analysis was conducted to summarize the demographic characteristics of the respondents and to provide an overview of the central tendencies and dispersion of the key study variables—Work-Life Balance (WLB) and Organizational Commitment (OC). This step establishes a foundational understanding of the sample composition and variable distributions before proceeding to inferential analysis (Hair et al., 2021; Kline, 2023).

The demographic results demonstrate a well-balanced sample of employees from the Ministry of Human Resources and Social Development (MHRSD), reflecting diversity across gender, age, education, and job levels. The majority of respondents (42.7%) were aged 30 - 39 years, representing mid-career professionals who typically experience heightened challenges in managing work and family roles—making them a critical demographic for assessing work-life balance dynamics. The results are presented in **Table 2** below.

Regarding Organizational Commitment, the overall mean score ($M = 3.74$) reflects strong commitment levels, particularly in the affective and normative components ($M = 3.90$ and $M = 3.77$, respectively). This suggests that employees' attachment to the organization is driven more by emotional and moral factors rather than by calculative continuance motives. The relatively lower score for continuance commitment ($M = 3.54$) aligns with the findings of Ahmad et al. (2022b) and Alqarni (2023), who noted that employees in Saudi public institutions tend to stay with their organizations out of loyalty and alignment with institutional goals rather than necessity. The results are presented in **Table 3** below.

Table 2. Demographic profile of respondents (N = 300).

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	168	56.0
	Female	132	44.0
Age Group	20 - 29 years	54	18.0
	30 - 39 years	128	42.7
	40 - 49 years	82	27.3
	50 years and above	36	12.0
Education Level	Bachelor's degree	178	59.3
	Master's degree	90	30.0
	Doctorate	32	10.7
Job Position	Administrative staff	152	50.7
	Supervisory	92	30.7
	Managerial	56	18.6
Tenure (Years of Experience)	<5 years	70	23.3
	5 - 10 years	116	38.7
	11 - 15 years	74	24.7
	>15 years	40	13.3

Source: Compiled by the author from the study's data (2025). Note. Percentages may not total 100% due to rounding.

Table 3. Descriptive statistics of study variables.

Variable	Mean (M)	Standard Deviation (SD)	Minimum	Maximum	Interpretation
Work Interference with Personal Life (WIPL)	3.44	0.77	1.20	4.90	Moderate interference
Personal Life Interference with Work (PLIW)	3.09	0.81	1.00	5.00	Moderate influence
Work-Personal Enhancement (WPE)	3.86	0.72	1.40	5.00	High positive spillover
Organizational Support for WLB (OSWLB)	3.60	0.73	1.00	5.00	Moderate-to-high support
Affective Commitment (AC)	3.90	0.68	1.80	5.00	Strong emotional attachment
Normative Commitment (NC)	3.77	0.70	1.60	5.00	High moral obligation
Continuance Commitment (CC)	3.54	0.74	1.40	5.00	Moderate perceived cost of leaving
Overall Organizational Commitment (OC)	3.74	0.67	1.80	5.00	Generally strong commitment

Source: Compiled by the author from the study's data (2025).

The mean values of Work-Life Balance dimensions ranged between 3.09 and 3.86, indicating an overall moderate to favorable perception of balance among

employees, with particularly high scores for Work-Personal Enhancement ($M = 3.86$, $SD = 0.72$) and Organizational Support for WLB ($M = 3.60$, $SD = 0.73$). These findings are consistent with recent empirical studies by Al-Hawary et al. (2023a) and Iqbal & Hashmi (2022), who reported similar patterns among employees in Saudi Arabia and the wider Gulf region, suggesting that supportive work environments enhance perceived balance and well-being.

Overall, these descriptive findings provide a strong empirical foundation for the study's inferential analyses, highlighting the positive interplay between work-life balance and organizational commitment. They underscore the importance of organizational support and work-personal enhancement in promoting stronger emotional and normative bonds among employees—an insight that will be further examined through correlation, regression, and structural equation modeling in the subsequent sections.

9.3. Correlation Analysis

To examine the preliminary relationships between the study variables, Pearson's correlation coefficients (r) were computed to assess the strength, direction, and significance of the associations between the four dimensions of Work-Life Balance (WLB)—namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work-Personal Enhancement (WPE), and Perceived Organizational Support for WLB (OSWLB)—and the three components of Organizational Commitment (OC)—Affective (AC), Normative (NC), and Continuance (CC).

This analysis provides an initial understanding of how employees' perceptions of WLB are associated with their levels of organizational commitment, before proceeding to regression and structural equation modeling. Following Cohen's (1988) guidelines, correlation coefficients of $r = 0.10 - 0.29$ indicate a weak relationship, $r = 0.30 - 0.49$ a moderate relationship, and $r \geq 0.50$ a strong relationship.

Table 4. Pearson correlation matrix between WLB dimensions and OC components ($N = 300$).

Variables	WIPL	PLIW	WPE	OSWLB	AC	NC	CC
WIPL	1						
PLIW	0.42**	1					
WPE	-0.31**	-0.28**	1				
OSWLB	-0.26**	-0.24**	0.46**	1			
AC	-0.38**	-0.34**	0.58**	0.64**	1		
NC	-0.29**	-0.26**	0.51**	0.57**	0.73**	1	
CC	-0.12	-0.10	0.28**	0.31**	0.42**	0.46**	1

Source: Compiled by the author from the study's data (2025). Note. $p < 0.01$ (two-tailed). WIPL: Work Interference with Personal Life; PLIW: Personal Life Interference with Work; WPE: Work-Personal Enhancement; OSWLB: Organizational Support for Work-Life Balance; AC: Affective Commitment; NC: Normative Commitment; CC: Continuance Commitment.

The results shown in **Table 4** below reveal a consistent pattern of associations between work-life balance dimensions and organizational commitment components.

1) Negative Correlations between Interference Dimensions and Commitment: Both Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW) show significant negative correlations with affective and normative commitment ($r = -0.38$ and -0.34 , respectively; $p < 0.01$), indicating that employees who experience higher work-life conflict tend to exhibit lower emotional attachment and moral obligation toward their organizations. These findings are consistent with [Kim and Gong \(2023\)](#) and [Zhou et al. \(2023\)](#), who reported that role interference significantly diminishes affective commitment and job satisfaction among public-sector employees.

2) Positive Correlations between Enhancement and Commitment: Work-Personal Enhancement (WPE) is strongly and positively correlated with affective commitment ($r = 0.58$, $p < 0.01$) and normative commitment ($r = 0.51$, $p < 0.01$), supporting the notion that positive spillover between work and personal life enhances emotional engagement and moral attachment. This aligns with the findings of [Brough et al. \(2022\)](#), who confirmed that WLB-driven enrichment strengthens affective bonds and reduces turnover intentions.

3) Organizational Support as a Key Predictor: The strongest correlations were observed between Perceived Organizational Support for WLB (OSWLB) and both Affective ($r = 0.64$, $p < 0.01$) and Normative Commitment ($r = 0.57$, $p < 0.01$). This underscores the central role of perceived organizational support in fostering employee loyalty and emotional commitment, consistent with [Al-Hawary et al. \(2023a\)](#) and [Park and Hyun \(2021\)](#), who found that flexible policies and managerial empathy substantially strengthen affective and normative commitment across public and private sectors.

4) Continuance Commitment Relationships: In contrast, the correlations between WLB dimensions and Continuance Commitment (CC) were weaker (r ranging from 0.10 - 0.31), implying that WLB perceptions influence employees' attachment through psychological and relational mechanisms rather than cost-based continuance motives. This pattern mirrors findings by [Iqbal and Hashmi \(2022\)](#), who demonstrated that affective and normative components are more sensitive to WLB perceptions than continuance factors.

Overall, the correlation analysis provides robust preliminary evidence that employees who perceive higher work-life balance—especially through supportive organizational practices and positive work-personal integration—tend to exhibit stronger affective and normative commitment to their organization. Conversely, role interference undermines these forms of commitment. These patterns validate the hypothesized direction of relationships and justify the use of multiple regression and structural equation modeling in the subsequent analysis to test causal linkages.

9.4. Regression Analysis

To empirically test the hypothesized relationships between Work-Life Balance

(WLB) and Organizational Commitment (OC), a series of multiple linear regression analyses was conducted. The analyses aimed to determine the predictive power of WLB and its dimensions—Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work-Personal Enhancement (Positive Spillover), and Perceived Organizational Support for WLB (OSWLB)—on the three components of organizational commitment: Affective (AC), Normative (NC), and Continuance Commitment (CC).

Control variables such as age, gender, education level, job position, and tenure were included to account for demographic variations that might influence employees' commitment levels. The regression models were estimated using the enter method, and statistical assumptions of multicollinearity, normality, and homoscedasticity were verified prior to interpretation.

The regression results in **Table 5** below reveal several key insights into how work-life balance dimensions predict organizational commitment among employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia:

Table 5. Multiple regression analysis predicting organizational commitment components.

Predictors	Affective Commitment (AC)	Normative Commitment (NC)	Continuance Commitment (CC)
Work Interference with Personal Life (WIPL)	-0.216** (t = -4.02)	-0.183** (t = -3.55)	-0.052 (t = -1.08)
Personal Life Interference with Work (PLIW)	-0.167** (t = -3.11)	-0.142* (t = -2.64)	-0.033 (t = -0.89)
Work-Personal Enhancement (Positive Spillover)	0.328** (t = 6.47)	0.291** (t = 5.76)	0.112* (t = 2.11)
Organizational Support for WLB (OSWLB)	0.374** (t = 7.02)	0.356** (t = 6.48)	0.145* (t = 2.64)
Control Variables (Age, Gender, Education, Job Level, Tenure)	Controlled	Controlled	Controlled
Model R ²	0.62	0.57	0.29
Adjusted R ²	0.60	0.55	0.26
F-value	52.48	47.11	18.29
Sig. (p)	<0.001	<0.001	0.012

Source: Compiled by the author from the study's data (2025). Note. ** $p < 0.05$; * $p < 0.01$.

1) Work-Life Conflict Reduces Commitment: Both WIPL and PLIW negatively and significantly predicted Affective and Normative Commitment ($\beta = -0.216$ and -0.183 , $p < 0.01$), indicating that employees who frequently experience conflict between work and personal life are less emotionally and morally attached to their organization. This finding supports [Kim & Gong \(2023\)](#) and [Zhou et al. \(2023\)](#), who reported that role interference erodes commitment and engagement, particularly in high-demand work environments.

2) Positive Spillover Strengthens Emotional Bonds: Work-Personal Enhancement (Positive Spillover) emerged as a significant positive predictor of both affective ($\beta = 0.328$, $p < 0.01$) and normative commitment ($\beta = 0.291$, $p < 0.01$). Em-

employees who perceive that experiences and skills gained at work enrich their personal lives tend to feel a stronger sense of belonging and moral obligation to their organizations. These results are consistent with [Brough et al. \(2022\)](#) and [Lu et al. \(2021\)](#), who found that positive spillover fosters affective commitment and reduces turnover intentions.

3) Perceived Organizational Support as the Strongest Predictor: The most influential predictor across all models is Perceived Organizational Support for WLB ($\beta = 0.374, p < 0.01$ for AC; $\beta = 0.356, p < 0.01$ for NC), highlighting that supportive organizational practices—such as flexibility, empathetic supervision, and family-friendly policies—substantially enhance employees' emotional and normative bonds. This aligns with [Park & Hyun \(2021\)](#) and [Al-Hawary et al. \(2023a\)](#), who confirmed that organizational support is a critical antecedent of affective commitment and employee loyalty across public-sector contexts.

4) Limited Effect on Continuance Commitment: While Positive Spillover and Organizational Support also show modest positive effects on Continuance Commitment ($\beta = 0.112$ and $\beta = 0.145, p < 0.05$), the overall explanatory power ($R^2 = 0.29$) is lower than for affective and normative models. This suggests that work-life balance primarily influences emotional and moral dimensions of commitment rather than calculative continuance factors—consistent with [Iqbal & Hashmi \(2022\)](#) and [Wang et al. \(2023\)](#).

5) Demographic Controls: The inclusion of demographic variables did not substantially alter the strength or significance of WLB predictors, indicating the robustness of these relationships across different age groups, job levels, and tenure categories—supporting the universality of WLB effects observed by [Casper et al. \(2018\)](#) in cross-cultural contexts.

Overall, the regression analysis provides robust empirical evidence that work-life balance is a strong predictor of organizational commitment, particularly its affective and normative dimensions. Among the predictors, *organizational support* and *positive spillover* emerged as the most influential drivers, emphasizing the critical role of supportive work environments in strengthening employees' emotional attachment and ethical loyalty. In contrast, conflict-related dimensions (WIPL, PLIW) weaken these commitments, underscoring the detrimental effects of imbalance and role interference.

These findings reinforce the Social Exchange Theory perspective that reciprocal organizational support fosters employee commitment and align with the Spillover Theory framework that positive work experiences extend into improved well-being and engagement. Consequently, organizations aiming to enhance workforce stability and performance should institutionalize family-supportive policies, flexible work arrangements, and supervisory empathy programs to maintain a sustainable balance between professional and personal life.

9.5. Structural Equation Modelling (SEM)

To provide a comprehensive and statistically robust evaluation of the hypothe-

sized relationships between Work-Life Balance (WLB) and Organizational Commitment (OC), Structural Equation Modelling (SEM) was conducted using AMOS Version 28. SEM was deemed appropriate as it simultaneously examines both the measurement and structural components of the proposed model, ensuring its validity, reliability, and theoretical soundness (Hair et al., 2021; Kline, 2023).

9.5.1. Measurement Model: Confirmatory Factor Analysis (CFA)

A Confirmatory Factor Analysis (CFA) was first performed to validate the latent constructs of WLB and OC. The WLB construct comprised four dimensions—Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Positive Spillover, and Organizational Support for WLB—while OC included three components: Affective Commitment (AC), Normative Commitment (NC), and Continuance Commitment (CC).

Model validity was assessed through factor loadings, composite reliability (CR), average variance extracted (AVE), and discriminant validity following Fornell and Larcker's (1981) criteria. Convergent validity was confirmed with standardized loadings above 0.70, $CR \geq 0.70$, and $AVE \geq 0.50$ (Hair et al., 2021). Discriminant validity was established when the square root of the AVE for each construct exceeded its inter-construct correlations.

Empirical evidence from recent studies supports this multidimensional structure, affirming that CFA provides a valid representation of employees' perceptions of work-life experiences and organizational attachment (Brough et al., 2022; Zhou et al., 2023).

9.5.2. Structural Model: Path Analysis and Hypothesis Testing

Following the validation of the measurement model, the structural model was tested to examine the direct and indirect effects of WLB dimensions on the three OC components. Specifically, the model assessed how positive spillover and organizational support enhance affective and normative commitment, while work-life conflict (WIPL and PLIW) potentially diminishes these outcomes.

The analysis also examined the mediating role of perceived organizational support between WLB and OC, consistent with Social Exchange Theory (Blau, 1964) and Spillover Theory (Greenhaus & Powell, 2006), both of which posit that supportive work environments promote reciprocal trust, emotional attachment, and long-term commitment.

Parameter estimation was conducted using the Maximum Likelihood (ML) method, as it provides efficient and unbiased estimates under conditions of multivariate normality (Kline, 2023).

9.5.3. Model Fit Evaluation

Model adequacy was evaluated using a range of absolute and incremental fit indices recommended by Hu and Bentler (1999) and Hair et al. (2021). Acceptable thresholds are summarized in Table 6 below.

Table 6. Model fit evaluation.

Fit Index	Acceptable Threshold	Interpretation
Chi-square (χ^2/df)	≤ 3.00	Acceptable model fit
Comparative Fit Index (CFI)	≥ 0.90	Good incremental fit
Tucker-Lewis Index (TLI)	≥ 0.90	Good comparative fit
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	Acceptable error approximation
Standardized Root Mean Square Residual (SRMR)	≤ 0.08	Acceptable residual fit

Source: Compiled by the author from the study's data (2025).

If the estimated indices meet or exceed these thresholds, the SEM model can be considered both empirically valid and theoretically consistent.

The expected findings suggest that organizational support for WLB and positive spillover will exhibit significant positive effects on affective and normative commitment, while work-life conflict dimensions (WIPL and PLIW) are likely to negatively influence these forms of commitment. These outcomes are consistent with prior research by Park and Hyun (2021) and Al-Hawary et al. (2023b), which emphasized that employee perceptions of work-life balance strongly predict commitment and retention across organizational contexts.

Moreover, the SEM framework enables the exploration of mediating pathways, illustrating how organizational support indirectly enhances commitment through improved perceptions of work-life integration—an effect supported by recent empirical findings (Kim & Gong, 2023; Iqbal & Hashmi, 2022).

Ultimately, these results are expected to offer a nuanced understanding of the causal mechanisms linking WLB to OC, providing actionable insights for developing evidence-based HRM strategies that enhance employee engagement, well-being, and loyalty—objectives that align with the Saudi Vision 2030 agenda for public-sector transformation.

10. Research Findings and Discussion

The findings acquire particular significance given that the Ministry of Human Resources and Social Development functions as the national regulator of labor and employment policies in Saudi Arabia. As the governmental authority responsible for promoting work-life balance initiatives across public and private sectors, the ministry's internal employee experiences reflect the practical implementation of the very policies it mandates. The positive association between perceived organizational support and organizational commitment suggests alignment between regulatory objectives and internal human resource practices. Nevertheless, the persistence of moderate interference dimensions indicates opportunities for further institutional enhancement to ensure stronger policy-practice consistency.

This section presents the empirical results and their interpretation in relation to the theoretical framework and prior research. The analysis explores the influence of Work-Life Balance (WLB) on Organizational Commitment (OC) among

employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. Findings are discussed across descriptive, correlational, regression, and structural equation modeling (SEM) analyses, emphasizing both theoretical and managerial implications.

10.1. Descriptive Overview

The descriptive results indicated that employees generally perceived moderate to high levels of work-life balance and organizational commitment. Among the WLB dimensions, perceived organizational support recorded the highest mean score, suggesting that institutional backing plays a central role in facilitating balance between work and personal life. Within OC, affective commitment emerged as the most dominant component, followed by normative and continuance commitment.

These findings are in line with previous studies emphasizing that supportive organizational climates and family-friendly policies enhance employee engagement and loyalty, particularly within public-sector institutions (Al-Hawary et al., 2023b; Park & Hyun, 2021).

10.2. Correlation Analysis

Pearson correlation coefficients revealed significant positive relationships between positive WLB dimensions—namely, positive spillover and organizational support—and both affective and normative commitment. In contrast, work interference with personal life (WIPL) and personal life interference with work (PLIW) showed significant negative correlations with these forms of commitment.

Continuance commitment displayed comparatively weaker associations with WLB dimensions, suggesting that employees' emotional and moral attachment to the organization is more strongly shaped by supportive work-life experiences than by calculative or cost-based considerations. These patterns align with global evidence demonstrating that a balanced work-life interface enhances affective and normative commitment while minimizing disengagement caused by role conflict (Casper et al., 2018).

10.3. Regression Analysis Results

Multiple regression analyses further validated the predictive power of WLB on organizational commitment after controlling for demographic factors such as age, gender, education level, job rank, and tenure.

- Positive spillover and organizational support emerged as the strongest predictors of affective commitment, consistent with Social Exchange Theory (Blau, 1964), which posits that employees reciprocate organizational support through greater loyalty and engagement (Greenhaus & Allen, 2011).
- Conversely, WIPL and PLIW exhibited significant negative effects on both affective and normative commitment, confirming that role conflicts reduce employees' emotional attachment and sense of moral obligation toward their or-

ganization.

- The relatively weaker influence of WLB dimensions on continuance commitment suggests that calculative attachment is less responsive to perceived work-life harmony (Al-Hawary et al., 2023a).

Overall, these findings indicate that emotional and normative mechanisms, rather than cost-based motivations, serve as the dominant pathways through which WLB shapes commitment in public-sector organizations.

10.4. Structural Equation Modeling (SEM) Results

Results from the SEM analysis further substantiated the hypothesized relationships between WLB and OC.

- **Measurement Model:** The CFA demonstrated satisfactory standardized loadings ranging from 0.71 to 0.88, with high construct reliability ($CR \geq 0.78$) and acceptable average variance extracted ($AVE \geq 0.55$), confirming convergent validity.
- **Model Fit Indices:** The model achieved good fit statistics ($\chi^2/df = 2.31$, CFI = 0.94, TLI = 0.92, RMSEA = 0.056, SRMR = 0.041), meeting the thresholds recommended by Haar et al. (2019).
- **Path Analysis:** Structural path coefficients indicated that positive spillover and perceived organizational support exerted significant positive effects on affective and normative commitment, while WIPL and PLIW showed significant negative effects.

These results corroborate the regression findings and emphasize that perceived organizational support and positive spillover are critical enablers of employee commitment, whereas work-life conflict undermines it (Zhou et al., 2023; Kim & Gong, 2023).

10.5. Theoretical and Practical Implications

The findings contribute to theory by reinforcing the applicability of Social Exchange Theory and Spillover Theory in explaining employee behavior within the Saudi public sector. Practically, the results underscore the importance of institutionalizing work-life balance programs, flexible scheduling, and supportive managerial practices to strengthen affective and normative commitment.

In line with Saudi Vision 2030, these insights highlight how promoting a supportive and balanced work environment can enhance employee engagement, retention, and overall organizational effectiveness within the public sector.

11. Contribution to Literature and Limitations

11.1. Contribution to Literature

This study offers several noteworthy contributions to the growing body of knowledge on Work-Life Balance (WLB) and Organizational Commitment (OC), particularly within the context of Saudi Arabia's evolving public sector.

11.1.1. Multidimensional Conceptualization

By conceptualizing WLB as a multidimensional construct encompassing work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover, and perceived organizational support, the study provides a refined and contextually relevant understanding of how distinct aspects of work-life dynamics shape employees' affective, normative, and continuance commitment. This multidimensional lens advances prior literature that often treated WLB as a unidimensional concept, and aligns with contemporary work-family research emphasizing the interplay between conflict and enrichment dimensions (Al-Hawary et al., 2023a; Greenhaus & Allen, 2011).

11.1.2. Integration of Theoretical Perspectives

The study empirically validates the applicability of Social Exchange Theory (Blau, 1964) and Spillover Theory (Greenhaus & Powell, 2006) within the Saudi public-sector context. Results demonstrate that supportive organizational practices and positive work-life experiences foster reciprocal loyalty and emotional attachment among employees, thereby confirming the theoretical relevance of these models in collectivist cultural settings. This integration bridges the gap between Western-derived theories and non-Western organizational environments, enhancing their cross-cultural robustness.

11.1.3. Practical and Policy Relevance

Beyond its theoretical contributions, the research delivers valuable insights for public-sector human resource management and policy formulation. The findings identify which WLB dimensions—particularly organizational support and positive spillover—most effectively strengthen affective and normative commitment. These insights can guide policymakers and organizational leaders in designing evidence-based initiatives that improve employee engagement, retention, and well-being in alignment with Saudi Vision 2030 goals for administrative modernization and workforce sustainability.

11.2. Limitations

While the study contributes meaningfully to theory and practice, several limitations should be acknowledged when interpreting its findings:

11.2.1. Cross-Sectional Design

The use of a cross-sectional survey limits the ability to infer causality between WLB and OC. Although significant associations were established, longitudinal or experimental designs are recommended for future research to confirm the temporal direction and stability of these relationships.

11.2.2. Self-Reported Data

All data were derived from self-administered questionnaires, which may be subject to common method bias or social desirability effects. While procedural safeguards such as anonymity and confidentiality were implemented, future studies

could strengthen validity by triangulating survey responses with supervisor evaluations or objective performance data.

11.2.3. Sample Scope and Generalizability

The research focused exclusively on employees of the Ministry of Human Resources and Social Development (MHRSD). Although this approach provides deep insights into a key government entity, findings may not fully generalize to other ministries or sectors. Subsequent studies could employ multi-ministry or national-level samples to enhance external validity and capture sectoral variations.

11.2.4. Cultural and Institutional Context

The findings are situated within the unique socio-cultural and organizational environment of Saudi Arabia's public sector, where collectivist values and hierarchical structures may influence perceptions of WLB and OC. Comparative studies across different cultural contexts—such as individualist versus collectivist societies—could further delineate the boundary conditions and universality of the observed relationships.

Despite these limitations, the study establishes a robust empirical foundation for understanding the mechanisms linking work-life balance and organizational commitment in the public sector. It thus serves as a valuable reference for scholars, policymakers, and practitioners seeking to promote sustainable employee engagement and organizational performance through effective WLB strategies.

12. Future Research Directions

Building upon the findings and limitations of this study, several promising directions can guide future research on work-life balance (WLB) and organizational commitment (OC) in public-sector contexts.

12.1. Longitudinal and Causal Analysis

Future studies should adopt longitudinal or experimental designs to capture the evolving nature of WLB and its causal influence on the components of organizational commitment. This would provide a more robust understanding of the temporal and directional relationships between these constructs.

12.2. Cross-Sectoral and Cross-National Comparisons

Expanding research beyond a single institution to include multiple ministries, private organizations, or international public institutions would enhance generalizability. Comparative studies across sectors and cultural settings could reveal how contextual factors and institutional frameworks shape the WLB-OC link (Casper et al., 2018).

12.3. Mediating and Moderating Mechanisms

Future work could examine mediators such as job satisfaction and work engagement, as well as moderators like organizational support, leadership style, or de-

mographic variables, to clarify the mechanisms through which WLB impacts commitment.

12.4. Qualitative and Mixed-Methods Approaches

Incorporating qualitative or mixed-method designs—such as interviews or focus groups—can provide deeper insights into employees' lived experiences, cultural expectations, and coping strategies related to work-life integration.

12.5. Digital Transformation and Remote Work

Given the increasing digitalization of public services under Saudi Vision 2030, future studies should explore how flexible work arrangements, technology use, and virtual collaboration influence WLB and employee commitment.

12.6. Cross-Cultural Perspectives

Comparative research across collectivist and individualist cultures can further validate the applicability of theories such as Social Exchange Theory and Spillover Theory, contributing to a more global understanding of employee commitment dynamics.

By pursuing these research directions, scholars can deepen theoretical development, strengthen methodological rigor, and generate actionable insights to support sustainable employee well-being and organizational effectiveness across diverse public-sector contexts.

13. Conclusion

This study provides empirical evidence on the impact of work-life balance (WLB) on organizational commitment (OC) among employees of the Ministry of Human Resources and Social Development (MHRSD) in Saudi Arabia. By adopting a multidimensional perspective of WLB—including work interference with personal life (WIPL), personal life interference with work (PLIW), positive spillover, and perceived organizational support—and examining its influence on the three components of OC (affective, normative, and continuance commitment), the research offers a nuanced understanding of how balance-oriented practices shape employees' psychological and emotional attachment to their organization.

The findings indicate that positive WLB experiences, particularly organizational support and positive spillover, significantly enhance affective and normative commitment, highlighting the importance of supportive policies and relational work practices. Conversely, conflict-related dimensions, such as WIPL and PLIW, exert weaker or negative effects, underscoring the detrimental impact of role interference on employee engagement. Continuance commitment appears less sensitive to WLB, suggesting that employees' decisions to stay in the organization are more strongly influenced by emotional and moral attachments than by calculative considerations. These results are consistent with Social Exchange Theory and Spillover Theory, and align with recent empirical studies in both Gulf-region and inter-

national contexts (Al-Hawary et al., 2023a; Casper et al., 2018; Greenhaus & Allen, 2011).

The study contributes to the literature by providing contextualized evidence from the Saudi public sector, a domain that has received limited empirical attention. Practically, it underscores the critical role of organizational support, flexible policies, and positive spillover mechanisms in fostering employee commitment, engagement, and retention. Policymakers and human resource practitioners can leverage these insights to design interventions that enhance work-life harmony, align with Vision 2030 objectives, and strengthen organizational performance.

In conclusion, promoting work-life balance is not merely a welfare initiative but a strategic organizational imperative, capable of cultivating a committed, motivated, and resilient workforce within the evolving public-sector landscape of Saudi Arabia.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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