

Work-Life-Balance and Digital Transformational Leadership Effects on Organizational Commitment Through Job Satisfaction for Hybrid Work Environment in Indonesia

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Abstrak

Penelitian ini bertujuan untuk menganalisis dan menguji pengaruh Work-Life Balance dan Digital Transformational Leadership terhadap Organizational Commitment melalui peran mediasi Job Satisfaction pada sistem kerja hibrida di Indonesia. Penelitian ini menggunakan metode survei sebagai pengumpulan data, pendekatan kuantitatif untuk analisis, serta tipe penelitian asosiatif kausal yang bersifat eksplanatori. Populasi penelitian mencakup seluruh pekerja potensial dan aktual di Indonesia yang bekerja secara hibrida, dengan jumlah sampel sebanyak 132 responden. Teknik non-probability sampling digunakan dengan metode purposive sampling berdasarkan kriteria: berusia di atas 17 tahun, warga negara Indonesia, bekerja di Indonesia, serta telah bekerja secara hibrida selama minimal enam bulan pascapandemi. Hasil penelitian menunjukkan bahwa Work-Life Balance dan Digital Transformational Leadership berpengaruh positif signifikan terhadap Organizational Commitment melalui Job Satisfaction, yang menegaskan bahwa keseimbangan kerja-hidup dan kepemimpinan digital yang baik meningkatkan kepuasan dan komitmen karyawan. Sementara itu, Job Satisfaction berperan sebagai mediator yang lebih kuat dalam hubungan antara Digital Transformational Leadership dibandingkan dengan Work-Life-Balance terhadap Organizational Commitment.

Kata Kunci: Work-Life-Balance (WLB); Digital Transformational Leadership (DTL); Job Satisfaction (JS); Organizational Commitment (OC); Work-From-Home (WFH).

Abstract

This research were made to analyze and examine the effects of Work-Life-Balance and Digital Transformational Leadership on Organizational Commitment through the mediating roles of Job Satisfaction for hybrid work in Indonesia. This research were using survey research were used for data collecting, quantitative approach for analythic approach, and associative causal research for explanatory research. Population in this research consist of all every potential and real worker within in Indonesia, particularly who are working hybrid with the sample size for this research is 132 respondents. Non probability sampling were used in this research and purposive sampling were used with the following criteria of who aged above 17 years old, Indonesian citizen, work within Indonesia, and who have work in hybrid environment after pandemic at least 6 months. This research highlight the crucial role of hypotheses, which the result shows that Work-Life-Balance and Digital Transformational Leadership both have significant positive effects on and Organizational Commitment through Job Satisfaction among Indonesian hybrid employees, indicating that better balance and leadership enhance its commitment mainly through enhanced satisfaction. Whereas the Job Satisfaction mediates Digital Transformational Leadership stronger than Work-Life-Balance. Practically, employees ought to manage clear work-life boundaries, while the companies formalize the flexible hybrid policies. At last, it is recommended to include diverse samples and variables in hybrid work settings.

Keyword: Work-Life-Balance (WLB); Digital Transformational Leadership (DTL); Job Satisfaction (JS); Organizational Commitment (OC); Work-From-Home (WFH).

1. Introduction

In 2023, many companies have been shifting hybrid working models became the norm across industries (Radancy, 2025). One of the prolonged COVID-19 pandemic impacts is hybrid work, primarily from workers' homes (Zen & Qibthiyah, 2022). 52% of employee in worldwide prefer to hybrid work arrangement (Matsh, 2024). In additional, by 2025 consist of 80% of worker in hybrid work environment (Matsh, 2024). In January 2025, it have been revealed that there were 83% of the employee valued work-life balance in their current or future jobs and it show the importance of maintaining hybrid models while addressing the challenges they bring (Radancy, 2025). In Indonesia on 2022, about 67% of startup company in Indonesia have been fully adopting hybrid work environment (Talentiv, 2025). There were many companies within Indonesia that have adopting hybrid working, such as Tokopedia, Shopee, Google, OCBC NISP, Commonwealth Bank, Kalbe, and many more (Daily, 2023; Kompasiana, 2024). Employees working hybrid also face difficulties such as face feelings of isolation and lack of communication and may not balance personal and work life threaten their engagement and connection to the organization (Arevin *et al.*, 2024). Hybrid work environment represents a significant opportunity for organizations to reimagine the future of work and create environments where employees can thrive which by embracing research-driven insights, fostering a culture of continuous learning and adaptation, and prioritizing employee well-being and engagement, organizations can position themselves for success in the dynamic and evolving landscape of work (Saritha & Akthar, 2024).

Hybrid work may lead to social isolation, workaholism, and technostress, which this could increase turnover intention, retention, and recruitment costs, and decrease worker satisfaction, productivity, competitiveness, organizational performance, and employees' Organizational Commitment (Zhafira *et al.*, 2025). In 2022, there are around 84% of Indonesian employees intended to leave their company or do turnover intention within the next six months (William & Sundiman, 2025). Within the organization where the working conditions wasn't supported, didn't meet employees welfare, and job dissatisfaction could decrease the level of Organizational Commitment (OC) (Herrera & De Las Heras-Rosas, 2021). The organization's management should pay attention to its Job Satisfaction (JS), job experience, work environment, and Digital Transformational Leadership (DTL) in order to make employees in the organization become committed to the organization (Chayomchai *et al.*, 2023). Moreover, Digital Transformational Leadership (DTL) is to give organizations member to inspire ideas that lead to the future (Darodjat, 2020). In additional, a truly Work-Life-Balance (WLB) benefits increases employees' Job Satisfaction (JS), motivation, and emotional attachment to the Organizational Commitment (OC), there by reducing their intention to leave work (Kusuma *et al.*, 2024). The effects of hybrid work on Organizational Commitment (OC) since the global shift towards hybrid work models, has brought about significant challenges in maintaining employee Organizational Commitment (OC), such as address employee turnover and declining work efficiency.

Companies adapt to hybrid work models, prioritize work-life balance, encourage work engagement, and strive for high employee performance, can create supportive, flexible, and attractive work environments that empower employees to excel, ultimately contributing to the success of the company (Angreni & Mahyuni, 2024). Besides that, Digital Transformational Leadership (DTL) skills and support are vital for an easy and effective transition and experience to hybrid work post-pandemic (Craig, 2024) (Craig, 2024). Moreover, hybrid work environment could increase Job Satisfaction (JS), which it impacts the flexibility and work engagement as it allows workers to enjoy more flexible time to complete their work and does not require them to follow office hours (Vyas & Butakhieo, 2021). Moreover, hybrid work environment can enhance employee commitment, although it may also hinder employees' ability to establish connections with the organisation and their colleagues, leading to feelings of detachment (Mubarak & Mabkhot, 2024). This research enriches human resource management literature with Work-Life-Balance (WLB) and Digital (DTL) on Organizational Commitment (OC) through Job Satisfaction (JS). With the gap research where it haven't explored more about Digital Transformational Leadership (DTL) and explored these variables together in Indonesia as a whole and with the context of hybrid work environment. Moreover, this study also using Social Exchange Theory (SET) (Blau, 1964) which explain

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how leadership style Transformational Leadership (TL) and Work-Life-Balance (WLB) encourage employees Organizational Commitment (OC). With the additional of Job Demands – Resources (JD-R) Model (Bakker & Demerouti, 2007) which explain how Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) as the job resources helps reduce stress level and increase its motivation and therefore, it could increase the level of Job Satisfaction (JS) and Organizational commitment (OC). Therefore, this theoretical contribution help strengthen understanding how Work-Life-Balance (WLB) and Digital (DTL) enhance Organizational Commitment (OC) through Job Satisfaction (JS) in Indonesian hybrid work environment. Lastly, there is not enough research for the latest post pandemic in-terms of the impact of Indonesian hybrid work environment on Organizational Commitment (OC) (Budiman *et al.*, 2020). This research offer a actionable guidance for managers or organizational leaders in Indonesia in enhancing employees' Organizational Commitment (OC) for hybrid work environments. The important impact of this research are the effective Work-Life-Balance (WLB) policies also supportive and inspirational Digital Transformational Leadership (DTL) in order to improve employees' Job Satisfaction (JS) and Organizational Commitment (OC). It's important for those who working hybridly which used to reduce significant challenges in maintaining employee Organizational Commitment (OC), such as address employee turnover and declining work efficiency (Sun, 2024).

2. Literature Review

2.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) from Blau (1964) is one of the gold standards to understand workplace behavior which in common phenomenon that is deeply shown in our daily lives and the exchanges are not limited to the organizations but extended to our family, friends, and relatives, which this revealed the relationship between Work-Life-Balance (WLB) and Organizational Commitment (OC) (Ahmad *et al.*, 2023). The impact of Social Exchange Theory (SET) on organizational relationships and also proposed the need for research in unexplored areas such as coworkers, supervisors, and outsiders (Ahmad *et al.*, 2023). This shows how leadership styles also related in this theory, with the chosen leadership style were Digital Transformational Leadership (DTL). Therefore, this research were using Social Exchange Theory (SET) as a strong conceptual framework for how Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) influence employees' Organizational Commitment (OC) through Job Satisfaction (JS) in Indonesian hybrid work environments.

2.2 Job Demands-Resources (JD-R)

Job Demands – Resources (JD-R) Model which the job resources helps reduce stress level and increase its motivation (Bakker & Demerouti, 2007). Therefore, this could help identified explain how Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) as the job resources and help in increase the level of Job Satisfaction (JS) and Organizational commitment (OC).

2.3 Work-Life-Balance (WLB)

Interestingly, 88% of hybrid workers feel they have a better Work-Life-Balance (Matsh, 2024). Moreover, hybrid work arrangements can enhance Work-Life-Balance (WLB), reduce commuting stress, and promote individualized work environments (Rohmawan *et al.*, 2025). In additional, Work-Life-Balance (WLB) aim to maintain and enhance employee quality and especially on its long term Organizational Commitment (OC) (Angreni & Mahyuni, 2024). Work-Life-Balance (WLB) is an essential factor in worker's life, by finding more flexible work options and more flexible working hours, so that personal life and professional life can run in balance (Yusnita *et al.*, 2022). Besides that, in this reasearch's respondent's perception defined Work-Life-Balance (WLB) as the ability of employees to manage work responsibilities and personal life without significant conflict for Work-From-Home (WFH) in Indonesia. Therefore, in this research, Work-Life-Balance (WLB) were using 4 indicators, which were Work-Life Interference Personal-

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Life, Personal-Life Interference Work-Life, Personal-Life Enhance Work-Life, and Work-Life Enhance Personal-Life (Sapta *et al.*, 2025).

2.4 Digital Transformational Leadership (DTL)

Digital Transformational Leadership (DTL) has been evolving which unexpected economic circumstances indicate the importance of taking a closer look at a proven leadership theory and challenging it within an exceptional situation (Greimel *et al.*, 2024). This show addressing these face-to-face environments, there is an emerging and growing research interest in virtual teams guided by Digital Transformational Leadership (DTL) (Greimel *et al.*, 2024). Digital Transformational Leadership (DTL) is considered by some experts to be the power to inspire and influence others and transform their consciousness through virtual, which allows them to value what is important, exceed expectations, and face challenges in innovative ways (Muguerza-Florián *et al.*, 2025). Besides that, in this reasearch's respondent's perception defined Digital Transformational Leadership (DTL) as a leadership style where virtual leaders inspire and motivate employees by providing a clear vision, fostering innovation, offering support, and encouraging personal development by online, thereby enhancing employees' sense of purpose, commitment, and performance for hybrid work environment in Indonesia. Therefore, in this research, Digital Transformational Leadership (DTL) were using 4 indicators, which were Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Elishaer *et al.*, 2025).

2.5 Job Satisfaction (JS)

High levels of Job Satisfaction (JS) and Work-Life-Balance (WLB), and most employees working from home expressed a desire to continue doing so (Orešković *et al.*, 2023). Hybrid work environment can enhance Job Satisfaction (JS) by offering flexibility, reducing commuting time, and improving Work-Life-Balance (WLB) (Venetia *et al.*, 2025). Job Satisfaction (JS) is as a pleasant emotion or positive evaluation of an individual for the work and the organization circumstances in which he works (Yusnita *et al.*, 2022). Besides that, in this reasearch's respondent's perception defined jobs satisfaction as the extent to which employees feel positive and fulfilled with their work, reflecting contentment with job tasks, compensation, support, growth opportunities, and the suitability of the remote working arrangement in balancing both personal life and professional demands for hybrid work environment in Indonesia. Therefore, in this research, Job Satisfaction (JS) were using 5 indicators, which were Job Content, Supervision, Opportunity to Advance, Wages, and Work Colleague (Jufrizen *et al.*, 2022). Herzberg proposed the Two-Factor Theory of Job Satisfaction (JS) in 1959, which identified hygiene and motivation as its two key components (Salameh-Ayanian *et al.*, 2025). Hygine Factors such as work consition, salary, and company policies), which this could prevent dissatisfaction and meanwhile, motivation factors were such as achievement, recognition, and responsibility (Salameh-Ayanian *et al.*, 2025). In this research, Work-Life-Balance (WLB) could be as the hygine factors which reflects the quality working conditions and Digital Transformational Leadership (DTL) as the motivation, which inspires and motivate employees. Therefore, Job Satisfaction (JS) as the mediation variable and with the used on Hezbergs' framework could explain how Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) influence employees' Organizational Commitment (OC). This theory help to understand the aspects of hybrid work environment through Job Satisfaction (JS) which leads to stronger Organizational Commitment (OC).

2.6 Organizational Commitment (OC)

Spending more time spent in home more than in office effecting on affective commitment was mediated through collective purpose (Simon *et al.*, 2023). Hybrid work environment had a significant effect on Work-Life-Balance (WLB) and Organizational Commitment (OC) (Widyasana *et al.*, 2025). Organizational Commitment (OC) is defined as the attitude of organizational members toward the organization they belong to, in terms of the degree to which employees identify with their organization's goals, values, and culture, and the level of attachment they have (Lee & Kim, 2023). Besides that, in this reasearch's respondent's perception defined Organizational Commitment (OC) as employees identify with

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organizational goals and values, feel emotionally attached and loyal to the organization, and demonstrate willingness to remain and contribute to its success despite hybrid work environment in Indonesia. Therefore, in this research, Organizational Commitment were using 3 indicators, which were Employee Will, Employee Loyalty, and Employee Pride (Jufrizen *et al.*, 2022).

2.7 Work-Life-Balance (WLB) and Job Satisfaction (JS)

Work-Life-Balance (WLB) were supported because of its flexible working hours, Work-From-Home (WFH) options, and support for personal needs, may play a role in increasing employee Job Satisfaction (JS) (Monata & Yuliharsi, 2024). Moreover, individuals who can balance their personal life with their work will have time to live up their interest while still doing their jobs, which will develop their Job Satisfaction (JS) which is the pleasant feeling of an employee about their job (Yusnita *et al.*, 2022). In additional, employees who perceive a greater balance between their work and personal lives tend to report higher levels of Job Satisfaction (JS) (Sapta *et al.*, 2025). H1: Work-Life-Balance (WLB) positively influence the Job Satisfaction (JS) for Hybrid Work Environment in Indonesia.

2.8 Digital Transformational Leadership (DTL) and Job Satisfaction

The role of Digital Transformational Leadership (DTL) in reducing stress and uncertainty, which makes the importance of Digital Transformational Leadership (DTL) in enhancing Job Satisfaction (JS), even in adverse conditions (Salameh-Ayanian *et al.*, 2025). Moreover, employees' needs for self-actualization and recognition in the workplace reinforce this relationship (Elshaer *et al.*, 2025). The findings are consistent with prior research, which links Job Satisfaction (JS) to employees feeling acknowledged and rewarded by their leaders (Elshaer *et al.*, 2025). In additional, previous research results show that Digital Transformational Leadership (DTL) is positively associated with Job Satisfaction (JS) (Muguerza-Florián *et al.*, 2025). H2: Digital Transformational Leadership (DTL) influence the Job Satisfaction (JS) for Hybrid Work Environment in Indonesia.

2.9 Job Satisfaction (JS) and Organizational Commitment (OC)

Job Satisfaction (JS) is important in fostering employee loyalty and commitment to the company and also its important for management to continuously monitor and improve factors contributing to Job Satisfaction (JS), such as ensuring fair compensation, providing adequate facilities, and fostering an inclusive and supportive work culture (Monata & Yuliharsi, 2024). Moreover, employees with high levels of Job Satisfaction (JS) and Organizational Commitment (OC) give their organizations more and provide better service to their customers (Dağlı *et al.*, 2024). In addition, previous research revealed that the relationship of Job Satisfaction (JS) on Organizational Commitment (OC) show a positive effect and it was accepted (Lee & Kim, 2023). H3: Job Satisfaction (JS) influence the Organizational Commitment (OC) for Hybrid Work Environment in Indonesia.

Work-Life-Balance (WLB) significantly predicts organizational commitment (OC), with employees who maintain a high WLB demonstrating notably higher levels of commitment (Tan, 2025). Furthermore, WLB's flexibility is linked to employees' OC (Afzali, 2025). Previous research indicates that WLB positively influences OC, as employees who effectively balance their professional duties and personal lives typically experience greater job satisfaction, reduced stress, and increased loyalty to the organization, which enhances their OC (Tams *et al.*, 2025). Thus, it can be hypothesized that WLB positively influences OC in a hybrid work environment in Indonesia. While the direct impact of WLB on OC may not be significant, its indirect impact through Job Satisfaction (JS) is statistically significant. This demonstrates that JS serves as a critical intermediary in fostering employees' attachment to the organization (Sapta *et al.*, 2025). The positive effect of WLB on OC is mediated by JS, highlighting the important role JS plays in the relationship between WLB and OC (Yusnita *et al.*, 2022). Additionally, previous studies suggest that a good WLB not only directly affects OC but also enhances JS, which in turn strengthens commitment (Monata & Yuliharsi, 2024). Therefore, it can be proposed that JS positively mediates the relationship between WLB and OC in the hybrid work environment in Indonesia.

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Digital Transformational Leadership (DTL) plays a crucial role in enhancing OC, as virtual leaders provide direction and motivation to employees, responding positively to their hybrid work results, which fosters employee satisfaction and commitment (Tanjung *et al.*, 2024). The relationship between DTL and OC is positive and significant, indicating that higher implementation of DTL styles by leaders correlates with stronger employee commitment to the organization (Aulia & Arijanto, 2025; Maulana & Perkasa, 2025). Consequently, it can be hypothesized that DTL positively influences OC in the hybrid work environment in Indonesia. JS acts as a bridge connecting DTL to OC, enhancing overall effectiveness within the hybrid work environment (Firdaus *et al.*, 2024). It is recommended that organizations maximize the impact of DTL on employee JS, as increased JS will amplify leadership's influence on commitment levels (Simatupang, 2021). Moreover, the DTL style positively affects employee JS, and higher JS leads to increased OC (Jufrizen *et al.*, 2022). Thus, it can be hypothesized that JS positively mediates the relationship between DTL and OC in the hybrid work environment in Indonesia.

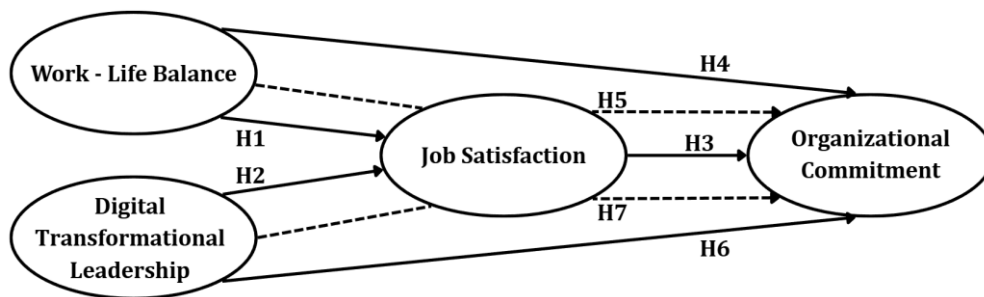


Figure 1. Research Framework

3. Research Methodology

Due to examine the empirical connection between Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Organizational Commitment (OC) through Job Satisfaction (JS) as the mediation. Survey research were used for data collecting, quantitative approach were used for analytic approach were used, and associative causal research were used for explanatory research. This research were using survey questions in form of structured questionnaire, which using a Likert scale from 1 until 5, which were 1 a score for strongly disagree, 2 a score for disagree, 3 a score for neutral, 4 a score for agree, and 5 a score for strongly agree. Therefore, the data was processed using SmartPLS 4.0. This research will be conducted across Indonesia as a whole. With the data collection for this research would be around 4 months long. According to The Marketing Map (2025), timeframe is needed in research due to use up the excess time to identify patterns and correlations, which this type of data typically collected through structured methods that need precise measurement and comparison. In this research it is need this timeframe for analyze and examine the relationship of Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Organizational Commitment (OC) through Job Satisfaction (JS) as the mediation. The population in this research consist of all every potential and real worker within in Indonesia, particularly who are working hybrid ever since pandemic. Eventhough it is recommended between 69 and 100 samples of respondent (J. Hair & Alamer, 2022), there was 132 respondent of sample size that this research succesfully obtain used to optimize the result data, which larger size of samples enhanced the points of stability in various sample sizes (Manyara *et al.*, 2024). Non probability sampling were used in this research and purposive sampling were used with the following criteria of who aged above 17 years old, Indonesian citizen, work within Indonesia, and and who have work in hybrid environment company (post-pandemic) at least 6 months. This research using collected data from a Likert-scale questionnaire distributed to respondents who have work hybrid at least for 6 months in Indonesia. These data analysis was conducted with main stages. There are two approaches in-terms of outer model, which the structural equation modeling and can be thought of as a complementary choice

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that depends on the purpose of the research, which were ML or GLS for theory testing and development and PLS for application and prediction (Anderson & Gerbing, 1988). Therefore, in this research, the structural reliability and discriminant validity of all the variables were included in the measurement model were examined using PLS-SEM. PLS-SEM assessment typically follows a two-step process that involves separate assessments of the measurement models and the structural model. The first step is to examine the measures' reliability and validity according to certain criteria associated with formative and reflective measurement model specification (J. F. Hair *et al.*, 2011). Besides that, the inner model was tested after examining the results obtained from the outer model. R² was used to see coefficient of determination (J. Hair & Alamer, 2022). In addition, PLS-SEM Algorithm and Bootstrapping (5000 subsamples) technique were used to maximize the accuracy, whereas to analys this research hypotheses or called as hypotheses testing (J. F. Hair, 2019).

4. Results and Discussion

4.1 Results

4.1.1 Respondent Criteria

This research obtain 132 respondents which consist of 53% women and 47% men. Majority of the respondents was early middle age group (25 to 35 years old), consisting 42% of the total and followed by the group who aged 36 – 45 years old around 28%. In addition, most of the respondents had higher level of education, dominating Bachelors' Degree holders around 47% and followed by Diplomas' about 23% of the total.

4.1.2 Respondents Descriptive

The table 1 shown the descriptive statistics of the research variables, whereas the following table summarizes the mean scores from respondents' Likert scale responses.

Table 1. Statistics Descriptive

Variables	Mean	Involvement
Work-Life-Balance	3,679654	Strong
Digital Transformational Leadership	4,109848	Strong
Job Satisfcation	4,149242	Strong
Organizational Commitment	4,079125	Strong

Tabulation of statistic descriptive were used to calculate the average of the respondents' answer using likert scale, whereas there were many various of response from 1 to 5 (Pahlevie, 2018). The categories of Likert scale called as very weak when the mean number was between 1 and 1,79, metric for weak was around 1,80 until 2,59, moderate was in between 2,60 to 3,39, strong was about 3,40 and 4,19, and for 4,20 to 5,00 considered as very strong in-terms of describing the strength of the variables (Sugiono, 2013). The involment of each Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), and Job Satisfaction (JS) itelves encourages respondents' commitment on their organization. Whereas the average of the respondents' response according to table 1, Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), Job Satisfaction (JS), and Organizational Commitment (OC) considered as a strong variable, standing on the same range between 3,67 to 4,14.

4.1.3 First Order PLS-SEM Path Diagram

Figure 2 presents the PLS-SEM structural and measurement model, illustrating the relationships among the latent variables and their indicators as estimated using SmartPLS.

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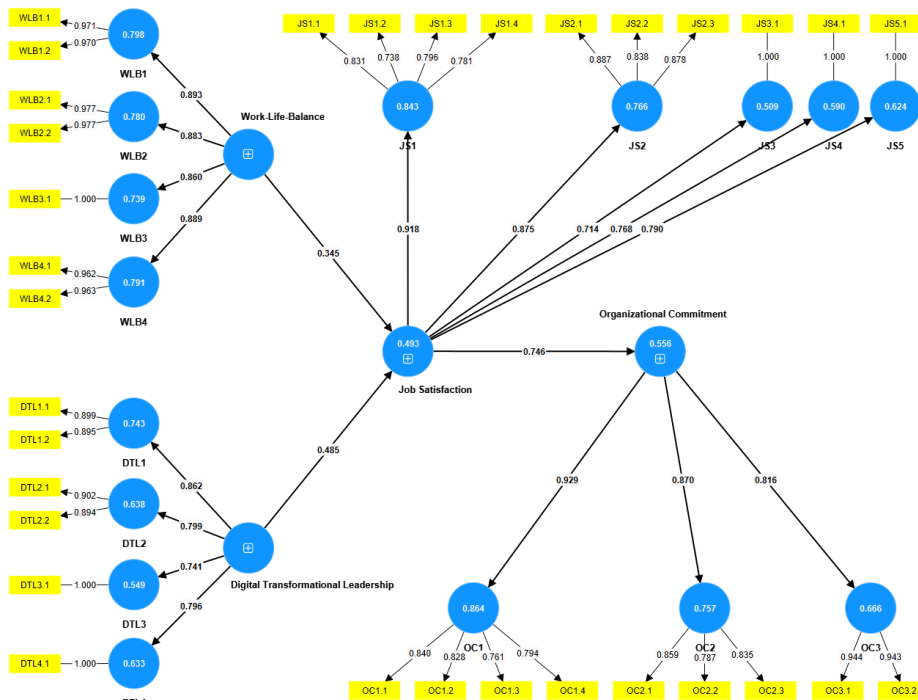


Figure 2. First Order PLS-SEM Path Diagram

In-terms of the first-order outer model in PLS-SEM, also known as the measurement model, evaluates how well the indicators (manifest variables) measure their respective latent constructs, ensuring reliability and validity before assessing structural relationships.

4.1.4 Measurement Model Assesment (Outer Model)

Table 2 reveals the first-order of the reliability and validity test results for the Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), Job Satisfaction (JS), and Organizational Commitment (OC) constructs, which are then interpreted as follows.

Table 2. First-Order Reability and Validity of the Research's Dimensions / Indicators

Variables	Dimensions/Indicators	Outer Loading	CR	α	AVE
Work-Life-Balance	Work Life Interference Personal Life	0,971	0.939	0.939	0.942
	Personal Life Interference Work Life	0,976	0.953	0.953	0.955
	Personal Life Enhance Work Life	1	-	-	-
	Work Life Enhance Personal Life	0,963	0.921	0.921	0.927
			0,962		
Digital Transformational Leadership	Idealized Influence	0,899	0.758	0.758	0.805
		0,895			
	Inspirational Motivation	0,902	0.761	0.761	0.807
		0,894			
	Intellectual Stimulation	1	-	-	-
	Individualized Consideration	1	-	-	-
Job Satisfaction	Job Content	0,831	0.797	0.795	0.620
		0,738			

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		0,796			
		0,781			
	Supervision	0,887	0.836	0.836	0.753
		0,838			
		0,878			
	Opportunity to Advance	1	-	-	-
	Wages	1	-	-	-
	Work Colleague	1	-	-	-
Organizational Commitment	Employee Will	0,84	0.823	0.820	0.650
		0,828			
		0,761			
		0,794			
	Employee Loyalty	0,859	0.771	0.769	0.685
		0,787			
		0,835			
	Employee Pride	0,944	0.877	0.877	0.890
		0,943			

First stage of PLS-SEM analysis is assessing the measurement model, which find and demonstrate the convergent validity of the variables is in acceptable ranges for the items' outer loading, Composite Reliability (CR), and Average Variance Extracted (AVE) (J. F. Hair, 2019). In-terms of finding the dimensions loading, which the outer loading correlation of the formatively measured construct with the single-item construct, measuring the same concept, should be 0.708 or higher (J. F. Hair, 2019). Table 2 revealed that every outer loading were bigger than 0,700, whereas it considered the items themselves was statistically significant. Next, higher values generally indicate higher levels of reliability, whereas the values between 0.60 and 0.70 are considered "acceptable in exploratory", values between 0.70 and 0.90 range considered "satisfactory to good", and values of 0.95 and higher are problematic, as they indicate that the items are redundant, thereby reducing construct validity, meanwhile for cronbach's alpha is a less precise measure of reliability, as the items are unweighted (J. F. Hair, 2019). In this stages, based on the table 2, the Construct Reliability (CR) and the Cronbach's Alpha (a) were ranges between 0,758 and 0.953, which the values ensure an excellent internal consistency reliability. Besides that, it is suggested that each construct's Average Variance Extracted (AVE) should be compared to the squared inter-construct correlation (as a measure of shared variance) of that same construct and all other reflectively measured constructs in the structural model, whereas an acceptable Average Variance Extracted (AVE) is 0.50 or higher indicating that the construct explains at least 50 per cent of the variance of its items (J. F. Hair, 2019). As table 2 shows, the Average Variance Extracted (AVE) of this research constructs ranged from 0,620 to 0,955, indicating an acceptable convergent validity. Moreover, the first-order discriminant validity was using Fornell-Larcker whereas it shows the Average Variance Extracted (AVE) in Digital Transformational Leadership (DTL), Job Satisfaction (JS), Organizational Commitment (OC), and Work-Life-Balance (WLB) itself stands higher than other variances.

4.1.5 Second Order PLS-SEM Path Diagram

Figure 3 illustrates the second-order outer measurement model for the reflective-formative higher-order construct of Work-Life-balance (WLB), Digital Transformational Leadership (DTL), Job Satisfaction (JS), and Organizational Commitment (OC) with their own reflective outer loadings shown.

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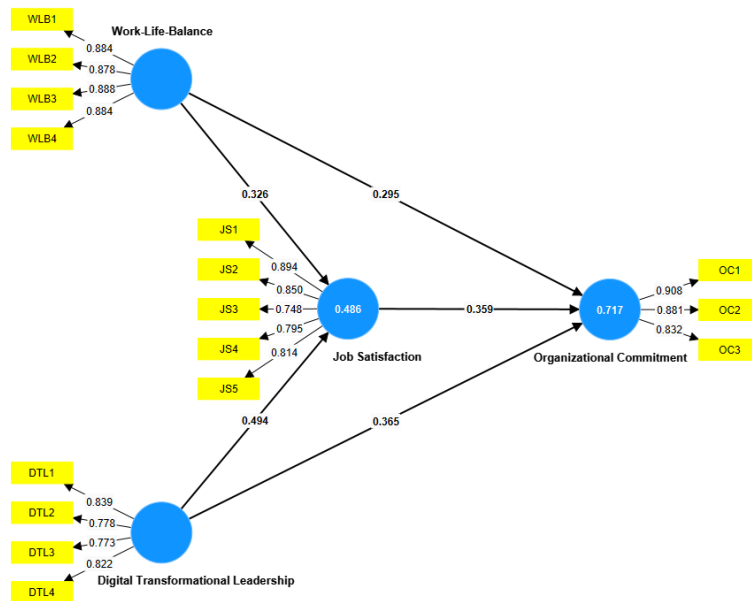


Figure 3. Second Order PLS-SEM Path Diagram

The outer model metrics for second-order constructs in PLS-SEM follow similar principles to first-order but require evaluating both reflective indicators (for first-order constructs) and formative relationships (for higher-order). Moreover, table 3 reveals the second-order of the reliability and validity test results for the Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), Job Satisfaction (JS), and Organizational Commitment (OC) dimensions, which are then interpreted as follows.

Table 3. Second-Order Reability and Validity of the Research's Variables

Dimensions / Indicators	Outer Loading	CR	α	AVE
Work Life Interference Personal Life	0,886	0,909	0,906	0,78
Personal Life Interference Work Life	0,881			
Personal Life Enhance Work Life	0,884			
Work Life Enhance Personal Life	0,881			
Idealized Influence	0,841	0,818	0,817	0,646
Inspirational Motivation	0,77			
Intellectual Stimulation	0,782			
Individualized Consideration	0,82			
Job Content	0,894	0,885	0,879	0,675
Supervision	0,85			
Opportunity to Advance	0,748			
Wages	0,795			
Work Colleague	0,814	0,858	0,846	0,764
Employee Will	0,91			
Employee Loyalty	0,884			
Employee Pride	0,827			

For the second-order, firstly was to assessing the measurement model, which find and demonstate the convergent validity of the variables is in acceptable ranges for the items' outer loading, Composite Reability (CR), and Average Variance Extracted (AVE) (J. F. Hair, 2019). In-terms of finding the dimensions loading, which the outer loading correlation of the formatively measured construct with the single-item construct, measuring the same concept, should be 0.708 or higher (J. F. Hair, 2019). Table 3 revealed that every outer loading were bigger than 0,700, whereas it considered the items itelves was

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statistically significant. Next, higher values generally indicate higher levels of reliability, whereas the values between 0.60 and 0.70 are considered “acceptable in exploratory”, values between 0.70 and 0.90 range considered “satisfactory good”, and values of 0.95 and higher are problematic, as they indicate that the items are redundant, thereby reducing construct validity, meanwhile for cronbach’s alpha is a less precise measure of reliability, as the items are unweighted (J. F. Hair, 2019). In this stages, based on the table 3, the Construct Reability (CR) and the Cronbach’s Alpha (a) were ranges between 0,817 and 0.909, which the values ensure an excellent internal consistency reability. Besides that, it is suggested that each construct’s Average Variance Extracted (AVE) should be compared to the squared inter-construct correlation (as a measure of shared variance) of that same construct and all other reflectively measured constructs in the structural model, whereas sn acceptable Average Variance Extracted (AVE) is 0.50 or higher indicating that the construct explains at least 50 per cent of the variance of its items (J. F. Hair, 2019). As table 3 shows, the Average Variance Extracted (AVE) of this research constructs ranged from 0,620 to 0,955, indicating an acceptable convergent validity. Furthermore, tabulation 4. presents the Fornell–Larcker discriminant validity assessment for the second-order of Digital Transformational Leadership (DTL), Job Satisfaction (JS), Organizational Commitment (OC), and Work-Life-Balance (WLB) variables.

Table 4. Variables’ Discriminant Validity based on Fornel-Larcker Criterion

Variable	Digital Transformational Leadership	Job Satisfaction	Organizational Commitment	Work-Life-Balance
Digital Transformational Leadership	0.804			
Job Satisfaction	0.631	0.822		
Organizational Commitment	0.713	0.747	0.874	
Work-Life-Balance	0.419	0.534	0.640	0.883

In-terms of discriminat validity that used in this research, which were research study by Fornell and Larcker stucture model, whereas it was used to measure the shared variance for all model constructs and it should not be larger than their AVEs (J. F. Hair, 2019). Therefore, the tabulation 4 reveals that every AVEs in Brand Engagement (BE), Brand Image (BI), Purchase Intention (PI), and Social Media Marketing (SMM) itselfs stands higher that other variances.

4.1.6 Assesment of the Predictive Structural Model (Inner Model)

Table 5 presents the R-square values for the endogenous variables of Job Satisfaction (JS) and Organizational Commitment (OC).

Table 5. Structural Model Fit

Variables	R-Square	Predictive Accuracy
Job Satisfaction	0,486	Moderate
Organizational Commitment	0,717	Substantial

R-Square is calculated to examine the predictive ability of the structural model, there is one metric in used, which measures the amount of variance in a dependent variable that can be explained by its independent variable (J. F. Hair, 2019). R2 values of 0.75, 0.50 and 0.25 are considered as substantial, moderate, and weak respectively, while values of 0.90 and higher are typical indicative of overfit (J. F. Hair, 2019). As shown in table 5, the R2 value was between 0,486 and 0,717, meaning an excellent predictive accuracy of the research model. In the following stage, table 6 presents the structural parameter estimates for the hypotheses testing, including the original sample, t-statistics, p-values, and results for

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direct and indirect paths between Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), Job Satisfaction (JS), and Organizational Commitment (OC).

Table 6. Structural Parameter Estimates

Variables	Original Sample (O)	T-Statistics	P-Values	Results
Direct Path				
Hypotheses 1	0.326	3.579	0.000	Accepted
Hypotheses 2	0.494	5.031	0.000	Accepted
Hypotheses 3	0.359	3.314	0.001	Accepted
Hypotheses 4	0.412	5.362	0.000	Accepted
Hypotheses 6	0.542	7.119	0.000	Accepted
Indirect Path				
Hypotheses 5	0.245	3.132	0.002	Accepted
Hypotheses 7	0.369	4.051	0.000	Accepted

PLS-SEM Algorithm and Bootstrapping (5000 subsamples) technique were used to maximize the accuracy, whereas to analyse this research hypotheses or called as hypotheses testing (J. F. Hair, 2019). T-Statistic itself was measured to determine the critical value of the confidential data is approximately normally distributed, which at least stands at 1,96 (Scribbr, 2023). Moreover, t-statistic also used to find the p-value, whereas it used to examine the probability that comes from a distribution that it considered as extremely significant when it is ≤ 0.01 and ≤ 0.05 define as significant (Kock, 2015; Scribbr, 2023). The result revealed that table 6 in-terms of illustrate the influence of Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) positive and significantly enhance Job Satisfaction (JS) respectively (O=0.326, t-statistics=3.579, p-value= 0.000 ; O=0.494, t-statistics=5.031, p-value= 0.000), thus supporting H1 and H2. Moreover, Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), and Job Satisfaction (JS) also positively and significantly influence Organizational Commitment (OC) (O=0.412, t-statistics=5.362, p-value= 0.000 ; O=0.542, t-statistics=7.119, p-value= 0.000 ; O=0.359, t-statistics=3.314, p-value= 0.001), indicating that H4, H5, and H3 were accepted. In addition, to examine the indirect effects of Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Organizational Commitment (OC), the results using bootstrapping technique revealed that Job Satisfaction (JS) positively and significantly mediates the relationship between Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) within Indonesian hybrid worker for their Organizational Commitment (OC) (O=0.245, t-statistics=3.132, p-value= 0.002 ; O=0.369, t-statistics=4.051, p-value= 0.000), confirming the H6 and H7 respectively.

4.2 Discussion

This research successfully obtain about 132 valid respondents using structured questionnaire by Likert scale of 1 to 5, whereas the data was processed using SmartPLS 4.0. The respondents themselves mostly dominated with women by 53%, whereas the percentage of the respondents' ages was around 25 to 35 years old about 42%, which most of them had gain their Bachelor's Degree for 47%. In-terms of first-order outer model, the validity convergent was measured by outer loading and Average Variance Extracted (AVE), whereas the results shows that every item constructs was statistically significant and the dimensions or indicators have a acceptable convergent validity. Moreover, the discriminant validity of the first-order was using the research study by Fornell-Larcker structure model, whereas the Average Variance Extracted (AVE) of each variables' dimensions or indicators stands higher than other variances. In addition, the reliability of the dimensions or indicators was considered satisfactory good and ensure an excellent internal consistency reliability. In second-order outer model, every measurement was applied the same as the first-order outer model. Therefore, the validity convergent was also measured by outer loading and Average Variance Extracted (AVE), whereas the results shows that every item dimensions or indicators was statistically significant and the variables have a acceptable convergent validity. Moreover, the discriminant validity of the second-order was also using the research study by Fornell-Larcker structure

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model, whereas the Average Variance Extraxted (AVE) of variables for Digital Transformational Leadership (DTL), Job Satisfaction (JS), Organizational Commitment (OC), and Work-Life-Balance (WLB) itselfs stands higher that other variances. In addition, the reability of the variables was considered satisfactory good and ensure an excellent internal consistency reability. Furthermore, in-terms of predictive structural model was measured using R-Square, whereas the dependent variables in this research, namely Job Satisfaction (JS) considered in a moderate range and Organizational Commitment (OC) categorized in a substantial range of accuracy. In the following stage, every hypotheses was accepted, whereas the highest percentage of the relationships shown in between Digital Transformational Leadership (DTL) on Organizational Commitment (OC) about 54%, considered normal distributed for its t-statistics (7.119), and categorized as extremely significant (p-value= 0.000). Besides that, the relationship between Digital Transformational Leadership (DTL) on Job Satisfaction (JS), the effects of Job Satisfaction (JS) on Organizational Commitment (OC), and the influence of Work-Life-Balance (WLB) on Organizational Commitment (OC) have a range of 49%, 35%, and 41% respectively, which shown in the original samples, whereas the hypotheses determined have a normal distributed of the critical value (5.031; 3.314; 5.362) and the distribution categorized as extreme significant (0.000; 0.001; 0.000). Lastly, the mediation effect of Job Satisfaction (JS) for on Organizational Commitment (OC) in Digital Transformational Leadership (DTL) works better than Work-Life-Balance (WLB) since it shows on the percentage of 36% and 24% in original sample respectively, while both critical value in t-statistics and p-value considered in a normal distribution and extremely significant (t-satistics= 4.051, p-value= 0.000 ; t-satistics=3.132, p-value= 0.002). In addition, this research successfully gain a strong involvement of the every variables within the 132 respondents' answer. The highest value on mean stand for Job Satisfaction (JS) about 4.14. Next, followed by Digital Transformational Leadership (DTL) and Organizational Commitment (OC) around 4.10 and 4.07 respectively. Lastly, the Work-Life-Balance (WLB) have the smallest mean value between these four variables that measure, standing at 3.67.

5. Conclusion

This research highlight the empirical research of the direct path of Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), and Job Satisfaction (JS) on Organizational Commitment (OC) Indonesian hybrid workers. Moreover, it is also focus on examine the direct effect of Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Indonesian hybrid employees' Job Satisfaction (JS). At last, if highlight on determine the possibilities mediating effects for indirect effects of Job Satisfaction (JS) for Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Organizational Commitment (OC) relationships. This research was using Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Model, whereas Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) as the job resources which strengthen Indonesian hybrid employees' Job Satisfaction (JS) and in turn effecting their Organizational Commitment (OC). Besides that, in Sthis Social Exchange Theory (SET) happens in organizations and digital leaders that provide fair supports, flexibility, and recognition that might effects higher affective attachment and willingness to stay in the organizations. This reflects from the positive and significant effects from Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Organizational Commitment (OC), in which either both directly or indirectly through Job Satisfaction (JS). Whereas at the same time, Job Demands-Resources (JD-R) model is supported from the Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) as the resources which positively and significantly enhance the Job Satisfaction (JS) in order to boost employees' Organizational Commitment (OC) in terms of hybrid work demands, reduce stress, and boost motivations. Therefore, the accepted hypotheses confirms the integration of Social Exchange Theory (SET) and Job Demands-Resources (JD-R) in which boost the understanding on how Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) enhance long term Organizational Commitment (OC) through stronger Job Satisfaction (JS) in hybrid work environments across Indonesia.

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This research revealed that Work-Life-Balance (WLB), Digital Transformational Leadership (DTL), and Job Satisfaction (JS) constantly enhanced the hybrid employees' Organizational Commitment (OC) within Indonesia as a whole, whereas it align within other previous study (Dağlı *et al.*, 2024; Tams *et al.*, 2025; Tanjung *et al.*, 2024). This research also highlight the discussion which align with previous research about Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Job Satisfaction (JS) (Elshaer *et al.*, 2025; Monata & Yuliharsi, 2024). Lastly, other indirect effects are in the same page with other past researcher, which shown from Job Satisfaction (JS) itself stimulated the mediating effects for Work-Life-Balance (WLB) and Digital Transformational Leadership (DTL) on Indonesian hybrid workers' Organizational Commitment (OC) (Jufrizen *et al.*, 2022; Monata & Yuliharsi, 2024). By the flexible hours and reduced interference between work and personal life, fostering fulfillment, and reducing stress especially in hybrid work might enhances the employees' Job Satisfaction (JS) (Budiman *et al.*, 2020). Whereas whenever employees successfully manage their personal needs alongside their duties, they might experience positive emotions towards their roles, as supported by Job Demand-Resources (JD-R) theory which Work-Life-Balance (WLB) acts as the job resources boosting motivation (Nordiana *et al.*, 2025). Moreover, leaders which using digital tools to empower and innovate the working environment that align with the self-actualization, whereas through inspirational virtual motivation, intellectual stimulation, and individualized digital support, making employees feel valued in remote-hybrid teams, it effects Job Satisfaction (JS) (Jonathans *et al.*, 2026). The positive job evaluation leads to mutual commitment, whereas higher Job Satisfaction (JS) do drives employees' Organizational Commitment (OC) by the increasing loyalty, pride, and willingness to exert extra effort, as satisfied employees emotionally attach to organizational goals (Kosasih *et al.*, 2024). Furthermore, reduced in role conflicts enhances the connection to the company as the employees shows higher affective attachment, which shows that Work-Life-Balance (WLB) directly boost employees' Organizational Commitment (OC) by promoting loyalty and retention through balanced personal-professional lives, especially in flexible hybrid models (Prasetio, 2016). Besides that, by channeling the the balance into satisfaction, it strengthen the long-term relationship with the hybrid work (Munzir *et al.*, 2025). On the other side, the organizational bonds in remote work might enhances if the digital inspirational exceeds the expectations, in which Digital Transformational Leadership (DTL) fostering employees' Organizational Commitment (OC) through clear digital visions and support, enhancing virtual team alignment and employee pride (Purba *et al.*, 2023). Lastly, Job Satisfaction do enhances the Organizational Commitment (OC) through the rewarded innovation and recognition, whereas the leadership satisfaction bridges the inspiration to loyalty and performance in digital-hybrid environments (Jonathans *et al.*, 2026).

For hybrid employees, among the variables examined in this research, Work-Life-Balance (WLB) appears to be less effective than Digital Transformational Leadership (DTL). Therefore, it is recommended that hybrid employees actively manage their WLB by setting clear boundaries between work and personal life, organizing daily schedules, and communicating with their supervisors or leaders to reduce potential role conflicts or miscommunication. Furthermore, hybrid employees should proactively seek feedback, recognition, and development opportunities from their DTL, as this has been shown to strengthen Job Satisfaction (JS) and Organizational Commitment (OC). Lastly, hybrid workers ought to maintain regular social interactions with their co-workers virtually and also meet in person to prevent isolation and foster commitment to the organization. For hybrid companies, offices that have positively shifted to a hybrid system should design and formalize more regulations regarding WLB, such as flexible working schedules, to minimize work and personal interference and enhance employees' JS and OC. Additionally, companies are recommended to invest more in DTL development, including training programs to strengthen leaders' abilities in virtual and hybrid environments. Moreover, human resources should regularly monitor employees' JS to evaluate and adjust their hybrid work arrangements, remaining supportive, fair, and motivating. Lastly, institutions could enhance their digital infrastructure and collaboration tools to improve communication effectiveness within the organization and boost management performance in hybrid work environments, leading to higher JS and OC. For further research, it is recommended that future studies replicate this research with larger and more diverse samples across different sectors, regions, and countries to better identify the relationships between the variables in various hybrid work contexts.

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Additionally, it is suggested to incorporate other related variables, such as psychological well-being, technostress, or organizational culture, which could serve as mediators or moderators to better explain how and when hybrid work enhances employee outcomes.

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