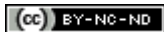


## **Exploring the Impact of Quality of Work Life, Job Involvement, and Organizational Climate on Work-Life Balance: A Mediated Analysis Through Job Satisfaction**

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INFO	ABSTRACT
<b>Article History</b> Received: 2024-10-28 Revised: 2024-12-20 Accepted: 2024-12-26	From an organizational point of view, work-life balance has become very important in today's working environment, and organizations have begun to consider various variables that affect well-being and employee performance. Using work satisfaction as a mediating variable, the current study investigates the relationship between WLB in an insurance broker company and QWL, job participation, and organizational climate. Quantitative data collection was performed, respecting the multi-indicators and multi-parameters nature of the variables, while the analysis was carried out using the PLSSEM software. The results indicate that WLB is significantly influenced by QWL and organizational climate, while job involvement does not show any impact. Moreover, job satisfaction, positively affected by QWL and organizational climate, does not directly influence WLB. These findings are an indication that the organization needs to prioritize enhancing QWL and fostering a positive organizational climate in most ways if it is to promote WLB and satisfaction among its employees effectively. This research found that improving the quality of work-life and organizational climate is an important factor in fostering work-life balance, especially in sector insurance brokering.
 This work is licensed under <a href="https://creativecommons.org/licenses/by-nc-nd/4.0/">Attribution- NonCommercial-NoDerivatives 4.0 International</a>	<b>Keywords:</b> Job involvement; Job satisfaction; Organizational climate; Quality of work-life; Work-life balance

## **INTRODUCTION**

In today's fast-paced global economy, balancing life as a worker and life as a human being has become more difficult in the current technology-driven era. The rise of digital technology, adaptable employment setups, and the blurred lines between work and leisure have transformed the traditional boundaries of work-life dynamics. In addition to creating new chances for adaptability, these developments have also made it more difficult to maintain one's physical and mental health. According to research, persons who maintain a healthy work-life balance experience less stress and prevent burnout, which raises their level of enjoyment in both areas (Bulger, 2014).

The ability to accomplish goals in both the personal and professional domains while maintaining contentment in all facets of life is known as work-life balance. Work-life balance, or WLB, has gained popularity in public discourse, especially in major corporations, where it is frequently at the heart of employee welfare initiatives. However, academic research on WLB has not expanded as robustly as the term's widespread use suggests. Scholars argue that the development of WLB theory has lagged behind its popularity, and there has been limited consideration of the diverse nature of today's workforce in WLB studies (Gragnano et al., 2020).

The transition from WFH to full-time office work, especially in major business hubs like Jakarta, has introduced new challenges for employees. Employees struggle to acclimate to lengthy work hours and commutes because of many organizations reintroducing work-from-office (WFO) policies. This raises questions regarding how to maintain a healthy work-life balance (WLB) during this shift. Work Quality Achieving a healthy work-life balance has been found to depend on several factors, including life. The quality of work life is the extent to which an organization meets the expectations of its employees by implementing structured procedures that allow them to participate in decision-making and manage their work lives actively (Ayal et al., 2019). A positive QWL has been shown to improve WLB by lowering stress and increasing job satisfaction and commitment, as demonstrated by studies conducted in India (Aruldoss et al., 2022). In addition to QWL, employee engagement and organizational climate also play significant roles in shaping WLB. High employee engagement is crucial to organizational success, as engaged employees are empowered to contribute innovative ideas and enhance organizational performance (Palumbo, 2023). WLB is also impacted by the organizational climate, which is characterized by the distinctive features of a workplace. Studies have indicated that a favorable work environment promotes improved work-life balance by coordinating employee welfare with company objectives (Balqis et al., 2021). Aligned with this perspective, organizations need to strive for the establishment of a more adaptable, collaborative, flexible, and team-based work culture. This effort is crucial for enhancing performance by providing motivation, embracing innovative ideas, addressing employee complaints, and ensuring the organization's ability to sustain and grow (Hadi et al., 2024). However, conflicting findings exist, as some studies have indicated that work conditions do not significantly affect WLB (Weerathna et al., 2022). This discrepancy highlights the need for further investigation into how these factors interact to influence WLB, particularly in service-oriented industries like insurance.

This study, which uses job satisfaction as a mediating factor, intends to investigate the impacts of organizational climate, employee engagement, and quality of work life on work-life balance (WLB) at one insurance broker company in Indonesia, which facilitates risk management and claims handling between clients and insurance providers, operates in a fast-paced environment that demands high employee collaboration and mobility. Many employees, particularly in sales, often work beyond regular hours to meet client needs. Interviews with 10 employees revealed concerns about compromised WLB due to these extended work demands. This research will analyze the interplay between these factors in the context of the insurance brokerage industry.

## **LITERATURE REVIEW**

### **The Quality of Work-Life and Work-Life Balance**

The degree to which workers accomplish their significant personal objectives through their everyday work experiences is known as Quality of Work Life or QWL. Fair pay, advancement opportunities, and a supportive work environment are generally linked to high QWL. Ishfaq et al. (2022) define QWL as a collection of dimensions that affect job satisfaction and individual performance within an organization. These dimensions include feeling satisfied with their job, having independence, working in a comfortable environment,

receiving fair pay, opportunities for career growth, building friendships with colleagues, and having good relationships with management.

The ability to manage one's responsibilities to one's career, friends, and family is known as work-life balance or WLB. There is a feeling of equilibrium between work and personal life when expectations are fulfilled. As a result, the concept of work-life balance shifts from emphasizing role-related performance to psychological constructs like importance or satisfaction (Brough et al., 2020). Workers with high QWL are often able to effectively manage their personal and professional responsibilities because they have access to resources, assistance, and flexibility. Work-life quality has an impact on work-life balance, according to research by Palumbo (2020). As work-life quality improves, so does work-life balance, according to findings by Aruldoss et al. (2021).

*H1: Work-life balance is impacted by the quality of work-life*

### **Work-life balance and Work Involvement**

A person's mental alignment with their work and degree of accomplishment is reflected in their work participation, which is a critical component of their self-worth. High work involvement sometimes causes work to be prioritized over personal life. Work participation refers to how an employee views their job as an essential part of their identity and existence, where it is not only a daily task but also significantly influences how they define themselves both personally and professionally (Ullah et al., 2022). High-involvement workers might devote more time and effort to their jobs, possibly at the expense of their well-being and personal lives. This increased commitment to work can lead to conflicts between work and personal duties, which can lead to an imbalance between work and personal life. The engagement of accountants has a detrimental effect on their capacity to handle the conflict between work and life (Palumbo et al., 2022).

*H2: Work-life balance impacted by work involvement*

### **Work-life Balance and Organizational Climate**

Organizational climate relates to the shared perspectives of people in an organization concerning its policies, practices, and working process. A favorable organizational climate is illustrated by a corroborating work atmosphere, transparency, and reasonable procedures. Organizational climate is a group of work environment aspects that can be measured and sensed directly or indirectly by employees who live and perform in those circumstances (Agbejule et al., 2021). An atmosphere where workers feel supported in striking a balance between their personal and professional lives can be established by a healthy company climate. By putting in place measures like employee support programs, remote work choices, and flexible work hours, work-life balance can be enhanced. The impact of both internal and external work settings on work-life balance is substantial (Weerathna et al., 2022).

*H3: Work-life balance is impacted by the organizational climate*

### **Work-Life Balance and Job Satisfaction**

Job satisfaction is about how fulfilled and pleased workers sense in their functions. It covers elements like the work environment, the nature of their job, and the relationships they

build with coworkers and supervisors. Job satisfaction describes an overall attitude, which can be either positive or negative, toward the job and the organization. It is closely related to the anticipations employees have and how they compare them to external factors. Employees who are content with their jobs are more likely to feel good and experience less stress, which improves their work-life balance. Job satisfaction can lead to a more harmonious integration of work and personal responsibilities. Work-life balance is positively perceived when job satisfaction rises (Palumbo et al., 2022; Thro & Prasain, 2024).

*H4: Work-life balance is impacted by job satisfaction*

### **Job Satisfaction and Quality of Work-Life**

Quality of work life (QWL) contains mixed aspects intended for constructing a symmetry between professional and private life, as well as a work atmosphere that helps workers' well-being by shaping elements such as the material work environment, connections with coworkers, and the balance between job and private life. Because it has a beneficial impact on their overall experience and well-being at work, employees who have a high QWL may feel content with their occupations. The quality of work life (QWL) has been shown to have a beneficial effect on job satisfaction. Because people with great work-life balance are more likely to have high job satisfaction, work-life quality has a positive and significant impact on job satisfaction (Aruldoss et al., 2021; Dhamija et al., 2019).

*H5: Job satisfaction is impacted by the quality of work-life*

### **Job Satisfaction and Work Involvement**

"Work involvement" refers to the degree of an individual's emotional investment in their work. Employees will be more engaged and content with their jobs if they believe their work is important and gratifying. Because they feel more engaged and believe their contributions are important, workers who are more immersed in their work typically get more joy from it. A sense of accomplishment and fulfillment are frequently the results of this commitment. Research has shown that millennial workers' degree of workplace involvement and job satisfaction are strongly correlated (García et al., 2019). Participation in the workplace has been shown to improve job satisfaction and work performance significantly. A person's performance and job satisfaction tend to improve when they are actively involved in their tasks (Mikkelsen & Olsen, 2019).

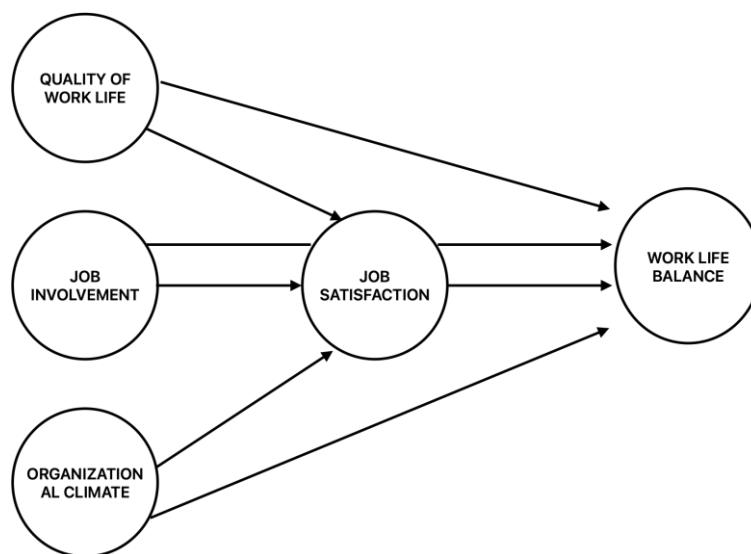
*H6: Job satisfaction is affected by work involvement*

### **Job Satisfaction and Organizational Climate**

Organizational climate leverages workers' point of view of their work atmosphere. A positive organizational climate is associated with supportive management, fair policies, and good working conditions, which can enhance job satisfaction. By creating an inspiring and encouraging work environment, a positive organizational climate can increase job satisfaction. Employee job satisfaction tends to rise when they feel appreciated and supported. Job satisfaction and organizational atmosphere are positively and significantly correlated (Haryono et al., 2019; Vega et al., 2021).

*H7: Job satisfaction is impacted by organizational climate*

From the preceding discussion, a conceptual model is illustrated in Figure 1.



**Figure 1. Research Framework**

## RESEARCH METHOD

The sample size in this study was 50 people, representing the entire population within one insurance company in Jakarta; thus, a census technique was employed. By involving the entire population, the study results reflect the actual conditions without the risk of bias or sampling errors. This approach ensures that the data obtained is highly precise, without requiring estimates or confidence intervals, as there is no sampling uncertainty. The census technique is highly suitable for small populations, ensuring accurate and representative results. These changes have been highlighted. The respondents were given questionnaires to complete in order to gather information. Primary and secondary data were used for analysis in the study. The questionnaires completed by the 50 participants served as the major source of data. Many scientific articles and publications contained secondary sources of information. The researchers used the Structural Equation Model (SEM) method, which is based on Partial Least Squares (PLS), to evaluate the hypothesis. SEM is appropriate for this study since it is a statistical method for examining the relationships between two or more variables. PLS-SEM was used due to its ability to analyze complex models involving latent variables and handle small sample sizes effectively. The study also included a non-probability sampling technique. A five-point Likert scale was used to measure each statement item in this study. The scale had the following structure: Five was "Strongly Agree," four was "Agree," three was "Neutral," two was "Disagree," and one was "Strongly Disagree."

## RESULTS AND DISCUSSION

### Respondent Characteristics and Demographic

After collecting the data, the demographics showed that 52% of the respondents were female, totaling 26 participants, while 48% were male, with 24 participants. Female respondents are dominant in this population. The most recent educational background data shows that S1 degree holders make up 64%, D3 holders comprise 22%, high school

graduates account for 8%, and S2 degree holders represent 6%. In terms of employment duration, 26% of employees have worked for less than a year, 2% for 1-2 years, 22% for 2-3 years, 10% for 4-5 years, and 40% have been with the company for over five years.

### Outer Loadings

The measurement model is a technique for measuring latent variables. Measures of convergent validity include outer loadings and AVE (Average Variance Extracted) parameters. A measure is said to correlate with the construct being measured if its individual reflective value is higher than 0.7. An outer loading output can be looked at in Table 1.

**Table 1. Outer Loading**

<b>Quality Of Work-Life</b>	
<b>Indicator</b>	<b>Sample Mean</b>
Training & Development	0.943
Supervision	0.955
Benefit	0.935
Social Relevance	0.936
Workplace Integration	0.931
<b>Job Involvement</b>	
<b>Indicator</b>	<b>Sample Mean</b>
Participation	0.965
Creativity Freedom	0.961
<b>Organizational Climate</b>	
<b>Indicator</b>	<b>Sample Mean</b>
Work Environment	0.950
Trust	0.956
<b>Job Satisfaction</b>	
<b>Indicator</b>	<b>Sample Mean</b>
Salary	0.917
Reward	0.936
Organizational Support	0.903
<b>Work-Life Balance</b>	
<b>Indicator</b>	<b>Sample Mean</b>
Work-to-life Conflict	0.963
Life-to-work Conflict	0.955

Since all of the components of the research variables in the above table have outer loading values greater than 0.07, they all satisfy the requirements for convergent validity. As a result, all components of the research variables can be regarded as meeting this requirement, allowing them to move on to the following analysis.

### Composite Reliability

A reliability test of the measurement model is conducted in addition to a validity test of the factor loading value of each construct. To show that the instrument measures the construct accurately, consistently, and precisely, a reliability test is conducted. Table 2 displays the composite reliability output.

**Table 2. Composite Reliability**

Variable	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Quality of Work-Life	0.967	0.969	0.883
Job Involvement	0.922	0.924	0.927
Organizational Climate	0.899	0.902	0.908
Job Satisfaction	0.907	0.908	0.844
Work-Life Balance	0.913	0.918	0.919

The aforementioned table indicates that all of the variables in the reliability test that use Cronbach's Alpha and Composite Reliability have values greater than 0.70. Additionally, results above 0.50 are obtained by the AVE (Average Variance Extracted) validity test. The validity and reliability of the examined variables can thus be concluded. Thus, the structural model can be tested as part of the analysis.

### Hypothesis Test Result

#### *Direct Effect*

SmartPLS software is used to conduct bootstrapping, a non-parametric method for estimating precision and measuring the relationships between variables. The P-value and t-statistics (Table 3), which are utilized in the PLS method to evaluate the importance of the data, are provided by the SmartPLS program. The null hypothesis is rejected ( $H_0$ ), and the hypothesis is accepted ( $H_a$ ) if the t-statistic is greater than 1.96 and the P-value is less than 0.05 at a 5% significance level. The findings of this study's hypothesis testing are predicated on these standards.

**Table 3. Hypothesis Test Result**

Variable	T-Statistic	P-Value	Conclusion
Quality of Work Life → Work-Life Balance	5.837	0.000	Affected
Job Involvement → Work-Life Balance	0.803	0.424	Not Affected
Organizational Climate → Work-Life Balance	2.794	0.006	Affected
Job Satisfaction → Work-Life Balance	1.897	0.061	Not Affected
Quality of Work Life → Job Satisfaction	2.644	0.010	Affected
Job Involvement → Job Satisfaction	0.672	0.503	Not Affected
Organizational Climate → Job Satisfaction	2.021	0.046	Affected

#### *Quality of Work-Life Has a Positive Effect on Work-Life Balance*

The study found that the quality of work-life has an effect on one insurance company broker's work-life balance. The T-statistic of 5.837, the P-value of 0.000, and the sample coefficient (OS) of 1.133 are all less than 0.05, supporting the hypothesis. This suggests that the quality of an employee's work-life has a significant influence on their work-life balance. A supportive work environment, opportunities for career advancement, and effective supervision all help people feel more balanced in their personal and professional lives. This

outcome is in line with other research by Aruldoss et al. (2021), which discovered that higher work-life quality leads to improved work-life balance.

#### *Job Involvement Has a Negative Effect on Work-Life Balance*

According to the study, employment involvement at one insurance broker company has little bearing on work-life balance. The hypothesis is rejected because the sample coefficient (OS) is -0.171, the P-value is 0.424, and the T-statistic is 0.803. This suggests that employees' personal and professional lives are not directly impacted by their line of work. This may be due to the fact that the organization has implemented effective work-life balance strategies, such as flexible working hours, wellness programs, or clear boundaries between work and personal life, thereby reducing the potential negative impact of job involvement. However, this finding contrasts with previous research, such as Palumbo (2020), which found that excessive job involvement, particularly when associated with high workloads, can negatively impact work-life balance. This discrepancy may arise from contextual differences, including industry norms, organizational culture, or varying levels of job demands and resources. Nonetheless, this study contributes to the ongoing discussion in future research on work-life balance by highlighting the potential for organizational interventions to neutralize the impact of job involvement, particularly in industries that prioritize employee well-being.

#### *Organizational Climate Has a Positive Effect on Work-Life Balance*

The study illustrates how work-life balance is impacted by the corporate culture of one insurance broker's company. The sample coefficient (OS) of -0.574, the T-statistic of 2.794, and the P-value of 0.006, which is less than 0.05, all support the hypothesis. A supportive organizational climate, which encompasses trust and a healthy work environment, leads to a better work-life balance. Weeraratna et al. (2022), highlighted the important influence of corporate atmosphere on work-life balance, which is consistent with this finding. This study underscores the importance of creating a positive and supportive work environment to enhance employee well-being both in their professional and personal lives. Their research revealed that a positive corporate atmosphere not only mitigates workplace stress but also empowers employees to navigate their professional and personal responsibilities with greater ease.

#### *Job Satisfaction Has a Positive Significant Effect on Work-Life Balance*

The study found that job happiness had little bearing on one insurance broker's company's work-life balance. The sample coefficient (OS) of 0.326, the T-statistic of 1.897, and the P-value of 0.061 are all greater than 0.05, indicating that the hypothesis is not established. This study discovered that while job satisfaction is frequently regarded as a component of better work-life balance, it does not always impact on employees' capacity to manage their personal and professional lives. This result contradicts an earlier study by Thro and Prasain (2024) and Palumbo (2023), which found that a favorable employee impression of work-life balance (WLB) is fostered by higher job satisfaction. A similar result indicates that the difference in atmosphere between the workplace and the family environment is very distinct, leading to many complaints from employees that result in decreased job satisfaction



(Hadi et al., 2023). However, it is important to acknowledge that these studies may have examined different organizational contexts or employed alternative methodologies, potentially contributing to the discrepancy in findings. This study can contribute to further discussion in future research regarding employee welfare and the potential factors that influence it.

#### *Quality of Work Life Has a Positive Effect on Job Satisfaction*

According to the report, work-life balance has a significant impact on one insurance broker's company's job satisfaction. The T-statistics of 2.644, the P-value of 0.010, and the sample coefficient (OS) of 0.475 are all less than 0.05, supporting the hypothesis. A good quality of work life, which is characterized by benefits, career advancement, and a positive work environment, increases employee job satisfaction. This finding is in line with previous studies by Dhamija et al. (2019) and Aruldoss et al. (2021), which found a strong link between work-life quality and job satisfaction. Furthermore, these insights highlight the importance of organizations prioritizing initiatives aimed at improving the quality of work life. Achieving this can create an organizational environment that not only supports employee job satisfaction but also drives the success of the organization.

#### *Job Involvement Has a Positive Significant Effect on Job Satisfaction*

The study shows that work involvement has no appreciable effect on job satisfaction at one insurance broker company. The sample coefficient (OS), T-statistic, and P-value are all more than 0.05, indicating that the hypothesis is not proven. This suggests that greater job participation does not necessarily translate into higher job satisfaction and can possibly lead to burnout if handled improperly. Interestingly, this study contrasts with the findings of García et al. (2019) and Mikkelsen and Olsen (2019), who observed a positive correlation between job satisfaction and job involvement. Their research suggests that the right conditions, such as supportive leadership, clear role expectations, and recognition of job involvement, can enhance satisfaction by fostering a sense of purpose and accomplishment among employees.

The disparity between these findings indicates that the relationship between job involvement and satisfaction is likely influenced by contextual factors, including organizational culture, job design, and employee support systems.

#### *Organizational Climate Has a Positive Significant Effect on Job Satisfaction*

According to the study, the organizational atmosphere has a significant impact on job satisfaction at one insurance broker company. The hypothesis is confirmed by the sample coefficient (OS) of 0.292, the T-statistic of 2.021, and the P-value of 0.046, all of which are below 0.05. A positive workplace culture, which is characterized by trust and a supportive work environment, improves employee job satisfaction. The results of this study contradict the earlier research by Ginting (2022), which found that job satisfaction is significantly impacted by the organizational climate. Organizational climate has a broader focus, and the differences may stem from policies, operational procedures, and their implementation, while organizational atmosphere tends to emphasize the dynamics and immediate nuances in the workplace.

*Indirect Effect*

The indirect effects test aims to assess the strength of the indirect relationship between variables. The results in Table 4 show that the relationship between work-life balance and work-life quality at one insurance broker company is not mediated by job satisfaction.

**Table 4. Indirect Effect**

<b>Variable</b>	<b>OS Sample</b>	<b>P-Value</b>	<b>Conclusion</b>
Quality of Work Life → Job Satisfaction → Work Life-Balance	0.155	0.165	Do Not Mediated
Job Involvement → Job Satisfaction → Work- Life Balance	0.049	0.522	Do Not Mediated
Organizational Climate → Job Satisfaction → Work-Life Balance	0.095	0.229	Do Not Mediated

The indirect effect's original sample value of 0.155 and P-value of 0.165, both of which are more than 0.05, show that there is no mediation. However, there is a substantial direct correlation between work-life quality and job satisfaction, as indicated by the OS of 0.475, T-statistic of 2.644, and P-value of 0.010. Similarly, the relationship between employment involvement and work-life balance is not mediated by job satisfaction, as evidenced by an OS of 0.049 and a P-value of 0.522, both of which show no significant mediation. Additionally, there is no significant correlation between job satisfaction and employment involvement, as indicated by the T-statistic of 0.672, OS of -0.150, and P-value of 0.503. Lastly, the relationship between the organizational environment and work-life balance is not mediated by job satisfaction, as indicated by the OS of 0.095 and P-value of 0.229. Nevertheless, the direct correlation between job satisfaction and the organizational environment is significant, with an OS of 0.292, a T-statistic of 2.021, and a P-value of 0.046. In conclusion, job satisfaction does not operate as a mediator in the relationships between work-life balance and organizational environment, job participation, and work-life quality. This conclusion is based on statistical results, insignificant indirect effects, and the lack of significant relationships in certain paths, as indicated by P-values greater than 0.05. However, these findings are not consistent with the study conducted by Aruldoss et al. (2021), which showed that job satisfaction mediates the relationship between quality of work life (QWL) and work-life balance through the influence of job stress and job commitment. In their study, job satisfaction was found to play a crucial role as an intermediary variable, helping to explain how the quality of work life can enhance work-life balance, particularly in the context of the Indian work culture that emphasizes harmony between professional and personal life. In contrast, within the context of the insurance brokerage company examined in this study, job satisfaction did not show a significant mediating effect. This could be attributed to differences in industry and organizational characteristics.

**CONCLUSION**

The study's findings indicate that the quality of work-life has a favorable effect on one insurance broker's company's work-life balance. Several factors, including training, career growth, supervision, benefits, social significance, and workplace integration, have a

significant impact on employees' ability to balance their personal and professional lives. Work-life balance, however, does not appear to be much impacted by job participation, suggesting that individuals' capacity to maintain balance is not always influenced by their level of involvement in their jobs. On the other hand, work-life balance is positively impacted by the company atmosphere. A helpful and trustworthy workplace can help employees attain a better work-life balance, while a negative climate might make it worse.

According to the research, job satisfaction is not significantly impacted by work-life balance alone. Job happiness could be more influenced by variables outside of the workplace. However, quality of work life has a positive effect on job satisfaction since people are happier at work when they have access to good career development opportunities, support, and integration. It's interesting to note that job participation has little effect on job happiness because high levels of involvement might occasionally be coupled with increased work pressure, which, if improperly managed, can negatively affect satisfaction. Job satisfaction did not mediate the relationships between quality of work life, organizational climate, and work-life balance, suggesting that the relationships are more complex than initially assumed. These findings suggest the need to explore other potential mediating factors. Finally, the study shows that the organizational climate has a beneficial impact on job satisfaction, with higher levels of employee satisfaction being a result of a fair, encouraging, and peaceful workplace.

### **Theoretical implication**

This study contributes to understanding work-life dynamics by highlighting the positive impact of quality of work-life on work-life balance and job satisfaction, emphasizing the importance of career development, supervision, and workplace integration. It challenges the assumption that job participation directly affects WLB and job satisfaction, suggesting that high involvement may increase work pressure, which can negatively affect satisfaction. The findings also underscore the significant role of organizational climate in improving both WLB and job satisfaction, indicating the need to explore how different aspects of organizational climate interact with other factors. Finally, the absence of job satisfaction as a mediator suggests more complex relationships, pointing to the need for further research into alternative mediators, such as stress management or organizational commitment.

### **Practical Implication**

The company should improve the quality of work life by enhancing communication and fairness by providing information about career development. Some employees gave neutral responses regarding career training and development, indicating the need for clearer communication about these opportunities. To strengthen the organizational climate, the company should keep encouraging a healthy work atmosphere and trust among team members, as employees view the climate favorably, and it has a big impact on work-life balance and job satisfaction.

## Limitation

The research faces several limitations that may affect the overall findings and their generalizability. Firstly, the sample size may have been limited, which restricts the ability to apply the results to a broader population. Additionally, the study relied on cross-sectional data, providing only a snapshot in time and making it difficult to assess how the relationships between variables might evolve over time. Self-reported data may have biases such as social desirability bias, which could cause individuals to underreport their actual experiences. Additionally, because the organizational culture and dynamics within the insurance business may differ greatly from those in other sectors, the research was done within the context of one insurance broker company, which may limit the results' applicability to other industries.

Another drawback is the study's exclusive focus on work satisfaction, which ignores other possible mediators that might offer a more thorough comprehension of the connections examined. Finally, the study did not take into consideration outside variables that could have affected work-life balance and job satisfaction but were not taken into consideration in the research design, such as management changes, business performance, or economic situations. These limitations suggest areas where future research could build upon and improve the current findings.

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