

THE INFLUENCE OF EMPLOYER ATTRACTIVENESS, WORK–LIFE BALANCE, AND ORGANIZATIONAL REPUTATION ON JOB SATISFACTION AMONG HEALTHCARE WORKERS: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT



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Abstract

The purpose of this study is to determine the effect of employer attractiveness, work–life balance, and organizational reputation on job satisfaction among healthcare workers, with organizational commitment as a mediating variable. This study employs a quantitative approach with a correlational research design. The population in this study consists of all healthcare workers employed at Hospital X, including doctors, nurses, midwives, pharmacists, and other medical support staff. The sampling technique used in this study is total sampling. The total sample comprises 100 healthcare workers at Hospital X. The data analysis technique utilized is Structural Equation Modeling (SEM) using Partial Least Squares (PLS). Based on the results of the study, employer attractiveness, work–life balance, and organizational reputation have a positive and significant effect on organizational commitment and job satisfaction among healthcare workers, while organizational commitment is able to mediate the influence of employer attractiveness, work–life balance, and organizational reputation on job satisfaction among healthcare workers. Future research is recommended to broaden the scope by incorporating additional variables such as leadership style, organizational culture, employee engagement, and psychological empowerment, as well as moderating factors like work motivation or emotional intelligence. Methodologically, future studies may adopt mixed-methods or longitudinal designs to gain deeper insights into healthcare workers' perceptions over time. Expanding the research to include various hospitals and healthcare facilities is also suggested to enhance the generalizability and practical relevance of findings for human resource management in the healthcare sector.

Keywords: Employer Attractiveness, Work–Life Balance, Organizational Reputation, Job Satisfaction, Organizational Commitment

INTRODUCTION

Job satisfaction is a crucial aspect of human resource management, particularly in the healthcare sector, which demands a high level of professionalism and responsibility. Healthcare workers play a vital role in determining the quality of hospital services and the sustainability of the overall healthcare system (Azeem & Akhtar, 2014). Globally, job satisfaction has become a major concern because it is closely related to productivity, employee retention, and the quality of patient care (Haar et al., 2014; Dousin et al., 2019). Amid increasing work pressure, administrative burdens, and poor work–life balance, understanding the factors that influence healthcare workers' job satisfaction has become increasingly urgent.

This study is particularly important as the declining job satisfaction among healthcare workers at Hospital X indicates potential decreases in performance and an increase in turnover intentions. Preliminary observations reveal that many healthcare employees at Hospital X report heavy workloads, lack of organizational recognition, and insufficient support for achieving work–life balance. These findings align with the research of Shabir and Gani (2020), who found that an imbalance between work and personal life reduces both commitment and job satisfaction among healthcare professionals.

Several factors are believed to significantly affect healthcare workers' job satisfaction, including employer attractiveness, work–life balance, and organizational reputation. Employer attractiveness reflects how appealing an organization is perceived to be as a workplace and the value it offers to employees (Koch-Rogge & Westermann, 2021; Karjalainen et al., 2025). Work–life balance contributes to employees' psychological well-being, allowing them to achieve greater job satisfaction (Rashmi & Kataria, 2023; Dousin et al., 2019). Meanwhile, organizational reputation represents the positive image of the institution in the eyes of employees and the public, which fosters loyalty and pride in being part of the organization (Hasan et al., 2021).

Furthermore, organizational commitment plays an essential mediating role in connecting these factors with job satisfaction. Organizational commitment not only influences employees' perceptions of their work environment but also bridges the relationship between job satisfaction and the intention to stay within the organization (Sari & Seniati, 2020; Al Momani, 2017). Therefore, understanding the mediating role of organizational commitment provides deeper insights into the psychological mechanisms linking employer attractiveness, work–life balance, organizational reputation, and job satisfaction.

The novelty of this research lies in three key aspects. First, in terms of variables, this study integrates employer attractiveness, work–life balance, and organizational reputation into a single model mediated by organizational commitment in the context of healthcare professionals—a combination that has rarely been examined comprehensively (Hasan et al., 2021; Maurya et al., 2021). Second, in terms of context, the research is conducted at Hospital X, which represents a dynamic healthcare institution in Indonesia, offering new empirical evidence for human resource management studies in the healthcare sector. Third, in terms of methodology, this study employs Structural Equation Modeling–Partial Least Squares (SEM–PLS), allowing for simultaneous analysis of both direct and indirect relationships while effectively managing complex models with latent variables.

The urgency of this research stems from the growing need to enhance healthcare workers' well-being and retention at Hospital X through a better understanding of the factors that drive job satisfaction. Given the increasing workload and expectations in public healthcare services, the findings of this study are expected to provide practical insights for hospital management in designing more effective and sustainable human resource strategies.

Therefore, the main objective of this study is to analyze the effects of employer attractiveness, work–life balance, and organizational reputation on job satisfaction among healthcare workers at Hospital X, with organizational commitment as a mediating variable. This research aims to contribute both theoretically to the development of human resource management literature and practically to the improvement of employee satisfaction and commitment in healthcare organizations.

RESEARCH METHOD

Research Design

This study adopts a quantitative approach with a correlation research design to explore the relationships between the variables and test the proposed hypotheses. A quantitative approach is appropriate for examining causal relationships and providing objective, measurable data to evaluate the influence of various factors. The correlation design focuses on identifying the strength and direction of relationships between independent, dependent, and mediating variables in the study. Structural Equation Modeling (SEM) using Partial Least Squares (PLS) was employed as the primary analytical method, supported by SmartPLS software. SEM-PLS was chosen for its ability to handle complex models involving multiple constructs and indicators, as well as its flexibility in analyzing both direct and indirect effects. This analytical approach is particularly advantageous for studies with non-normal data distributions or relatively small sample sizes.

The cross-sectional data collection design ensures that data is obtained from respondents at a single point in time, providing a snapshot of the variables under investigation. This approach facilitates the evaluation of relationships among variables without the need for longitudinal tracking. The SEM-PLS method is highly suitable for exploratory research contexts and can produce robust results even when traditional assumptions of normality and large sample sizes are not met. By integrating SEM-PLS with a structured questionnaire and purposive sampling technique, this study provides a comprehensive framework for understanding how independent variables such as Employer Attractiveness, Work–Life Balance, and Organizational Reputation influence Job Satisfaction among healthcare workers, with Organizational Commitment serving as a mediating variable. This methodological approach ensures both rigor and flexibility, allowing for an in-depth analysis of the complex relationships within the dataset.

Population and Sample

The population in this study consists of all healthcare workers employed at Hospital X, including doctors, nurses, midwives, pharmacists, and other medical support staff. This population was selected because healthcare workers are the main component in delivering health services and play a direct role in determining the quality and performance of the hospital organization.

The sampling technique used in this study is total sampling, which is a method where all members of the population are included as research samples. Accordingly, the total sample

in this study comprises 100 healthcare workers at Hospital X, corresponding to the entire population. This approach was chosen to obtain a more accurate and comprehensive representation of the research context.

Data Analysis

The data analysis was conducted in two stages: descriptive analysis and SEM-PLS analysis.

1. Descriptive Analysis

Descriptive statistics were used to summarize the characteristics of the sample, including company type, size, and the length of time sustainability practices had been implemented. Response distributions for each variable were analyzed and presented in percentages to provide an overview of the data.

2. SEM-PLS Analysis

The SEM-PLS analysis was conducted in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

a. Outer Model Evaluation

- 1) Convergent Validity: Measured by assessing the outer loading values of indicators, with a threshold of >0.70 .
- 2) Discriminant Validity: Evaluated using the Fornell-Larcker criterion to ensure that constructs are distinct.
- 3) Reliability: Tested using Composite Reliability ($CR > 0.70$), Average Variance Extracted ($AVE > 0.50$), and Cronbach's Alpha ($\alpha > 0.70$).

b. Inner Model Evaluation

- 1) Path Coefficients and t-values: Tested to assess the significance of relationships between variables.
- 2) R^2 (Coefficient of Determination): Indicates the proportion of variance in the dependent variable explained by the independent variables.
- 3) Mediation Analysis: Evaluates the mediating role of Organizational Commitment in the relationship between Employer Attractiveness, Work–Life Balance, and Organizational Reputation on Job Satisfaction among healthcare workers.

All analyses were conducted at a 5% significance level. SEM-PLS was chosen due to its robustness in handling non-normal data distributions, smaller sample sizes, and complex models.

RESULTS AND DISCUSSION

Respondent Characteristics

The following table presents the demographic characteristics of 100 health workers who participated as respondents in Hospital X. These characteristics include age, gender, profession, and education level. The demographic profile helps provide a clearer picture of the respondents' background and diversity, which is important for understanding variations in their perceptions and experiences related to the study variables.

Table 2. Distribution of Respondent Characteristics (N=100)

No	Category	Sub-category	Frequency (n)	Percentage (%)
1	Age	20–25 years	28	28.0%

		26–30 years	35	35.0%
		31–35 years	20	20.0%
		≥ 36 years	17	17.0%
2	Gender	Male	38	38.0%
		Female	62	62.0%
3	Profession	Doctor	15	15.0%
		Nurse	45	45.0%
		Midwife	20	20.0%
		Pharmacist / Assistant Pharmacist	10	10.0%
		Laboratory Analyst	10	10.0%
4	Education Level	Diploma (D3)	42	42.0%
		Bachelor (S1)	46	46.0%
		Master (S2)	12	12.0%

Based on the table above, most respondents (35%) were between 26–30 years old, indicating that the health workers in Hospital X are relatively young and in their productive working age. In terms of gender, the majority were female (62%), showing that women dominate the health workforce in this institution. Regarding profession, nearly half of the respondents were nurses (45%), followed by midwives (20%), doctors (15%), pharmacists or assistant pharmacists (10%), and laboratory analysts (10%). This distribution suggests that nursing staff play a central role in the hospital's daily operations. In terms of education level, most respondents held a Bachelor's degree (46%), followed closely by those with a Diploma (42%), while a smaller proportion (12%) had attained a Master's degree. This indicates that the majority of the hospital's health workers possess a formal higher education background relevant to their professional practice.

Descriptive Statistics and Correlation Analysis

This section presents the descriptive statistical results and correlation coefficients between independent and mediating variables with two main outcome variables: Organizational Climate (OC), and Job Satisfaction (JS). The mean and standard deviation (SD) values provide an overview of respondents' perceptions of each variable, while the correlation coefficients illustrate the strength and direction of the relationships between organizational climate and job satisfaction with other variables.

Table 3. Descriptive Statistics and Correlations with Organizational Climate and Job Satisfaction

Variabel	Mean	SD	Correlation with OC	Correlations with JS
Employer Attractiveness (EA)	4.0 9	1.7 9	0.350	0.391
Work-Life Balance (WLB)	4.0 2	1.9 8	0.466	0.504
Organizational Reputation (OR)	3.9 7	1.8 4	0.498	0.487
Organizational Climate (OC)	3.9 9	1.9 3	1.000	0.627

Job Satisfaction (JS)	8	4.0	0	1.7	0.627	1.000
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The descriptive results indicate that respondents generally rated all variables at a moderate to high level, with mean scores ranging from 3.97 to 4.09 on a seven-point Likert scale. The highest mean score was observed for Employer Attractiveness ($M = 4.09$, $SD = 1.79$), suggesting that respondents perceive Hospital X as a relatively attractive workplace. The lowest mean was found in Organizational Reputation ($M = 3.97$, $SD = 1.84$), indicating slightly lower perceptions of the hospital's public image compared to other factors. In terms of correlations, all independent variables show positive and moderate relationships with both Organizational Climate (OC) and Job Satisfaction (JS). Among these, Organizational Reputation ($r = 0.498$) and Work-Life Balance ($r = 0.466$) demonstrate the strongest associations with Organizational Climate, implying that a positive reputation and balanced work-life conditions contribute significantly to a favorable work environment. Similarly, Work-Life Balance ($r = 0.504$) shows the strongest correlation with Job Satisfaction, suggesting that employees who can effectively manage their work and personal life tend to experience higher satisfaction levels. The strong positive correlation between Organizational Climate and Job Satisfaction ($r = 0.627$) further highlights that a supportive and conducive organizational atmosphere plays a crucial role in enhancing employees' overall job satisfaction.

The Relationship Between Socio Demographic Characteristics and Organizational Commitment and Jos Satisfaction

This section explores how socio-demographic characteristics influence perceptions of Organizational Climate (OC) and Job Satisfaction (JS) among health workers at Hospital X. By comparing mean scores across age groups, gender, professional roles, and education levels, this analysis identifies which demographic factors are significantly associated with employees' experiences of the organizational environment and satisfaction at work.

Table 4. The Relationship Between Socio-Demographic Characteristics and Mean Scores of OC and JS

Category	Sub-category	Mean OC	Mean JS	Chi-Square p-value (OC)	Chi-Square p-value (JS)
Age	20–25 years	3.92	3.95	0.184	0.213
	26–30 years	4.05	4.12		
	31–35 years	4.10	4.15		
	≥ 36 years	3.96	4.00		
Gender	Male	4.18	4.22	0.022*	0.031*
	Female	3.92	3.98		
Profession	Doctor	4.20	4.25	0.067	0.058
	Nurse	4.05	4.10		
	Midwife	3.90	3.94		
	Pharmacist / Assistant Pharmacist	3.95	3.99		
	Laboratory Analyst	4.00	4.05		
Education Level	Diploma (D3)	3.95	4.00	0.291	0.248
	Bachelor (S1)	4.08	4.15		
	Master (S2)	4.20	4.25		

This table demonstrates that gender and profession are the two socio-demographic variables significantly associated with both Organizational Climate (OC) and Job Satisfaction (JS) among health workers at Hospital X. Male employees reported higher mean scores for OC and JS than female employees, suggesting that men perceive a more supportive organizational environment and experience slightly greater satisfaction with their jobs. Likewise, profession showed a near-significant relationship with both variables, where doctors exhibited the highest levels of perceived organizational climate and job satisfaction, followed by nurses and laboratory analysts, while midwives recorded the lowest mean scores. This pattern may reflect differences in job autonomy, responsibility, and professional recognition across occupational categories within the hospital setting. In contrast, age and education level did not show significant associations with either OC or JS, indicating that these factors may play a less influential role compared to professional position and gender. Nonetheless, a slight upward trend was observed among employees aged 31–35 years and those holding a Master’s degree, suggesting that greater experience and advanced education may contribute to a more stable perception of workplace conditions. Overall, these findings highlight that organizational climate and job satisfaction among health workers are shaped more by gender dynamics and professional roles than by age or education level. This emphasizes the importance of implementing inclusive management practices, equitable recognition systems, and supportive leadership approaches across professional groups to strengthen job satisfaction and foster a positive organizational environment in Hospital X.

Outer Model Evaluation

Convergent Validity – Outer Loadings

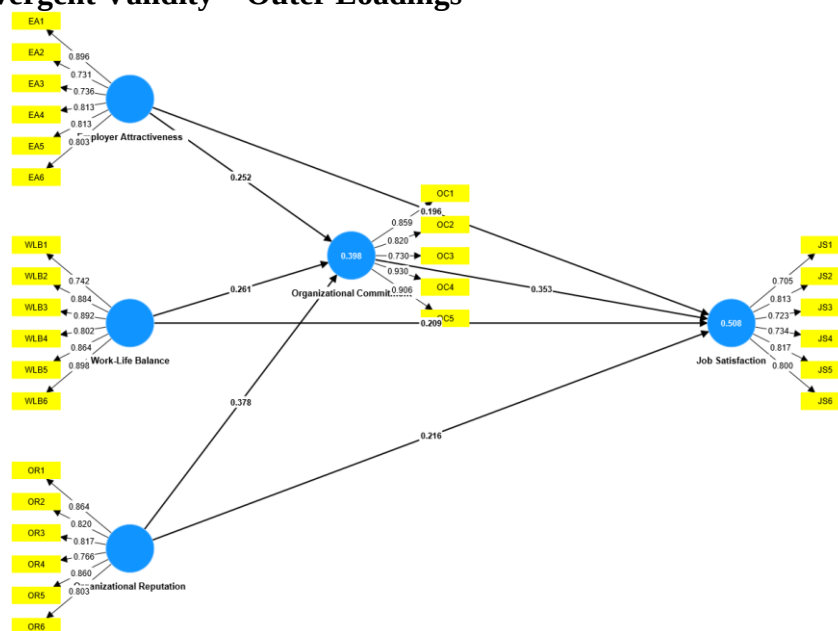


Figure 2. Outer Model

Outer loading is a primary indicator used to assess convergent validity, which refers to the extent to which indicators reflect the latent construct being measured. A loading value above 0.70 indicates that the indicator has a strong contribution in explaining the latent

variable. The following are the outer loading results based on the ascending order of indicator codes:

Table 5. Outer Loading of Indicators

Variable	Code	Outer Loading
Employer Attractive (X1)	EA1	0.896
	EA2	0.731
	EA3	0.736
	EA4	0.813
	EA5	0.813
	EA6	0.803
Work-Life Balance (X2)	WLB1	0.742
	WLB2	0.884
	WLB3	0.892
	WLB4	0.802
	WLB5	0.864
	WLB6	0.898
Organizational Reputation (X3)	OR1	0.864
	OR2	0.820
	OR3	0.817
	OR4	0.766
	OR5	0.860
	OR6	0.803
Organizational Commitment (Z)	OC1	0.859
	OC2	0.820
	OC3	0.730
	OC4	0.930
	OC5	0.906
Job Satisfaction (Y)	JS1	0.705
	JS2	0.813
	JS3	0.723
	JS4	0.734
	JS5	0.817
	JS6	0.800

Table 5 presents the outer loading values for each indicator within the study variables. All indicators show outer loading values above 0.70, indicating good convergent validity and that each indicator significantly reflects its corresponding latent construct. The Employer Attractiveness (X1) variable shows the highest outer loading on EA1 (0.896), suggesting that this indicator most strongly represents employer attractiveness. For Work-Life Balance (X2), the highest value is observed on WLB6 (0.898), indicating that this indicator best captures the balance between work and personal life. Meanwhile, Organizational Reputation (X3) has the highest loading on OR1 (0.864), emphasizing the importance of organizational image in shaping positive perceptions. The Organizational Commitment (Z) variable records the strongest indicator at OC4 (0.930), reflecting a high emotional attachment to the organization. Lastly, Job Satisfaction (Y) shows the highest outer loading on JS5 (0.817), suggesting that positive feelings toward one's job are the main contributor to satisfaction.

Overall, all indicators meet the construct validity criteria and make strong contributions to their respective latent variables.

Discriminant Validity – Fornell Larcker Criterion

Discriminant validity indicates the extent to which a construct is truly distinct from other constructs. According to the Fornell–Larcker Criterion, the square root value of the AVE (located on the diagonal of the table) should be greater than the correlation values between constructs in the corresponding rows and columns for each variable.

Table 6. Fornell-Larcker Criterion

Variable	Employer Attractiveness	Job Satisfaction	Organizational Commitment	Organizational Reputation	Work-Life Balance
Employer Attractiveness	0.800				
Job Satisfaction	0.391	0.767			
Organizational Commitment	0.350	0.627	0.852		
Organizational Reputation	0.087	0.487	0.498	0.822	
Work-Life Balance	0.251	0.504	0.466	0.375	0.849

The Fornell–Larcker Criterion results in Table 6 demonstrate that all constructs meet the requirement for discriminant validity. The square root values of the Average Variance Extracted (AVE), shown on the diagonal (ranging from 0.767 to 0.852), are higher than the inter-construct correlation coefficients in their respective rows and columns. This indicates that each construct is distinct and measures a unique concept, rather than overlapping with others. Among the correlations, Organizational Commitment and Job Satisfaction show the strongest relationship (0.627), suggesting a close link between employees' commitment and their satisfaction levels. Conversely, Employer Attractiveness and Organizational Reputation have the weakest correlation (0.087), implying that these two variables are conceptually independent. Overall, the results confirm that the measurement model possesses good discriminant validity.

Construct Reliability and Validity

Construct reliability testing is conducted to ensure that the indicators within a construct exhibit good internal consistency. Three main measures are used: Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE).

Table 7. Construct Reliability and Validity

Variable	Cronbach Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
Employer Attractiveness (EA)	0.887	0.895	0.914	0.641
Work-Life Balance (WLB)	0.922	0.934	0.939	0.721
Organizational Reputation (OR)	0.904	0.912	0.926	0.676
Organizational Climate (OC)	0.903	0.911	0.929	0.725
Job Satisfaction (JS)	0.859	0.866	0.895	0.588

Table 7 presents the results of construct reliability and validity testing, which assess the internal consistency and convergent validity of each variable. All constructs show Cronbach's Alpha values above 0.70, indicating strong internal consistency among their indicators. Similarly, the Composite Reliability (rho_a and rho_c) values for all variables exceed 0.80, confirming that the constructs are highly reliable. The Average Variance Extracted (AVE) values also surpass the threshold of 0.50, demonstrating adequate convergent validity and that each construct explains more than half of the variance in its indicators. Among all variables, Work-Life Balance (AVE = 0.721) and Organizational Climate (AVE = 0.725) exhibit the highest reliability and validity, reflecting excellent measurement quality. Meanwhile, Job Satisfaction (AVE = 0.588), though slightly lower, still meets acceptable criteria. Overall, these findings confirm that all constructs possess satisfactory reliability and validity, ensuring the robustness of the measurement model.

Inner Model Evaluation

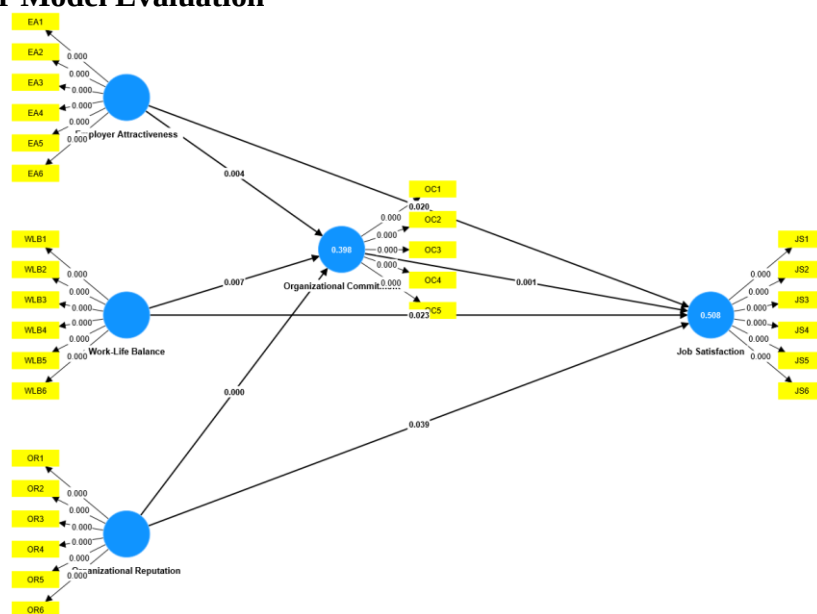


Figure 3. Inner Model

Coefficient of Determination (R²)

The R-square (R²) value reflects the proportion of variance in the endogenous variables that can be explained by the exogenous variables in the model. A higher R² indicates a better explanatory power of the model:

Table 8. R-Square Values

Variable	R-square	R-square adjusted
Job Satisfaction	0.508	0.488
Organizational Commitment	0.398	0.379

Table 8 displays the R-square (R²) values, which indicate the explanatory power of the model for each endogenous variable. The R² value for Job Satisfaction is 0.508, suggesting that approximately 50.8% of the variance in Job Satisfaction can be explained by the independent variables included in the model. Similarly, the R² value for Organizational Commitment is 0.398, meaning that 39.8% of its variance is accounted for by the predictor variables. The adjusted R² values (0.488 for Job Satisfaction and 0.379 for Organizational

Commitment) show only slight decreases, indicating model stability and minimal overfitting. Overall, these results demonstrate that the model has a moderate level of explanatory power, with Job Satisfaction being better explained by the predictors than Organizational Commitment.

Effect Size (f^2)

Effect size (f^2) indicates the contribution of each exogenous variable to the R^2 value of the endogenous variable. Guidelines for interpretation by Cohen (1988) classify effect size as: Small: 0.02, Medium: 0.15, Large: 0.35

Table 9. Effect Size (f^2)

Variable	Organizational Commitment (Z)	Job Satisfaction (JS)
Employer Attractiveness (X1)	0.099 (Small)	0.066 (Small)
Work-Life Balance (X2)	0.092 (Small)	0.066 (Small)
Organizational Reputation (X3)	0.204 (Medium)	0.068 (Small)
Organizational Commitment (Z)		0.153 (Medium)
Job Satisfaction (Y)		

Table 9 presents the results of the effect size (f^2) analysis, which measures the relative contribution of each exogenous variable to the explanatory power (R^2) of the endogenous variables. Based on Cohen's (1988) criteria, the findings show that Employer Attractiveness ($f^2 = 0.099$) and Work-Life Balance ($f^2 = 0.092$) have small effects on Organizational Commitment, while Organizational Reputation ($f^2 = 0.204$) exerts a medium effect, indicating it plays a more substantial role in shaping employees' commitment. Regarding Job Satisfaction, the influences of Employer Attractiveness ($f^2 = 0.066$), Work-Life Balance ($f^2 = 0.066$), and Organizational Reputation ($f^2 = 0.068$) are all small, suggesting modest direct impacts. However, Organizational Commitment ($f^2 = 0.153$) shows a medium effect on Job Satisfaction, highlighting its significant mediating role in strengthening the relationship between the independent variables and employee satisfaction. Overall, the results emphasize that while all predictors contribute to the model, Organizational Reputation and Organizational Commitment are the most influential factors.

Direct Effect Analysis

To further understand the structural relationships among the constructs, the direct effects between exogenous and endogenous variables were analyzed using the path coefficients, t-values, and significance levels. The following interpretation outlines the strength and direction of influence between independent variables (X1–X3), the mediating variable (Z), and the dependent variable (Y) within the proposed model.

Table 10. Direct Effect: Path Coefficient, T-Statistic, and Significance

Variable	Original sample (O)	T statistics (O/STDEV)	P values	Note
Employer Attractiveness -> Job Satisfaction	0.196	2.328	0.020	Significant
Employer Attractiveness -> Organizational Commitment	0.252	2.854	0.004	Significant
Organizational Commitment -> Job Satisfaction	0.353	3.328	0.001	Significant

Organizational Reputation -> Job Satisfaction	0.216	2.066	0.039	Significant
Organizational Reputation -> Organizational Commitment	0.378	4.069	0.000	Significant
Work-Life Balance -> Job Satisfaction	0.209	2.281	0.023	Significant
Work-Life Balance -> Organizational Commitment	0.261	2.722	0.007	Significant

Table 10 presents the results of the direct effect analysis, showing the path coefficients, t-statistics, and p-values for the hypothesized relationships between variables. All paths in the model are statistically significant ($p < 0.05$), indicating that each independent variable has a meaningful influence on its respective dependent variable. Among the predictors, Organizational Reputation $\rightarrow$ Organizational Commitment shows the strongest effect ($\beta = 0.378$, $t = 4.069$, $p = 0.000$), suggesting that employees' perceptions of their organization's reputation strongly enhance their sense of commitment. Similarly, Organizational Commitment $\rightarrow$ Job Satisfaction ($\beta = 0.353$, $t = 3.328$, $p = 0.001$) demonstrates a significant and substantial positive impact, confirming its mediating role in the model. Other relationships, such as Employer Attractiveness $\rightarrow$ Organizational Commitment ($\beta = 0.252$) and Work-Life Balance $\rightarrow$ Organizational Commitment ($\beta = 0.261$), also show significant positive effects, though with moderate strength. The direct effects of Employer Attractiveness, Work-Life Balance, and Organizational Reputation on Job Satisfaction are all positive and significant, with coefficients ranging from 0.196 to 0.216, indicating that these factors collectively enhance employee satisfaction. Overall, the results confirm that all hypothesized paths are supported, demonstrating the robustness and validity of the proposed structural model.

Indirect Effect Analysis

The indirect effects analysis was conducted to identify the mediating role of Organizational Commitment (Z) in the relationship between exogenous variables (X1–X3) and the endogenous variable Job Satisfaction (Y). This approach helps determine the extent to which social proof indirectly transmits the influence of trust, exposure, aesthetics, and parasocial factors toward impulsive purchase behavior

Table 11. Indirect Effects between Latent Variables

Variable	Original sample (O)	T statistics (O/STDEV)	P values	Note
Work-Life Balance -> Organizational Commitment -> Job Satisfaction	0.092	2.130	0.033	Significant
Organizational Reputation -> Organizational Commitment -> Job Satisfaction	0.134	2.536	0.011	Significant
Employer Attractiveness -> Organizational Commitment -> Job Satisfaction	0.089	2.027	0.043	Significant

Table 11 presents the results of the indirect effect analysis, which examines the mediating role of Organizational Commitment in the relationships between the independent

variables (Employer Attractiveness, Work–Life Balance, and Organizational Reputation) and Job Satisfaction. All indirect paths are found to be statistically significant ($p < 0.05$), indicating that Organizational Commitment serves as a meaningful mediator in the model. Among these relationships, Organizational Reputation $\rightarrow$ Organizational Commitment $\rightarrow$ Job Satisfaction shows the strongest indirect effect ($\beta = 0.134$, $t = 2.536$, $p = 0.011$), suggesting that a positive organizational reputation enhances employee satisfaction primarily through increased commitment. The mediation effects of Work–Life Balance ($\beta = 0.092$, $t = 2.130$, $p = 0.033$) and Employer Attractiveness ($\beta = 0.089$, $t = 2.027$, $p = 0.043$) are also significant but slightly weaker, indicating that employees who perceive their workplace as attractive and experience balanced work–life conditions tend to feel more committed, which in turn raises their job satisfaction. Overall, these findings confirm that Organizational Commitment functions as an effective mediating variable, strengthening the influence of key organizational factors on employee satisfaction.

The Effect of Employer Attractiveness on Organizational Commitment

The results of this study indicate that employer attractiveness has a positive and significant effect on organizational commitment among healthcare workers at Hospital X. This finding suggests that the more attractive an organization's image and appeal are in the eyes of healthcare employees, the higher their level of commitment to the organization. This aligns with the notion that employees' perceptions of organizational attractiveness reflect the extent to which they view the organization as a workplace that provides value, recognition, and opportunities for personal and professional development (Kumari & Saini, 2018; Koch-Rogge & Westermann, 2021). In the healthcare context, an engaging work environment, adequate facilities, and a positive organizational reputation serve as key factors that foster a sense of belonging and loyalty to the institution (Heide et al., 2024; Karjalainen et al., 2025). Previous studies also support these findings, showing that employer branding and perceptions of organizational attractiveness can enhance employees' commitment and engagement by strengthening their positive perceptions of the organization's values (Onur et al., 2024; Maurya et al., 2021).

Furthermore, this finding reinforces the idea that organizations capable of creating a positive image in the minds of employees are more likely to gain stronger emotional and professional commitment. According to Buchelt et al. (2021), improving employer branding strategies in hospitals—such as fostering a positive work culture and maintaining transparent organizational communication—can significantly enhance employees' perceptions of organizational attractiveness. Similarly, Bharadwaj et al. (2022) noted that positive perceptions of organizational attractiveness promote the formation of psychological bonds between employees and the organization, ultimately increasing their commitment. Therefore, this study confirms that employer attractiveness is a strategic factor in building organizational commitment, particularly in the healthcare sector, where high levels of dedication and loyalty are essential among medical professionals.

The Effect of Work–Life Balance on Organizational Commitment

The results of this study indicate that work–life balance has a positive and significant effect on organizational commitment among healthcare workers at Hospital X. This finding highlights that maintaining a balance between work and personal life is a crucial factor in strengthening healthcare workers' emotional attachment and loyalty to their organization. When individuals can effectively balance job demands with personal and family needs, they

tend to experience higher satisfaction and stronger commitment to the organization (Shabir & Gani, 2020; Azeem & Akhtar, 2014). In the context of healthcare professionals who often face heavy workloads and long working hours, organizational support for work–life balance is essential for fostering a sense of belonging and reducing work-related burnout, which can otherwise weaken organizational commitment (Hasan et al., 2021; Dousin et al., 2019).

This finding is consistent with previous research showing that work–life balance plays a strategic role in strengthening commitment and reducing turnover intentions (Al Momani, 2017; Thakur & Bhatnagar, 2017). Sari and Seniati (2020) explained that work–life balance enhances job satisfaction, which in turn contributes to higher levels of organizational commitment. Similarly, Aruldoss et al. (2021) found that organizational support for managing work–life balance directly influences employee commitment by improving psychological well-being. Therefore, it can be concluded that the better the work–life balance experienced by healthcare workers, the stronger their commitment to the organization. This underscores that work–life balance is not only an aspect of individual well-being but also a vital managerial strategy for enhancing loyalty and retaining healthcare professionals within the public service sector.

The Effect of Organizational Reputation on Organizational Commitment

The results of this study indicate that organizational reputation has a positive and significant effect on organizational commitment among healthcare workers at Hospital X. This finding suggests that the better the organization’s reputation in the eyes of employees, the higher their level of commitment to the organization. Organizational reputation reflects employees’ perceptions of the institution’s credibility, reliability, and positive image within the workplace, which play a vital role in fostering pride and a desire to remain part of the organization (Hasan et al., 2021; Koch-Rogge & Westermann, 2021). In the context of healthcare professionals, hospitals with strong reputations are perceived as providing safe, professional, and ethical work environments, thereby generating greater trust and loyalty among employees (Heide et al., 2024; Karjalainen et al., 2025). These findings are consistent with Onur et al. (2024), who reported that a positive organizational image and perceived organizational support significantly enhance organizational commitment through employees’ sense of pride in working for a reputable institution.

Furthermore, this study reinforces the view that organizational reputation not only influences external perceptions but also has a strong impact on employees’ internal attitudes and behaviors. According to Maczuga (2021), employees tend to demonstrate higher levels of commitment toward organizations with professional reputations because they feel part of an institution characterized by strong values and integrity. Similarly, Buchelt et al. (2021) emphasized that enhancing organizational reputation through employer branding strategies in the healthcare sector can strengthen employee commitment by fostering a sense of security and emotional attachment to the institution. Thus, the findings of this study affirm that organizational reputation serves as a strategic factor in enhancing healthcare workers’ commitment, as a strong reputation fosters pride, trust, and loyalty toward the hospital where they work.

The Effect of Employer Attractiveness on Job Satisfaction among Healthcare Workers

The results of this study indicate that employer attractiveness has a positive and significant effect on job satisfaction among healthcare workers at Hospital X. This means that the higher the healthcare workers’ perception of the hospital’s attractiveness as a

workplace—in terms of its reputation, work environment, career development opportunities, and organizational support—the higher their level of job satisfaction. Employer attractiveness fosters a sense of pride and emotional attachment that makes employees feel valued and satisfied with their work (Heide et al., 2024; Karjalainen et al., 2025). In the healthcare sector, a hospital's positive image that emphasizes professionalism and employee well-being is a crucial factor contributing to higher job satisfaction (Koch-Rogge & Westermann, 2021). Supporting this finding, Ohara et al. (2021) demonstrated that perceptions of job attractiveness and a conducive work environment have a direct relationship with increased job satisfaction among healthcare professionals, particularly those in high-stress positions such as nurses and physicians.

Furthermore, the results of this study are consistent with the findings of Buchelt et al. (2021) and Bharadwaj et al. (2022), who revealed that an appealing organizational image and reputation play an essential role in enhancing job satisfaction by fostering trust, recognition, and loyalty toward the institution. Hospitals with strong employer branding strategies—such as recognizing employee performance, promoting a positive work culture, and supporting work–life balance—are more likely to improve healthcare workers' job satisfaction (Yilmaz, 2022). Thus, this study confirms that employer attractiveness not only functions as a tool to attract new healthcare professionals but also serves as a retention strategy through increased job satisfaction. A positive perception of the hospital as an ideal workplace encourages healthcare employees to work more productively, develop a stronger sense of belonging, and demonstrate higher organizational loyalty.

The Effect of Work–Life Balance on Job Satisfaction among Healthcare Workers

The results of this study indicate that work–life balance has a positive and significant effect on job satisfaction among healthcare workers at Hospital X. This finding suggests that the more balanced healthcare workers are in managing their time and energy between work and personal life, the higher their level of job satisfaction. Achieving balance between professional responsibilities and personal needs allows healthcare workers to rest, engage in social activities, and maintain their mental health, thereby enhancing their overall job satisfaction (Azeem & Akhtar, 2014; Shabir & Gani, 2020). In the context of healthcare professions, which are characterized by high workloads and long working hours, achieving work–life balance is crucial for reducing stress and improving psychological well-being (Dousin et al., 2019; Hasan et al., 2021). Rashmi and Kataria (2023) also found that work–life balance has a direct relationship with job satisfaction, as employees who feel supported by their organizations in maintaining this balance tend to be more satisfied and motivated at work.

Furthermore, these findings are consistent with those of Boamah et al. (2022) and Haar et al. (2014), who stated that work–life balance is a key determinant of job satisfaction because it helps employees achieve harmony between professional demands and personal life, ultimately leading to increased productivity and loyalty. Omar et al. (2021) also emphasized that healthcare professionals who maintain a good work–life balance experience higher levels of job satisfaction, particularly because they feel that their work does not compromise their personal or family life. Thus, these findings reinforce that work–life balance is not only a matter of individual well-being but also a vital management strategy for enhancing job satisfaction and employee retention in healthcare institutions. Hospitals that provide flexible work policies, social support, and a work environment that prioritizes

employee well-being are more likely to have healthcare workers who are satisfied, motivated, and committed to their organization.

The Effect of Organizational Reputation on Job Satisfaction among Healthcare Workers

The results of this study indicate that organizational reputation has a positive and significant effect on job satisfaction among healthcare workers at Hospital X. This finding suggests that the better the hospital's reputation in the eyes of its healthcare employees, the higher their level of job satisfaction. Organizational reputation reflects a positive image, credibility, and public trust in the institution, which ultimately enhances employees' pride in being part of it (Hasan et al., 2021; Koch-Rogge & Westermann, 2021). In the context of healthcare professionals, hospitals with strong reputations are perceived as providing job security, professional facilities, and a supportive work environment that promotes employee well-being (Heide et al., 2024; Karjalainen et al., 2025). Previous studies have also shown that a strong organizational image and reputation are directly associated with job satisfaction, as employees feel more valued and proud to be part of a highly credible institution (Ohara et al., 2021; Yilmaz, 2022).

Furthermore, this finding is consistent with the study by Buchelt et al. (2021), which emphasized that a strong organizational reputation plays a crucial role in creating a positive work environment and enhancing employee job satisfaction, particularly in the healthcare sector. Employees working in reputable hospitals tend to feel more motivated and perceive their organization as making a meaningful contribution to society, thereby increasing the sense of purpose and satisfaction in their work (Maczuga, 2021; Bharadwaj et al., 2022). Therefore, it can be concluded that organizational reputation not only serves as a tool for attracting potential employees but also acts as a key factor in building and maintaining job satisfaction among healthcare workers. A good reputation fosters pride, trust, and loyalty toward the organization, which in turn strengthens employee performance and retention within the healthcare sector.

The Effect of Organizational Commitment on Job Satisfaction among Healthcare Workers

The results of this study indicate that organizational commitment has a positive and significant effect on job satisfaction among healthcare workers at Hospital X. This finding suggests that the higher the level of commitment healthcare workers have toward their organization, the greater their job satisfaction. Organizational commitment reflects employees' loyalty and emotional attachment to the institution where they work, ultimately fostering a sense of pride, responsibility, and fulfillment in their roles (Azeem & Akhtar, 2014; Hasan et al., 2021). In the healthcare context, high levels of commitment make individuals feel that they play an essential role in the hospital's success, leading them to perceive their work as more meaningful and rewarding (Shabir & Gani, 2020). Similarly, Sari and Seniati (2020) emphasized that increased organizational commitment is closely related to higher job satisfaction, particularly in professions that demand high levels of dedication, such as healthcare and education.

This finding is consistent with previous studies demonstrating that organizational commitment serves as a psychological factor that strengthens job satisfaction through employees' emotional attachment and loyalty to their organization (Al Momani, 2017; Oyewobi et al., 2019). When employees feel emotionally connected to their workplace, they

are more motivated to deliver their best performance and evaluate their job experiences more positively. Aruldoss et al. (2021) further noted that organizational commitment helps reduce work-related stress and enhances emotional stability, which in turn increases job satisfaction. Therefore, this study reaffirms that organizational commitment is a key determinant in fostering job satisfaction among healthcare professionals, as individuals with strong loyalty and emotional attachment to their organization are more capable of adapting to work demands and finding greater fulfillment in their professional roles.

The Effect of Employer Attractiveness on Job Satisfaction among Healthcare Workers Mediated by Organizational Commitment

The results of this study demonstrate that organizational commitment mediates the relationship between employer attractiveness and job satisfaction among healthcare workers at Hospital X. This finding suggests that when healthcare workers perceive their organization as an attractive employer—offering a positive work environment, professional growth opportunities, and organizational support—they are more likely to develop a strong emotional attachment and commitment to the organization, which in turn enhances their job satisfaction. Employer attractiveness contributes to the formation of a positive organizational identity, where employees feel proud and valued to be part of the institution (Heide et al., 2024; Koch-Rogge & Westermann, 2021). In the healthcare sector, where job demands are intense, such perceptions of organizational attractiveness serve as motivational drivers that strengthen commitment and overall satisfaction (Karjalainen et al., 2025; Onur et al., 2024). Similarly, studies by Buchelt et al. (2021) and Yilmaz (2022) emphasize that hospitals that effectively manage their employer branding and foster a supportive environment can enhance organizational commitment, which ultimately leads to greater job satisfaction among healthcare professionals.

Furthermore, this finding aligns with previous research highlighting the indirect role of organizational commitment as a key mechanism linking employer attractiveness to job satisfaction. Bharadwaj et al. (2022) found that perceptions of an organization's attractiveness enhance employees' psychological attachment, which increases both commitment and satisfaction. Maczuga (2021) also pointed out that when hospitals build an appealing employer image through supportive leadership, career development, and recognition systems, employees' commitment grows stronger, fostering higher satisfaction levels. In line with this, Hasan et al. (2021) noted that organizations perceived as attractive workplaces are more successful in nurturing loyalty and satisfaction through the development of deep organizational commitment. Therefore, this study reinforces the notion that employer attractiveness influences job satisfaction indirectly through the enhancement of organizational commitment, particularly in the healthcare sector, where emotional engagement and loyalty are critical for sustaining workforce motivation and performance.

The Effect of Work–Life Balance on Job Satisfaction among Healthcare Workers Mediated by Organizational Commitment

The results of this study reveal that organizational commitment mediates the relationship between work–life balance and job satisfaction among healthcare workers at Hospital X. This finding indicates that achieving a healthy balance between professional and personal life fosters stronger emotional attachment and loyalty to the organization, which in turn enhances job satisfaction. When healthcare professionals perceive that their organization supports their efforts to maintain work–life balance, they are more likely to feel valued and

committed, leading to greater satisfaction in their roles (Shabir & Gani, 2020; Azeem & Akhtar, 2014). In the healthcare setting, where employees often face high workloads and emotional stress, organizational commitment acts as a crucial psychological bridge that transforms the positive effects of work–life balance into increased job satisfaction (Hasan et al., 2021; Dousin et al., 2019). Similarly, Sari and Seniati (2020) found that employees who experience balance between their personal and professional lives tend to develop stronger organizational commitment, which subsequently improves their satisfaction at work.

Furthermore, this result aligns with previous studies suggesting that organizational commitment serves as a key mediating factor linking work–life balance and job satisfaction. According to Al Momani (2017) and Thakur and Bhatnagar (2017), employees who achieve work–life balance develop greater psychological well-being, which strengthens their commitment and reduces turnover intentions. Aruldos et al. (2021) also emphasized that organizational support for maintaining a balanced lifestyle directly influences both commitment and satisfaction, as it fosters a sense of belonging and reduces job-related stress. Therefore, this study reinforces the idea that organizational commitment transforms the benefits of work–life balance into emotional fulfillment and satisfaction. In other words, healthcare workers who feel supported in managing their personal and professional responsibilities are more likely to stay committed, engaged, and satisfied with their jobs.

The Effect of Organizational Reputation on Job Satisfaction among Healthcare Workers Mediated by Organizational Commitment

The results of this study reveal that organizational commitment successfully mediates the relationship between organizational reputation and job satisfaction among healthcare workers at Hospital X. This finding suggests that a positive organizational reputation enhances employees' emotional attachment, loyalty, and sense of belonging to the organization, which in turn leads to higher levels of job satisfaction. A strong reputation creates a sense of pride and trust among employees, motivating them to identify with organizational goals and values (Koch-Rogge & Westermann, 2021; Hasan et al., 2021). In the healthcare context, hospitals with good reputations are often perceived as trustworthy, ethical, and supportive institutions, which strengthens healthcare workers' organizational commitment and contributes to greater job satisfaction (Heide et al., 2024; Karjalainen et al., 2025). Consistent with these findings, Onur et al. (2024) emphasized that a positive organizational image not only enhances employees' commitment but also promotes satisfaction by reinforcing their belief in the organization's integrity and purpose.

Furthermore, this result aligns with previous research highlighting that organizational commitment plays a mediating psychological role in translating organizational reputation into employee satisfaction. According to Maczuga (2021), when employees perceive their organization as reputable and credible, they develop a stronger sense of identification and responsibility toward their workplace, which increases their overall job satisfaction. Similarly, Buchelt et al. (2021) found that hospitals with a solid reputation and effective employer branding strategies enhance employees' organizational commitment, which subsequently fosters positive attitudes toward their work. Therefore, this study confirms that organizational reputation indirectly improves job satisfaction through the strengthening of organizational commitment. In essence, healthcare workers who feel proud and emotionally connected to a reputable hospital are more likely to experience greater satisfaction, loyalty, and motivation in performing their professional roles.

CONCLUSION

Based on the results of this study, the findings indicate that employer attractiveness, work–life balance, and organizational reputation have a positive and significant effect on organizational commitment. Furthermore, employer attractiveness, work–life balance, and organizational reputation also have a positive and significant effect on job satisfaction among healthcare workers. The indirect effect results reveal that organizational commitment successfully mediates the relationship between employer attractiveness, work–life balance, and organizational reputation on job satisfaction among healthcare workers. These findings highlight the importance of creating an attractive work environment, maintaining work–life balance, and strengthening the organization’s reputation to enhance both commitment and satisfaction among healthcare professionals.

Based on these results, future research is recommended to expand the scope of the study in terms of variables, methods, and research objects. In terms of variables, future researchers may include additional factors that potentially influence job satisfaction and organizational commitment, such as leadership style, organizational culture, employee engagement, or psychological empowerment, and consider moderating variables such as work motivation or emotional intelligence to enrich the analysis of variable relationships. From a methodological perspective, future studies are encouraged to apply a mixed-methods approach to gain deeper insights into healthcare workers’ perceptions or adopt a longitudinal design to observe the dynamics of relationships among variables over time. Regarding the research object, future studies could be extended to other hospitals, both public and private, as well as other healthcare facilities such as community health centers or clinics, to obtain more generalizable and representative results. Through these developments, future research is expected to provide broader theoretical and practical contributions to human resource management in the healthcare sector.

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