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**WORK-LIFE BALANCE AND SERVANT LEADERSHIP FOR BETTER
ORGANIZATIONAL COMMITMENT OF TOURISM EMPLOYEES: THE ROLE OF
AFFECTIVE WELL-BEING AS A MEDIATOR**

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Abstract. *The United Nations compiled the Sustainable Development Goals 2030, which included providing decent work for humankind, such as facilitating employees with a balance among work, family, and private life. This study aims to analyze the relationship among variables and the role of affective commitment between work-life balance and servant leadership partially on employees' organizational commitment in the tourism business. The study applied a quantitative descriptive approach, involving 82 workers in the tourism businesses in Jakarta who were selected by purposive sampling from January-May 2023. Smart-PLS was employed to analyze the data. The study reported that affective well-being mediates the correlation between work-life balance and servant leadership. The study implies the need to mix human resource management practices to create a positive work environment to strengthen organizational commitment.*

Abstrak. Perserikatan Bangsa-Bangsa menyusun Tujuan Pembangunan Berkelanjutan 2030, yang mencakup penyediaan pekerjaan yang layak bagi umat manusia, seperti mendorong perusahaan agar memfasilitasi karyawan dengan keseimbangan antara pekerjaan, keluarga, dan kehidupan pribadi. Penelitian ini bertujuan untuk menganalisis hubungan antar variabel dan peran komitmen afektif terhadap hubungan antara *work-life balance* dan kepemimpinan melayani secara parsial terhadap komitmen organisasi karyawan pada bisnis pariwisata. Penelitian ini menggunakan pendekatan deskriptif kuantitatif, melibatkan 82 pekerja di bisnis pariwisata di Jakarta yang dipilih secara purposive sampling dari Januari-Mei 2023. Smart-PLS digunakan untuk menganalisis data. Studi tersebut melaporkan bahwa kesejahteraan afektif memediasi korelasi antara *work-life balance* dan kepemimpinan melayani. Studi ini menyiratkan perlunya memadukan praktik manajemen sumber daya manusia untuk menciptakan lingkungan kerja yang positif untuk memperkuat komitmen organisasi.

INTRODUCTION

This research is motivated by an appeal from the United Nations as outlined in point 8 of the Sustainable Development Goals, which includes providing decent work. There are 10 (ten) indicators in the context of providing decent work, namely: (1) creating job opportunities; (2) providing adequate income and productive work, (3) decent working time; (4) stable and secure work; (5) eliminate work that violates the law; (6) treat workers fairly; (7) creating a safe work environment; (8) provide social security; (9) availability of opportunities for social dialogue, representatives of employers and workers; (10) balancing work, family and personal life (International Labor Organization (ILO), 2023). Statistical data collected by Aleksandar Dimovski (2023) reports that: 1. In 1 (one) week, the average worker works around 50 hours per week; 2. Baby boomers (workers aged over 59 years) experience work pressure; 3. Workers complain that they need a balance between work-family-private life; 4. Millennial generation workers (workers aged 29-46 years) and Generation Z (aged 18-28 years) complain of not having a balance between work-family-personal life. Data on life imbalances are shown in Figure 1.

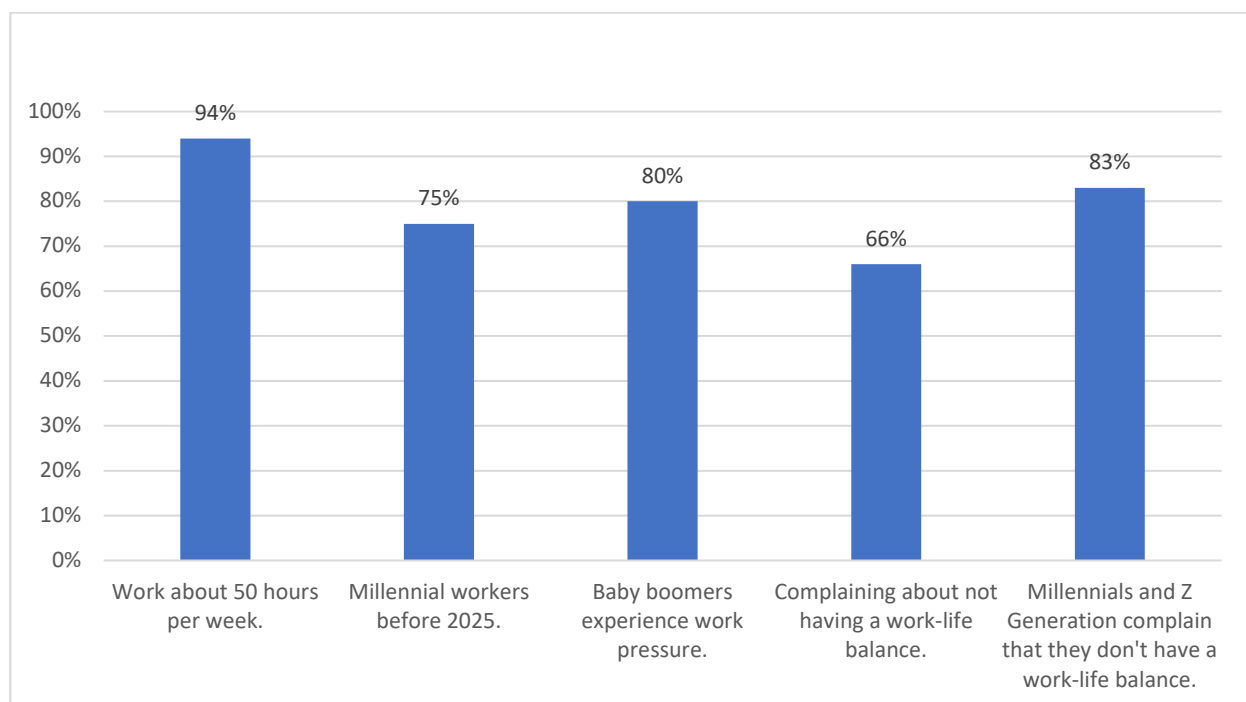


Figure 1. Statistik *Work-life Imbalance* (Aleksandar Dimovski, 2023)

Human resources life imbalance occurs in big cities. Workers have less time for family and personal life due to economic factors and technology. Economic factors and land prices in big cities differ from people's purchasing power, so workers tend to have a place to live on the outskirts of Jakarta. The minimum distance from home to work may exceed around 20 km.

On the other hand, due to financial reasons, companies are very selective when recruit workers, which results in workers doing much work. This condition is exacerbated by the tendency of superiors to rely on certain people to complete tasks so that the "favorite" employee invests time to work more and

sacrifices family and personal time. The combination of long commutes and longer working hours results in shortened free time for employees and their families. Technological factors also contribute to the life balance of an employee. Giving instructions via messages through digital media at times outside working hours is widespread. Employees are often blamed when they do not open their cellphones while at home or on holidays and fail to read messages sent by the company. These conditions result in workers needing a balance of life. This results in various diseases and family conflicts (Risk et al., 2018).

The employee who has balanced condition between work responsibilities and responsibilities outside of work is known as work-life balance. Studies show a positive correlation between HRM practices, worker happiness, and job satisfaction (Pagán-Castaño et al., 2020; Salas-Ballina et al., 2018). Identifying HRM practices that can contribute to employee happiness is important because employees who are happy at work will have satisfaction. Then satisfied employees will have better performance (such as increased customer satisfaction, lower absenteeism, increased company opinion, and employee engagement) compared to employees who are not satisfied (Salas-Ballina et al., 2018; Vermeeren et al., 2014). HRM practices widely associated with achieving job satisfaction are HR planning, training and development, and work careers, but the work-life balance has not been widely discussed (Pagán-Castaño & A. Maseda-Moreno, 2019). Based on statistical data, only around 23% of companies implement a work-life balance (Aleksandar Dimovski, 2023). Other data reports that implementing a work-life balance can increase productivity, and flexibility can be correlated with work-life balance (Aleksandar Dimovski, 2023).

The research aims to analyze (1) the correlation between work-life balance to affective well-being; (2) the correlation between servant leadership to affective well-being; (3) the correlation between affective well-being to organizational commitment; (4) the correlation between work-life balance and organizational commitment; (5) the correlation between servant leadership to organizational commitment; (6) the correlation between work-life balance and organizational commitment, mediated by affective well-being; and (7) the correlation between servant leadership and organizational commitment, mediated by the affective well-being of workers who in the tourism industry, such as the accommodation, food & beverage (F&B), transportation, and tour & travel (T&T) service industries, etc.

There are two novelties in this study, namely: (1) research data concerns workers in the tourism business, whereas previous research only involved employees in the hotel industry (Chang et al., 2019; Fotiadis et al., 2019; Liu et al., 2021; Ognjanović & Mitrović, 2022); and (2) combining work-life balance with servant leadership, whereas previous research used transformational leadership (Rofcanin et al., 2021).

LITERATURE REVIEW

There are some studies on work-life balance (Ali et al., 2022; Chang et al., 2019; Dewi et al., 2021; Fotiadis et al., 2019; Gonz & Montero-Navarro, 2020; Liu et al., 2021; Ognjanović & Mitrović, 2022; Oubrich et al., 2021; Rofcanin et al., 2021; and Susanto et al., 2022). Work-life balance is influenced by psychological autonomy and engagement to achieve psychological well-being, but it is not impacted

by psychological competence and relatedness (Ali et al., 2022; Fotiadis et al., 2019). Furthermore, work–life balance can moderate the association between organizational commitment and intention to stay and

mediate the relationship between employees’ engagement and innovative work behavior (Ali et al., 2022; Chang et al., 2019). The model of WLB, which is included (a) Schedule and spatial flexibility; (b) non-financial benefits; (c) external active organizational communities; (d) employer brand, can retain talented employees (Gonz & Montero-Navarro, 2020). Work-life balance is suggested to be employed because it influences organizational commitment; surprisingly, women have better work-life balance than men (Liu et al., 2021; Ognjanović & Mitrović, 2022). Since work-life balance has a strong relationship with employee job satisfaction, the management has to foster a work–life balance-friendly culture through leadership style such as being a service leader (Dewi et al., 2021; Oubrich et al., 2021; Rofcanin et al., 2021; Susanto et al., 2022). Table 1a.b.c presents state of the art.

Table 1a. State of the art

No.	Author (year), Title, Journal Name, Volume, URL	Research Question	Methodology	Findings	Recommendation
1	Fotiadis et al. (2019), the Mediating Roles of Psychological Autonomy, Competence and Relatedness on Work-Life Balance and Well-Being, Frontiers in psychology, vol.10, https://doi.org/10.3389/fpsyg.2019.01267	What is the impact of “work balance” on the “psychological well-being” of employees at work?	Descriptive quantitative	Psychological autonomy positively impacts both psychological well-being and work-life balance; work-life balance positively affects psychological well-being.	Management should pay attention to employees’ satisfaction by implementing psychological autonomy and psychological competence. For future research, investigate the relationship between age, and psychological needs initiatives in the workplace settings.
2	Chang et al. (2019), examining the moderating effects of work–life balance (WLB) between human resource practices and intention to stay, vol.11, https://doi.org/doi:10.3390/su11174585	Did WBL moderate the relationship between human resource practices and intention to stay?	Descriptive quantitative	Work–life balance moderated the link between organizational commitment and intention to stay.	The human resource department in hotels should developing a good work–life balance environment.
3	Berlin & Fors Connolly, (2019), the association between life satisfaction and affective well-being, vol. 73, https://doi.org/10.1016/j.joep.2019.04.010	Is life satisfaction associated with affective well-being?	Descriptive quantitative	Life satisfaction is associated with affective well-being.	Life satisfaction can measure individual subjective well-being (SWB).

Table 1b. State of the art

No.	Author (year), Title, Journal Name, Volume, URL	Research Question	Methodology	Findings	Recommendation
4	Gonz & Montero-navarro (2020), investing time and resources for work-life balance (WLB): the effect on talent retention, vol. 17, doi: 10.3390/ijerph17061920	How was an integrated model of work-life balance strategies, and the impacts of the different policies and practices on the retention of talented HR?	Qualitative approach	The model of WLB is managing: (a) Schedule and spatial flexibility; (b) non-financial benefits; (c) external activities; (d) employer brand.	The managers are encouraged to employ the WLB model as a reference for talent retention. Future studies employ quantitative research to analyze the differences in retaining valuable HR among industries through combining HR practices (e.g., compensation, equity participation, career development).
5	Liu et al. (2021), Women's work-life balance in hospitality: examining its impact on organizational commitment, Frontiers in Psychology, vol.12, https://doi.org/10.3389/fpsyg.2021.625550	What does the relationship between work-life balance and organizational commitment for women employees?	Descriptive quantitative	Work-life balance can predict organizational commitment.	The management should develop a feasible long-term plan to help women be devoted to working during working hours.
6	Dewi et al. (2021), the influence of work life balance on job satisfaction of housekeeping employee at renaissance bali uluwatu resort & spa, vol.5(2), https://doi.org/10.31940/ijaste.v5i2.190-196	How is the influence of work-life balance on employee job satisfaction?	Descriptive quantitative	Work-life balance has a strong relationship with employee job satisfaction.	Management encourages considering employee work-life balance to increase employee job satisfaction.
7	Susanto et al. (2022), work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviours (FSSB), https://doi.org/10.3389/fpsyg.2022.906876	What is the effect of work-life balance on the performance of employees in SMEs?	Descriptive quantitative	Work-life balance positively influences job satisfaction and performance.	MEs were suggested to create a work-life balance-friendly culture to improve firm performance.

Table 1c. State of the art

No.	Author (year), Title, Journal Name, Volume, URL	Research Question	Methodology	Findings	Recommendation
8	Ali et al. (2022), employee engagement (EE) and innovative work behavior (IWB) among Chinese millennials: Mediating and moderating role of work-life balance (WLB) and psychological empowerment (PE), <i>Frontiers in Psychology</i> , vol.13, https://doi.org/10.3389/fpsyg.2022.942580	How are the relationship among variables at the workplace?	Descriptive quantitative	(a) EE related to IWBs and WLB; (b) WLB mediated the relationship between EE and IWB partially. The interaction between EE and PE strengthened employees' IWBs.	Service management should maintain EE to encourage millennial employees' IWBs. Future studies may examine the impact of EE on IWB from managers' perspectives.
9	Ognjanović & Mitrović, (2022), work-life balance and work-related attitudes of employees: case study in serbian hotel industry, vol 19(2), https://doi.org/10.5937/EJAE19-39093	How is the connection between work-life balance and the work-related attitudes of employees?	Descriptive quantitative	There is a significant correlation between work-life balance and work-related attitudes of employees. Men rated work-life balance worse than women.	Management should develop a work-life balance to motivate and satisfy the employees.
10	Oubrich et al. (2021), impacts of leadership style (LS), organizational design (OD) and human resource management (HRM) practices on knowledge hiding: The indirect roles of organizational justice and competitive work environment, vol. 137, https://doi.org/10.1016/j.jbusres.2021.08.045	How are the relationship among variables?	Descriptive quantitative	Organizational justice will mitigate knowledge hiding on the link between LS and OD.	Managers must establish the right balance between justice and competition to reduce knowledge hiding.
11	Rofcanin et al., (2021), servant leadership and family supportiveness: Looking into employees' work and family outcomes, vol. 128, https://doi.org/10.1016/j.jbusres.2021.01.052	How does servant leadership trickle down to impact subordinates' work and non-work outcomes?	Descriptive quantitative	Servant leadership impacted family-supportive supervisor behaviors to achieve subordinate work engagement for subordinate work performance.	Management should create worksite health promotion programs for employees to engage them in family domains.

Figure 1 displays the research framework.

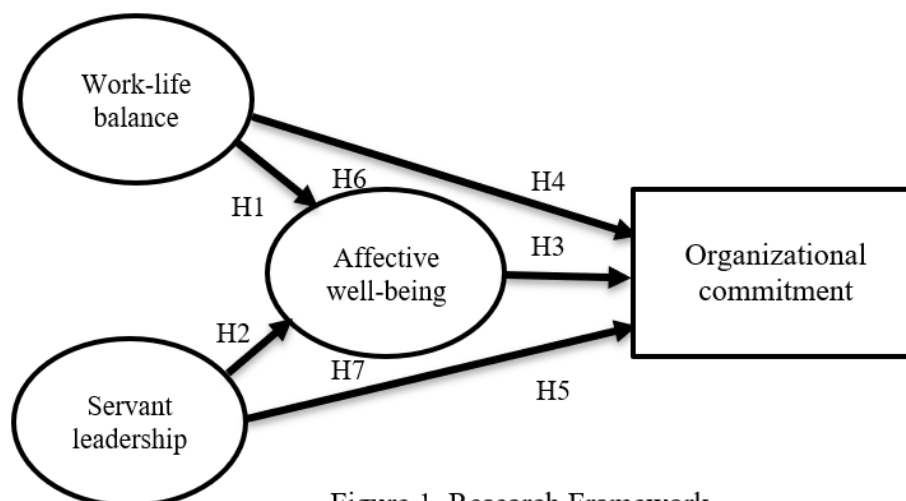


Figure 1. Research Framework

Hypothesis (H):

H1. Work-life balance correlates with affective well-being.

H2. Servant leadership correlates with affective well-being.

H3. Affective well-being correlates with organizational commitment.

H4. Work-life balance correlates with organizational commitment.

H5. Servant leadership correlates with organizational commitment.

H6. Affective well-being mediates the correlation between work-life balance and organizational commitment.

H7. Affective well-being mediates the correlation between servant leadership and organizational commitment.

METHODOLOGY

The research used a positivist approach (quantitative descriptive) with a well-balanced variable analysis unit. The sample was selected by purposive sampling, namely selecting only employees who work in the tourism industry in West/East/North/South/Central Jakarta and whose work directly relates to customers. Selection of employees who directly deal with customers because this group whose workload is usually more extended, and their behavior is directly felt by customers. While choosing the city of Jakarta and not involving the Thousand Islands, consider that many workers work in Jakarta but live on the outskirts of Jakarta, so it takes a long time from home to work, and this condition contributes to the work-life balance due to the amount of time spent less and less with family (Ilyas Fadila, 2022). Therefore, the number of samples should be used ten times the number of indicators. This study had eight indicators x 10 = 80 respondents, and involving 82 respondents means more than the minimum number (Hair, Joseph F., G. Tomas M. Hult., Christian M. Ringle., 2017). Data collection was carried out cross-sectional from May to July 2023.

The type of data consists of secondary data and primary data. Secondary data was obtained from various scientific articles, such as information about the type of tourism industry, data from the Indonesian Central Bureau of Statistics to find out data on the number of workers in the tourism industry in the DKI Jakarta area, and the official website of DKI Jakarta to find out the types of tourist attractions in DKI Jakarta. Meanwhile, primary data was obtained by distributing questionnaires to collect data on the demographics and well-life balance of employees working in the tourism industry in the West/East/North/South/Central Jakarta area. The data collection method is a survey strategy. The collected data was tested using SEM-PLS for validity and reliability, mean test and correlation among variables, and SPSS to calculate demographic frequencies (Edeh et al., 2023; Joseph F Hair et al., 2018). Demographic data, variables, indicators, and research variable measurements are described in Table 2.

Table 2. Variables, Indicators, and Measurement

Variable		Indicator	Measurement
Demographics	Respondent demographics include the type of tourism business, work location, gender, and age.	1. Type of tourism business 2. Location of work 3. Gender 4. Age (based on generation)	Nominal scale
Work-life balance (X1)	Work-life balance includes balance in interacting with family and friends.	1. Have time to interact with the family. 2. Have a great time interacting with friends.	
Servant leadership (X2)	Servant leadership is a superior who masters work, and prioritizes employee careers.	3. Superiors recognize mistakes that occur in a job. 4. Superiors prioritize employee career development.	Likert scale 5 point: 1= Strongly disagree 2= Disagree 3= Quite agree 4= Agree 5= Strongly agree
Affective well-being (M)	Affective well-being includes the feeling of comfort that employees have and enjoying their work.	5. Employees feel comfortable at work. 6. Employees enjoy their jobs.	
Organizational commitment (Y)	Organizational commitment includes employee commitment to follow the values adopted by the company and dedication to generating profits for the company.	7. Employees follow the values espoused by the company. 8. Employees try their best to help the company.	

RESULTS AND DISCUSSION

Respondent profiles

Most of the respondents work in accommodation businesses (40.2%). Most respondents work in the South Jakarta area (45.1%). The sex of the respondents was mainly male (59.8%) and aged between 18-28 years or in the Z generation category, namely, those born between 1995-2010 (Gaidhani et al., 2019). The respondent profiles are presented in Table 3.

Table 3. Respondents' profile

Indicator	Business unit	Frequency	Percentage
Tourism business types	1. Tourism attraction	3	3.7
	2. Tourism consultant	4	4.9
	3. Usaha jasa pramuwisata	7	8.5
	4. Usaha spa	2	2.4
	5. Kawasan pariwisata	2	2.4
	6. Usaha jasa transportasi wisata	2	2.4
	7. Tour & Travel	5	6.1
	8. Food & beverage	18	22.0
	9. Accommodation	33	40.2
	10. Entertainment & recreation	2	2.4
	11. MICE (meetings, incentives, conferences, exhibition)	1	1.2
	12. Tourism information	3	3.7
Work location	1. Centre Jakarta	20	24.4
	2. South Jakarta	37	45.1
	3. North Jakarta	5	6.1
	4. West Jakarta	17	20.7
	5. East Jakarta	3	3.7
Gender	1. Male	49	59.8
	2. Female	33	40.2
Age	1. 18-28 years old	34	41.5
	2. 29-46 years old	29	35.4
	3. More than sixty years old	19	23.2

Outer loadings, composite reliability (CR), and average variance extracted (AVE)

The study measured all constructs' reliability and composite reliability (CR). The constructs are valid if the values exceed 0.7 (Joseph F Hair et al., 2019). The validity analysis included convergent and discriminant validity. For analyzing the concurrent validity, at the first stage, the factor loadings of each item are evaluated. The constructs are valid if the value exceeds 0.5 (Joseph F Hair et al., 2019).

However, all statements had loadings above 0.7. Furthermore, each statement's average variance extracted (AVE) was above 0.50 (Joseph F Hair et al., 2019). The AVE values were between 0.845 to 0.956. Table 4 displays the values of factor loadings, CR, and AVE of each construct.

Table 4. Outer loadings, composite reliability (CR), and average variance extracted (AVE)

Construct	Items	Loadings	AVE	CR
Work-life balance (WLB)			0.732	0.845
	WLB1	0.857		
	WLB2	0.854		
Servant leadership (SL)			0.788	0.881
	SL1	0.870		
	SL2	0.905		
Affective Well-being (AW)			0.915	0.956
	AW1	0.956		
	AW2	0.957		
Organizational commitment (OC)			0.737	0.848
	OC 1	0.916		
	OC2	0.797		

The study also measured the discriminant validity of the Fornell-Larcker criterion and the Heteritrait-Monotrait (HTMT) ratio (Joseph F Hair et al., 2019). For assessing the Fornell-Larker criterion, the square root of each variable's AVE value must be higher than its correlations with other statements displayed in Table 5.

Table 6. Assessment of discriminant validity using HTMT

	AW	OC	SL	WLB
Affective well-being				
Organizational commitment	0.841			
Servant leadership	0.670	0.784		
Work-life balance	0.640	0.512	0.620	

Mean Test

Mean test results showed that the highest response is for the statement “I enjoy my job.” It means that the employees enjoy their job (mean 4.122). Next, the lowest answer is for the item “I have a great time interacting with friends” (mean 3.634). It implies that the employees have quite a work balance related to interacting with friends. Detailed information on the interpretation of each indicator is presented in Table 7.

Table 7. Mean interpretation

Variabel & Indicators	Mean	Interpretaion
Work-life balance (X1):		
I have time to interact with the family (TS1)	3.829	High
I have a great time interacting with friends (TS2)	3.634	Quite
Servant leadership (X2):		
Superiors recognize mistakes that occur in a job (SL1)	3.988	High
Superiors prioritize employee career development (SL2)	3.744	
Affective well-being (M)		
I feel comfortable at work (AW1)	4.012	High
I enjoy my job (AW2)	4.122	
Organizational commitment (Y)		
I have the same values as the company (OC1)	3.915	High
I try their best to help the company (OC2)	3.695	

Note: X1: Dependent variable 1; X2: Dependent variable 2; M: Mediator variable; Y: Independent variable.

Hypotheses tests for direct and indirect relationship

The variables' relationships have a direct and indirect effect by employing the decision of support for P-value < 0.10 and T-value > 1.96 (Joseph F Hair et al., 2019) (Table 8).

Table 8. Hypotheses tests for direct and indirect relationships

Hypothesis	Path	T-value	P-Value	Decision
Direct effect				
H1	WLB→AW	2.519	0.012	Supported
H2	SL→AW	3.486	0.001	Supported
H3	AW→OC	3.474	0.001	Supported
H4	WLB→OC	0.228	0.820	unsupported
H5	SL→OC	2.219	0.027	Supported
Indirect effect				
H6	WLB→OC	2.247	0.025	Supported
H7	SL→OC	2.410	0.016	Supported

Figure 2 presents the T-value, P=value in the picture for a better understanding of the variables' relationship.

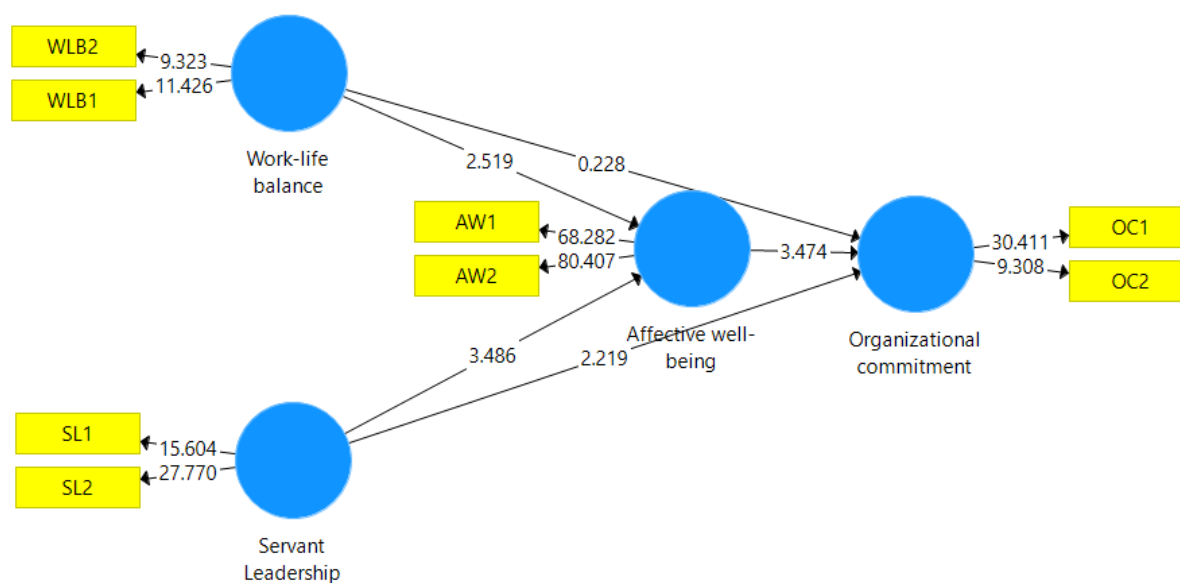


Figure 2. Hypotheses tests for direct and indirect relationships

The hypotheses tests are for direct and indirect relationships among variables.

Direct effect. First, hypothesis 1 (H1): Work-life balance (WLB) correlates to affective well-being. The result showed that T-value was $2.519 > 1.96$ and P-value was $0.012 < 0.10$. This result means that this hypothesis was supported. It implies that the employees in the object setting with work-life balance will have practical well-being. Second, hypothesis 2 (H2): Servant leadership (SL) correlates with affective well-being (AW). The study revealed that T-value was $3.486 > 1.96$ and P-value was $0.001 < 0.10$, or the hypothesis was supported. The result means that the employees treated by servant leadership will have practical well-being. Third, hypothesis 3 (H3): Affective well-being correlates with organizational commitment. For this correlation, T-value was $3.474 > 1.96$, and the P-value was $0.001 < 0.10$, or the hypothesis was supported. It implies that employees with good affective well-being will have the exemplary organizational commitment in the company setting. Forth, hypothesis 4 (H4): Work-life balance correlates to organizational commitment. The result showed that T-value was $0.228 < 1.96$, and T-value was $0.820 > 0.10$, or the hypothesis wasn't supported. This result describes that even if the employees had a work-life balance, it would not directly relate to employees' commitment. Fifth, hypothesis 5: servant leadership correlates to organizational leadership. For this relationship, it revealed that T-value was $2.119 > 1.96$, and T-value was $0.027 < 0.10$, or the hypothesis was supported. The servant leadership style directly correlates to organizational commitment.

Indirect effect. The analysis follows because the theory was narrated by Andrew F. Hayes (2022). First, hypothesis 6 (H6): Affective well-being mediates the correlation between work-life balance and organizational commitment. The result found that T-value was $2.247 > 1.96$, and P-value was $0.025 <$

0.10, or the hypothesis was supported. It means the employees will have organizational commitment if there is a mediator of affective well-being between work-life balance and organizational commitment. Second, hypothesis 7 (H7): Affective well-being mediates the correlation between servant leadership and organizational commitment. The result narrates that T-value was $2.410 > 1.96$, and P-value was $0.016 < 0.10$, or the hypothesis was supported. Therefore, affective well-being mediates the correlation between work-life balance and organizational commitment.

The study also found that work-life balance and servant leadership contribute to affective well-being by approximately 0.378 or 37.8 % (R-Square = 37.8 %). Furthermore, affective well-being contributes to the organizational commitment 0.507 or 50.7 % (R-Square = 50.7 %).

Recognizing the influential role of work-life balance and servant leadership requires the variable of affective well-being. So, it implies the importance of creating a positive mood or emotion in the employees to satisfy their well-being for better organizational commitment (Berlin & Fors Connolly, 2019; Salas-Ballina et al., 2018). This study tested a research model investigating the impact of work-life balance and servant leadership on achieving organizational commitment through affective well-being. This work's structural equation modeling results support the relationships mentioned above.

First, this study partially examined the effect of work-life balance and servant leadership on affective well-being. Both variables (work-life balance and servant leadership) directly predict affective well-being partially. It is understood because work-life balance gives employees privacy time, new work enthusiasm, and fun at work (Strassburger et al., 2023). Therefore, the more work-life balance, the more affective well-being. So, this study completes Davies & Egas (2022) and Diamantis et al. (2022), who revealed that work-life balance influences employee engagement for retaining them. The results of this study are also in line with the findings of Fotiadis et al. (2019), who argued that work-life balance is positively related to affective well-being as a part of psychological well-being.

However, in this study, organizational commitment does not directly correlate with the work-life balance. The result contradicts the research of Liu et al. (2021), which stated that work-life balance is directly related to organizational commitment. Another study reported that work-life balance could strengthen the link between organizational commitment and employee retention relationships (Chang et al., 2019).

For the servant leadership test, the result shows that servant leadership is related to affective well-being. The employees will have a positive mood or emotion if their leaders before their needs, such as giving feedback, paying attention to career growth, or providing help (Eva et al., 2019; Yang et al., 2018). This leadership style will improve employees' trust and create happiness for employees. In addition, this situation will raise employee satisfaction (Berlin & Fors Connolly, 2019; Oubrich et al., 2021; Rofcanin et al., 2021). Since they are satisfied, then they have better organizational commitment.

Affective well-being correlated with organizational commitment. The affective well-being of feeling comfortable at work and enjoying the job will create job satisfaction for better organizational engagement and fostering organizational commitment (Borowski, 2018).

Next, work-life balance and servant leadership partially correlated with organizational commitment through affective well-being. Affective well-being mediates work-life balance and servant leadership partially for better employees' organizational commitment. Affective well-being covers the feeling of comfortable and enjoyment of employees at work. Those are fulfilling the psychological needs of employees. Since they satisfy, the employees will be more willing to obey the organization's values and contribute to the organization (Ahmad et al., 2023).

Finally, affective well-being contributes to organizational commitment greater (R-Square 50.7 %) than the contribution of work-life balance and servant leadership simultaneously to affective well-being (R-Square 37.8 %). This result describes that the importance of affective well-being to implement work-life balance approach for better organizational commitment.

CONCLUSION

Therefore, the more work-life balance, the more effective well-being. So, this study completes Davies & Egas (2022) and Diamantis et al. (2022), who revealed that work-life balance influences employee engagement for retaining them. Work-life balance is the dream of all employees because an employee is responsible not only for the company but also for his family and the environment outside the company. The human resource management practice model offered is to combine work-life balance variables with servant leadership. The collaboration between the two is expected to influence affective well-being, and this affective well-being can increase organizational commitment to retain employees (Chang et al., 2019; Fotiadis et al., 2019; Gonz & Montero-Navarro, 2020; Liu et al., 2021). The results of the study found that:

1. work-life balance correlates with affective commitment;
2. servant leadership correlates with affective commitment;
3. affective well-being correlates to organizational commitment;
4. work-life balance did not correlate directly with organizational commitment;
5. servant leadership correlates to organizational commitment;
6. affective well-being mediates the correlation between work-life balance and organizational commitment; and
7. affective well-being mediates the correlation between servant leadership and organizational commitment.

Work-life balance as an antecedent variable must be accompanied by other variables, such as servant leadership variables and affective well-being for the employees' organizational commitment. Thus, management in the tourism business should identify work-life balance factors that suit employees' needs to elevate organizational commitment. Therefore, further research is suggested to explain work-life balance, leadership, and other human resources practices such as knowledge sharing, considering that

sharing among colleagues will encourage interaction. In addition, the limitation of this research is that the respondents are involved in many types of business scales. Therefore, a more homogeneous sample

of tourism business units and a larger sample size is recommended for precise work-life balance conditions.

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