

Work-Life Balance Impact on Gig Workers' Effectiveness: The Moderating Roles of Work Commitment and Employee Well-Being

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Abstract—Although WLB has been widely recognized as an important determinant of employee performance, previous studies have reported inconsistent findings regarding its influence on work effectiveness, particularly in the gig economy. Existing research has predominantly emphasized work flexibility, economic outcomes or job satisfaction, while limited attention has been given to explaining whether work commitment and employee well-being strengthen the relationship between WLB and work effectiveness. This theoretical gap remains particularly evident in Indonesia's digital labor sector, where algorithm-driven work systems and flexible employment arrangements create unique challenges for balancing professional and personal life. Therefore, this study investigates the effect of WLB on employee work effectiveness and examines the moderating roles of work commitment and employee well-being among gig workers. This research employed a quantitative associative approach involving JASKU courier employees in Pamekasan, Indonesia. From a population of approximately 125 employees, 95 respondents were selected using probability sampling based on the Slovin formula with a 5% error margin. Data were collected through observation, interviews, and structured questionnaires and analyzed using SEM-PLS with SmartPLS. The findings reveal that work-life balance has a positive and significant effect on work effectiveness ($p < 0.05$). However, work commitment and employee well-being do not significantly moderate this relationship, with significance values of 0.372 and 0.191, respectively ($p > 0.05$). These findings indicate that WLB directly enhances employee work effectiveness regardless of employees' commitment and well-being levels. This study contributes to the WLB literature by addressing an underexplored research gap in the gig economy context and provides practical insights for digital platform companies to strengthen WLB policies that support sustainable employee performance and organizational effectiveness.

Keywords: Gig; WLB; Effectiveness; Commitment; Employee

1. INTRODUCTION

1.1 Background to the research

The rapid expansion of digital technology has accelerated the growth of the gig economy, creating new employment opportunities through digital platforms. This employment model differs from conventional work because it offers greater flexibility in determining working hours and workloads while allowing individuals to earn income without long-term employment contracts (Valerio, 2016). In Indonesia, the gig economy has experienced remarkable growth, particularly in online transportation, food delivery, and courier services, as digital platforms become increasingly integrated into everyday life. According to the Research Institute of Socio-Economic Development (RISED, 2023) workers are attracted to this employment model because it provides greater flexibility in managing working time and location, offers additional income opportunities, and enables them to pursue personal financial goals. These advantages have encouraged many individuals to participate in platform-based work. Nevertheless, the flexibility offered by the gig economy also changes how work is organized and managed, creating new challenges for workers in balancing occupational responsibilities with their personal lives (Brough & Kalliath, 2009).

Despite offering flexible working arrangements, employment in the gig economy is not always accompanied by greater control over working conditions. Digital platform workers, including couriers, frequently perform their tasks under algorithm-based management systems that determine job allocation, performance evaluation, customer ratings, and incentive distribution automatically (Wood, Graham, Lehdonvirta, & Hjorth, 2019). This pressure can lead to physical exhaustion, prolonged stress, and decreased work effectiveness. Consequently, workers often need to remain available for long periods, respond quickly to customer requests, and achieve platform performance targets despite unpredictable workloads and unstable earnings (Nurmalasari, Frendika, & Assyofa, 2022). Similar conditions have been observed in Indonesia, where digital platform workers often experience irregular working hours and prolonged working time in order to secure sufficient income and maintain service performance (De Ruyter & Rachmawati, 2020). For courier workers, these demands become increasingly challenging because they must complete deliveries within strict deadlines while simultaneously coping with traffic conditions, customer expectations, and application-based performance assessments. Such working conditions may reduce opportunities to maintain a healthy balance between work and personal life, which in turn can influence employees' effectiveness in carrying out their responsibilities.

The growing complexity of platform-based employment has increased scholarly attention toward work-life balance (WLB) as an essential factor in maintaining employee performance and well-being. Work-life balance refers to an individual's ability to manage work responsibilities and personal life in a way that minimizes conflict while allowing both domains to support one another (Carlson, Kacmar, & Williams, 2000). Rather than simply reducing interference between work and family roles, a balanced work-life condition enables individuals to preserve psychological resources, maintain positive emotions, and sustain their work capacity over time (Greenhaus & Powell, 2006). Conversely, prolonged imbalance may lead to stress, emotional exhaustion, and declining job performance, particularly in occupations characterized by high work intensity and irregular schedules (Brough & Kalliath, 2009). These theoretical perspectives suggest that work-life balance is not merely a personal concern but also an organizational issue because employees who successfully manage both work and personal demands are more likely to perform their responsibilities effectively and consistently.

Empirical evidence generally supports the positive role of work-life balance in improving employee outcomes, although the findings remain fragmented across different

research contexts. Several studies have shown that employees with better work-life balance tend to demonstrate higher productivity, stronger organizational commitment, greater job satisfaction, and improved work performance (Munyeka & Maharaj, 2023). Similar patterns have also been reported among Indonesian gig workers, where work-life balance has been associated with lower burnout, higher job satisfaction, and better adaptation to demanding working conditions (De Ruyter & Rachmawati, 2020; Nurmalasari et al., 2022). Other studies have highlighted that employee well-being contributes positively to individual performance because workers with better physical and psychological conditions are generally more motivated and resilient in completing their tasks. Likewise, work commitment has often been identified as an important organizational resource that encourages employees to contribute beyond formal job requirements. Nevertheless, previous studies have largely examined these variables independently by focusing on their direct effects on performance or other organizational outcomes (Kusuma & Handayani, 2020; Tobing, 2024). Consequently, limited attention has been given to understanding how work commitment and employee well-being may influence the relationship between work-life balance and work effectiveness within the unique characteristics of platform-based employment.

Although previous studies have substantially advanced the understanding of work-life balance in contemporary workplaces, several important issues remain insufficiently addressed. First, from a contextual perspective, most existing studies have been conducted in conventional organizational settings or focused on ride-hailing drivers, while empirical evidence from courier services operating within platform-based employment remains relatively limited. The operational characteristics of courier work including strict delivery deadlines, algorithm-driven task allocation, and continuous customer interaction create working conditions that differ from those of other gig occupations, making it inappropriate to directly generalize previous findings. Second, from a construct perspective, earlier studies have predominantly examined the influence of work-life balance on job satisfaction, organizational commitment, burnout, or general employee performance, whereas its relationship with work effectiveness, which reflects employees' ability to accomplish work objectives efficiently and consistently, has received comparatively less attention. Third, from a theoretical perspective, work commitment and employee well-being have generally been investigated as independent predictors of employee outcomes rather than as contextual factors that may strengthen or weaken the influence of work-life balance on work effectiveness. Consequently, the mechanism through which work-life balance contributes to employees' effectiveness remains insufficiently understood. Finally, from an empirical perspective, evidence from Indonesia's digital courier sector remains scarce despite the rapid expansion of platform-based logistics services. Addressing these four gaps is important for developing a more comprehensive understanding of work-life balance within the unique characteristics of gig employment.

Building upon these theoretical and empirical gaps, this study seeks to extend the existing work-life balance literature by examining the relationship between work-life balance and work effectiveness within the context of Indonesia's digital courier industry. Unlike previous studies that primarily focused on direct relationships between work-life balance and various employee outcomes, this research simultaneously evaluates the moderating roles of work commitment and employee well-being to provide a more comprehensive explanation of how work-life balance influences employees' effectiveness in platform-based employment. By focusing on JASKU courier employees in Pamekasan and Sumenep, this study offers empirical evidence from a research setting that has received limited scholarly attention. Accordingly, this research contributes theoretically by enriching the application of work-life balance theory within the gig economy context and broadening current understanding of employee

effectiveness under algorithm-driven work systems. Practically, the findings are expected to assist digital platform companies in designing human resource policies that better support employees' work-life balance while improving organizational effectiveness and service sustainability. Based on these considerations, this study aims to analyze the effect of work-life balance on employee work effectiveness and to examine whether work commitment and employee well-being moderate this relationship among gig workers in Indonesia.

Based on the above description, the research problem formulation includes: (1) analyzing the influence of work-life balance on increasing or decreasing employee work effectiveness; and (2) examining the role of work commitment and employee well-being as moderating variables in the relationship between work-life balance and work effectiveness. By examining these various problems, this research is expected to provide strategic recommendations for balancing the work flexibility offered by the gig economy with the need for work-life balance. The results of this research are expected to serve as a basis for developing data-based management policies to increase work effectiveness, customer satisfaction, and the sustainability of gig economy-based companies in Indonesia.

1.2 Literature Review

1. *Work Home Resources (W-HR) Model*

The Work Home Resources Model, explains how resources generated in one life domain can enhance outcomes in another domain (Brummelhuis & Bakker, 2012). The model proposes that employees possess both contextual resources (e.g., organizational support, flexible work arrangements, and supportive work environments) and personal resources (e.g., psychological energy, positive emotions, health, and resilience). These resources accumulate over time and enable individuals to successfully manage the demands of work and personal life. According to the W-HR Model, a healthy balance between work and personal life allows employees to preserve valuable psychological and physical resources rather than continuously depleting them. When individuals maintain sufficient resources, they are more capable of concentrating on work tasks, adapting to changing work conditions, and achieving higher levels of effectiveness. Conversely, excessive work demands without adequate recovery reduce available resources, leading to fatigue, emotional exhaustion, and lower work performance.

Within the context of the gig economy, the W-HR Model provides an appropriate theoretical foundation because platform-based workers frequently encounter irregular working hours, fluctuating income, algorithm-driven workloads, and high customer expectations. These conditions increase the importance of maintaining work-life balance to prevent resource depletion. Furthermore, the model also explains why employee well-being and work commitment may influence the relationship between work-life balance and work effectiveness. Employees with better well-being possess greater personal resources to maintain performance, whereas committed employees tend to utilize available resources more effectively in achieving organizational goals. Therefore, the W-HR Model serves as the primary theoretical framework for explaining the relationships among the variables examined in this study.

2. *Work Life Balance*

Work-life balance (WLB) describes a person's ability to manage the demands of work and personal life so that they do not interfere excessively with each other (Carlson et al., 2000). This variable is generally measured through three main

indicators: (1) Work Interference with Personal Life (WIPL), (2) Personal Life Interference with Work (PLIW), and (3) Work/Personal Life Enhancement. In the context of the gig economy, the issue of WLB becomes increasingly complex because flexible work does not always guarantee stable working hours, income, or social protection. Unpreparedness to face customer pressure and irregular workloads can affect mental health and job satisfaction levels (Brough & Kalliath, 2009).

The concept of work-family enrichment emphasizes that work-life balance not only minimizes conflict but also has the potential to increase psychological energy, supporting performance (Greenhaus & Powell, 2006). While digital platforms like online motorcycle taxis and couriers may increase time flexibility, app algorithms can create new pressures that demand quick responses from workers (Wood et al., 2019). Persistent imbalance can reduce motivation, concentration, and productivity, especially if the boundaries between work and personal life are not well managed.

Numerous studies have shown that WLB plays a crucial role in increasing work effectiveness and loyalty because this balance allows workers to maintain energy, focus, and a sense of control over their tasks. Therefore, policies such as flexible working hours, adequate rest periods, and recognition of workers' personal needs are key strategies for maintaining WLB, particularly in the dynamic gig economy (Asti & Nasution, 2025; Takemeyang, Ketuma, & Akpor, 2025).

3. *Work Effectiveness*

Work effectiveness refers to an employee's ability to optimally fulfill responsibilities according to organizational standards (Koopmans, Bernaards, Hildebrandt, Vet, & Beek, 2014). Effectiveness indicators include task performance, contextual performance, and adaptive performance. In the digital economy, effectiveness is not only related to output achievement but also the ability to adapt to technology and application-based systems.

Factors such as internal motivation, psychological well-being, and work-life balance significantly influence individual effectiveness (Koopmans et al., 2014). Workers with high levels of well-being and job satisfaction tend to be better able to cope with stress and changes in the work environment (Wright & Cropanzano, 2000). A study in a South African technology organization showed that work-life balance is a key predictor of long-term performance effectiveness (Munyeka & Maharaj, 2023).

In Indonesia, platform workers face pressure from algorithmic systems and customer targets, which can reduce work effectiveness if they lack managerial support, training, and a fair incentive system (De Ruyter & Rachmawati, 2020). Therefore, an effective management approach in the gig economy era requires more than prioritizing output targets; it also requires attention to well-being and flexibility in work patterns.

4. *Work Commitment*

Job commitment reflects the extent to which a person feels emotionally attached to, feels a need to remain with, and has a moral responsibility to the organization in which they work. A high level of commitment usually results in loyalty and a willingness to contribute beyond established standards (Allen & Meyer, 1996).

However, the reality of the gig economy exhibits different dynamics. Short-term contract-based work or partnerships tend not to generate strong emotional attachments. This makes employee commitment levels more volatile. While organizational

commitment can enhance organizational citizenship behavior (OCB), this effect tends to be weaker in project-based work environments (Bermana & Frinaldi, 2023).

Commitment can also act as a mediator between work-life balance and performance, but its effectiveness is heavily influenced by the fairness of the compensation system and the stability of the workflow (Saputra & Gorda, 2024). Furthermore, emotional commitment has been shown to be more effective in reducing turnover intentions than normative commitment (Jaharuddin & Zainol, 2019). Therefore, gig organizations need to foster commitment through positive work experiences such as rewards, training, and two-way communication, even if the working relationship is informal.

5. *Employee Well-Being*

Employee well-being encompasses the psychological, physical, and social conditions that enable an individual to perform optimally (Sharma, 2016). The WHO-5 Well-Being Index assesses well-being based on positive emotions, healthy social relationships, and an individual's level of life satisfaction (Topp, Østergaard, Søndergaard, & Bech, 2015). In the modern workplace, well-being is not simply a consequence of income, but a key foundation for productivity and creativity (Page & Vella-brodrick, 2009).

Employees with high levels of well-being typically have better stress resilience, demonstrate high levels of work engagement, and have a positive attitude toward their jobs (Grant & Parker, 2009). Work-life balance is a crucial component of well-being, as imbalance can reduce life satisfaction and job performance (Sirgy & Lee, 2018). In fact, psychological well-being has been shown to be a stronger predictor of performance than motivational variables (Wright & Cropanzano, 2000).

In the gig economy, well-being is often threatened by uncertain income, lack of social protection, and high work risks. Therefore, organizations need to provide support such as insurance, occupational safety training, and building an inclusive work community. A good level of well-being not only drives work effectiveness but also contributes to loyalty and a positive company image in the digital ecosystem.

1.3 Research Framework

The following are the hypotheses in this study, namely:

A balance between work and personal life demands has been shown to improve employee focus, motivation, and productivity. Individuals with a good work-life balance tend to complete tasks more effectively, maintain a stable mental state, and demonstrate strong loyalty to the organization. This combination of factors has a positive impact on work effectiveness (Asti & Nasution, 2025; Rincy & Panchanatham, 2014; Takemeyang et al., 2025). Based on these findings, the researchers formulated the following hypothesis:

H1: Work life balance has an effect on work effectiveness

Work commitment reflects an employee's emotional attachment and sense of responsibility to their organization. The higher the level of commitment, the greater the individual's drive to make optimal contributions. Loyalty, a sense of belonging, and a willingness to work beyond formal boundaries are drivers of consistent work effectiveness (Bermana & Frinaldi, 2023; Posumah & Moridu, 2022). Referring to previous research, the following hypotheses are formulated:

H2: Work commitment has an effect on work effectiveness

Employee well-being, encompassing physical, emotional, and social aspects, also has a direct impact on increased work effectiveness. Workers who feel well are generally more focused, have positive energy, and are better able to adapt to work pressures. This condition results in improved productivity and performance quality (Page & Vella-brodrick, 2009; Wright & Cropanzano, 2000). Based on various previous studies, the following hypothesis has been formulated:

H3: Employee well being has an impact on work effectiveness

Work commitment is believed to strengthen the relationship between work-life balance and work effectiveness. When employees have a good work-life balance and high commitment, they tend to maintain optimal performance despite work pressure. This occurs because employees perceive that personal success is aligned with organizational success (Aida, Putri, Triandani, & Lahamid, 2024; Jaharuddin & Zainol, 2019; Saputra & Gorda, 2024). Based on this theoretical basis, the following hypotheses are formulated:

H4: Work commitment is a moderating variable in the relationship between work life balance and work effectiveness

Well-being also plays a role in strengthening the positive influence of work-life balance on work effectiveness. When individuals are in good physical and psychological condition, their work-life balance is more easily translated into optimal performance and greater mental resilience in dealing with workloads (Grant & Parker, 2009; Sirgy & Lee, 2018). Based on these findings, the following hypothesis is formulated:

H5: Well-being is a moderating variable in the relationship between work life balance and work effectiveness

Based on the hypothesis above, the following outlines the conceptual framework for this study:

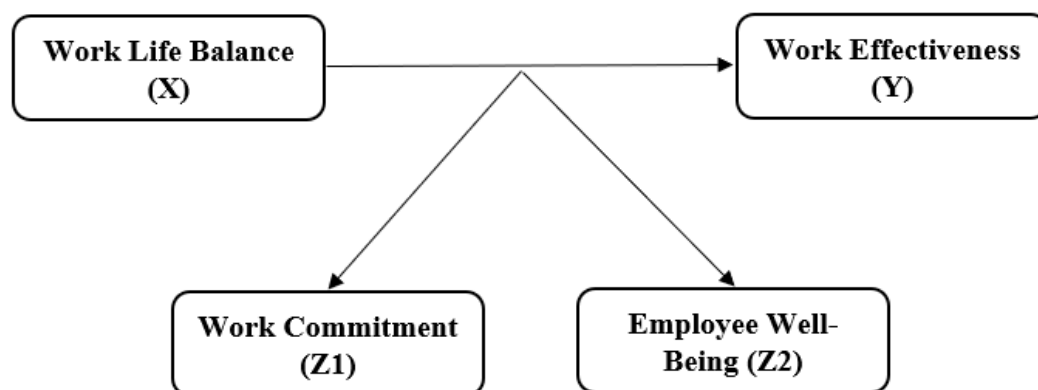


Figure 1. Framework of thinking

2. RESEARCH METHODOLOGY

2.1 Methodology

This study employed a quantitative research approach with an associative design to examine the causal relationships among work-life balance, work effectiveness, work commitment, and employee well-being. A quantitative approach was considered appropriate because the study aimed to test theoretically derived hypotheses and evaluate the structural

relationships among latent variables using empirical data collected through standardized questionnaires (Sugiyono, 2020). The research focused on JASKU courier employees operating in Pamekasan and Sumenep, Madura, Indonesia, where gig workers experience flexible yet demanding work arrangements under digital platform management.

The target population consisted of all active JASKU courier employees working in Pamekasan and Sumenep, totaling 125 employees. Considering that every employee had an equal opportunity to participate, this study adopted a probability sampling approach, specifically simple random sampling, to minimize sampling bias and improve the representativeness of the sample. The required sample size was determined using the Slovin formula with a 5% margin of error, resulting in 95 respondents. The Slovin formula was selected because the population size was known and relatively small, making it appropriate for determining the minimum representative sample required for quantitative analysis. Furthermore, PLS-SEM can produce stable parameter estimates with relatively small samples, provided that the minimum sample size exceeds ten times the largest number of structural paths directed at a construct (10-times rule) (Hair, Ringle, Sarstedt, & Hult, 2022). Since the proposed structural model in this study fulfilled this requirement, the sample of 95 respondents was considered statistically adequate for PLS-SEM analysis.

Data were collected in November 2025 through field observations, semi-structured interviews with company management and self-administered questionnaires distributed directly to courier employees. Before the main survey, the questionnaire was reviewed by experts in human resource management to ensure content validity and improve the clarity of each measurement item. A pilot test was subsequently conducted on a small group of respondents outside the final sample to identify potential ambiguities. Prior to questionnaire distribution, respondents were informed about the objectives of the research and assured that their participation was voluntary.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected because the primary objective of this study was to predict and explain the relationships among latent constructs rather than to confirm an established theory. In addition, PLS-SEM is considered appropriate for studies involving relatively small sample sizes, complex structural models, and data that may not fully satisfy multivariate normality assumptions (Ghozali, 2018). The analysis consisted of two stages. The first stage evaluated the measurement model by assessing indicator reliability, internal consistency reliability, convergent validity, and discriminant validity using outer loading, Cronbach's Alpha, Composite Reliability, AVE, HTMT and the Fornell–Larcker criterion. The second stage evaluated the structural model through path coefficient analysis, coefficient of determination (R^2), model fit (SRMR), and bootstrapping procedures to examine the significance of the proposed hypotheses (Hair et al., 2022).

2.2 Respondent Profile

The respondent profile in this study totaled 95 people and is presented in the following table:

Table 1. Respondent Profile

No.	Gender	Frequency	Percentage
1	Male	92	96.84%
2	Female	3	3.16%
No.	Age	Frequency	Percentage

1	20 - 30 years	83	87.37%
2	31 - 40 years	12	12.63%
No.	Educational background	Frequency	Percentage
1	SLTA	37	38.95%
2	D1 – D3	16	16.84%
3	Sarjana	42	44.21%
No.	Years of service	Frequency	Percentage
1	1 – 3 years	17	17.89%
2	3 – 5 years	31	32.63%
3	> 5 years	47	49.47%

Source: data processing (2025)

2.3 Reliability Test

In terms of reliability, all variables had Cronbach's Alpha values above 0.80 and Composite Reliability values above 0.90. This confirms that the research instrument is consistent and reliable in measuring its constructs. Furthermore, all AVE values were above 0.50, indicating that each variable met the convergent validity criteria. Among these variables, work life balance has the highest AVE value (0.850) indicating the indicator's ability to describe the construct more strongly than other variables.

Table 2. Reliability Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1 (Work Life Balance)	0.912	0.944	0.850
Y1 (Work Effectiveness)	0.735	0.848	0.651
Z1 (Work Commitment)	0.881	0.926	0.807
Z2 (Employee Well Being)	0.759	0.862	0.676

Source: data processing (2025)

2.4 Validity Test

The validity test results show that all indicators across all research variables have loading factor values between 0.750 and 0.946. This value exceeds the minimum limit of 0.70, thus concluding that each indicator adequately represents the construct being measured. Work life balance (X) has a very strong loading (≥ 0.90), indicating that the aspects of this variable are well-measured. Meanwhile, the indicators for the dependent and moderating variables also show stable and strong consistency, making them suitable for use in subsequent analysis.

Table 3. Validity Test

	Moderating Effect 1	Moderating Effect 2	X1	Y1	Z1	Z2
X1 (Work Life Balance) * Z1 (Work Commitment)	1.060					
X1 (Work Life Balance) * Z2 (Employee Well Being)		0.961				
X1.1			0.912			

X1.2			0.907			
X1.3			0.946			
Y1.1				0.816		
Y1.2				0.852		
Y1.3				0.750		
Z1.1					0.866	
Z1.2					0.921	
Z1.3					0.907	
Z2.1						0.751
Z2.2						0.829
Z2.3						0.881

Source: data processing (2025)

Discriminant validity testing using HTMT also demonstrated positive results. All HTMT values ranged from 0.087 to 0.366, well below the 0.85 threshold. This indicates no overlap between variables, ensuring that each construct stands conceptually independently. These results were reinforced by the Fornell-Larcker test, which showed that the square root of the AVE for each construct was greater than all correlations between variables in the model. Thus, the model demonstrated strong discriminant validity.

Table 4. Heterotrait-Monotrait Ratio (HTMT) Test

	Moderating Effect 1	Moderating Effect 2	X1	Y1	Z1	Z2
Moderating Effect 1						
Moderating Effect 2	0.249					
X1 (Work Life Balance)	0.143	0.173				
Y1 (Work Effectiveness)	0.087	0.061	0.391			
Z1 (Work Commitment)	0.366	0.220	0.214	0.145		
Z2 (Employee Well Being)	0.216	0.148	0.095	0.383	0.205	

Source: data processing (2025)

Table 5. Fornell Larckers Test

	Moderating Effect 1	Moderating Effect 2	X1	Y1	Z1	Z2
Moderating Effect 1	1.000					
Moderating Effect 2	-0.249	1.000				
X1 (Work Life Balance)	-0.137	0.164	0.922			
Y1 (Work Effectiveness)	0.073	-0.007	0.329	0.807		
Z1 (Work Commitment)	-0.354	0.200	0.188	0.118	0.898	
Z2 (Employee Well Being)	0.181	0.129	-0.045	0.294	-0.169	0.822

Source: data processing (2025)

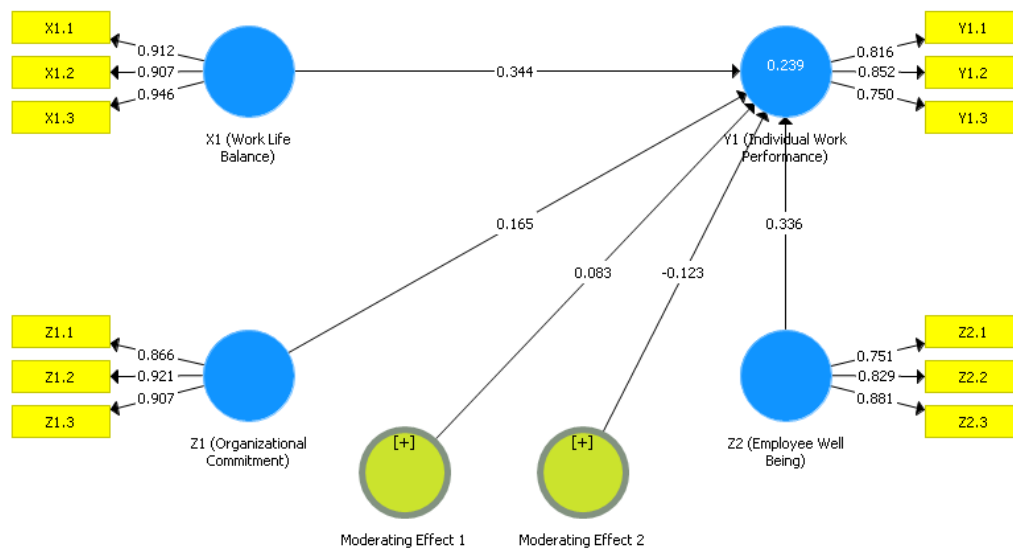


Figure 2. Outer Model

Source: Data Analysis Results Using SmartPLS3 (2025)

The following are the results of data processing in the form of a model in this study. In this study, there are two moderating variables: work commitment and employee well-being, with one independent variable being work-life balance and one dependent variable being employee work effectiveness.

Furthermore, the results of the R-square test provide an overview of how much the independent variable explains the dependent variable. The employee work effectiveness variable (Y) has an R^2 value of 0.239, which means that work life balance able to explain 23.9% and the remaining 76.1% is explained by other variables outside the variables in this study. The R value category2in this study, it is included in weak-moderate social research but remains informative. The research model also showed a good fit (good model fit) is characterized by an SRMR value of 0.067, which is still below the threshold of 0.08. This indicates that the structural model is in accordance with the empirical data and can be used to explain the relationship between variables.

Table 6. R Square (R^2) Test

	R Square	R Square Adjusted
Y1 (Work Effectiveness)	0.239	0.196

Source: data processing (2025)

Table 7. Goodness of Fit Test

	Saturated Model	Estimated Model
SRMR	0.067	0.067

Source: data processing (2025)

3. RESEARCH RESULTS AND DISCUSSION

The results of the direct effect test show several important findings. First, work life balance proven to have a positive and significant influence on employee work effectiveness ($p = 0.000$). The better work life balance employees, the better the effectiveness of the work they produce. The results of the direct effect test further showed that commitment was not proven to have a positive and significant influence on employee work effectiveness ($p = 0.113$). Conversely, well-being was proven to have a positive and significant influence on employee work effectiveness ($p = 0.000$). This means that well-being significantly impacts employee work effectiveness compared to commitment. However, testing the moderating effect confirmed these findings. Neither the moderating variables, commitment nor well-being, were proven to mediate the relationship. Work life balance and employee work effectiveness ($p = 0.372$ and $p = 0.191$). In other words, the two moderating variables in this study did not have a strengthening impact on employee work effectiveness.

The results of the hypothesis test in this study can be seen from the magnitude of the calculated t value as follows:

Table 8. Hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> Y1 (Work Effectiveness)	0.083	0.092	0.093	0.894	0.372
Moderating Effect 2 -> Y1 (Work Effectiveness)	-0.123	-0.119	0.094	1.309	0.191
X1 (Work Life Balance) -> Y1 (Work Effectiveness)	0.344	0.360	0.075	4.614	0.000
Z1 (Work Commitment) -> Y1 (Work Effectiveness)	0.165	0.169	0.104	1.587	0.113
Z2 (Employee Well Being) -> Y1 (Work Effectiveness)	0.336	0.344	0.090	3.742	0.000

Source: data processing (2025)

H1: Work life balance (X) has an effect on employee work effectiveness (Y)

The results demonstrate that work-life balance has a positive and significant effect on employee work effectiveness ($\beta = 0.344$; $t = 4.614$; $p = 0.000$). This finding indicates that employees who are able to maintain a balance between work responsibilities and personal life tend to perform their tasks more effectively. In the context of courier services, balancing work demands with personal recovery enables employees to sustain concentration, manage work pressure more effectively, and maintain consistent service quality despite the dynamic nature of platform-based employment. From a theoretical perspective, this finding supports the Work–Home Resources Model, which explains that maintaining balance between work and personal life allows individuals to preserve psychological and physical resources required to perform effectively at work. Employees who successfully maintain these resources are more capable of adapting to demanding working conditions without experiencing excessive resource depletion. Consequently, work-life balance becomes an important mechanism through which personal resources are translated into higher work effectiveness.

These findings align with previous studies reporting that employees with better work-life balance generally achieve higher work performance (Munyeka & Maharaj, 2023; Soomro,

Breitenecker, & Shah, 2018). However, this study extends earlier findings by demonstrating that the positive impact of work-life balance also applies to courier workers operating within algorithm-based platform systems. Unlike conventional organizational environments, courier workers face irregular hours, fluctuating workloads and constant customer demands. Consequently, this study provides additional empirical evidence that work-life balance remains a crucial determinant of work effectiveness, even in highly flexible and uncertain work environments. Accordingly, this study contributes to the work-life balance literature by extending the application of the Work–Home Resources Model to the Indonesian gig economy context and by providing empirical evidence from courier services, a research setting that has received relatively limited scholarly attention.

H2: Work commitment (Z1) has an effect on employee work effectiveness (Y)

The findings reveal that work commitment does not have a significant effect on employee work effectiveness ($\beta = 0.165$; $t = 1.587$; $p = 0.113$). This result indicates that a stronger psychological attachment to the organization does not necessarily translate into greater work effectiveness among the courier workers examined in this study. The finding is particularly relevant in the gig economy, where workers operate under flexible and relatively non-traditional employment arrangements. Unlike conventional employees, gig workers may have a less stable organizational attachment because their work is often characterized by flexibility, temporary arrangements, and limited organizational membership (Wu & Huang, 2024).

This finding aligns with previous research indicating that organizational commitment does not significantly affect the performance of Gojek drivers in Surabaya (Amin, 2024). This similarity is important because both studies examine workers operating within Indonesia's platform-based economy, suggesting that organizational commitment may not be a primary determinant of performance in gig work. At the same time, the result differs from the broader organizational behavior literature. A meta-analysis (Ricketta, 2002), based on 111 samples from 93 studies, reported a positive relationship between attitudinal organizational commitment and job performance. This contrast suggests that the effect of commitment on performance may be sensitive to the employment context rather than universally applicable across different forms of work.

The characteristics of platform-based employment provide a possible explanation for this difference. Studying Uber drivers in Indonesia, showed that gig workers' affective commitment is closely associated with platform-related factors such as perceived organizational support and fairness (Chiu, Palupi, & Zhu, 2022). Their study further highlights that technology and algorithms perform functions traditionally associated with human managers, changing the nature of the relationship between workers and the organization. Thus, courier workers may rely more heavily on immediate operational conditions, income opportunities, platform systems, and task requirements than on organizational attachment when performing their jobs. This may explain why commitment alone was insufficient to produce a statistically significant improvement in work effectiveness in the present study.

From the perspective of the Work–Home Resources Model, commitment can be understood as a motivational resource; however, the availability of motivational resources does not necessarily guarantee higher effectiveness when workers face unstable workloads, irregular working hours, and uncertain income. The present finding therefore suggests that the contribution of commitment to work effectiveness is context-dependent. Rather than assuming that stronger commitment will automatically produce better performance, organizations operating through digital platforms need to consider the broader working conditions and resources available to gig workers.

Accordingly, this study contributes to the literature by providing further evidence that the commitment–performance relationship may operate differently in platform-based employment than in conventional organizational settings. The non-significant result should therefore not be interpreted simply as evidence that commitment is unimportant, but rather as an indication that the effectiveness of commitment depends on the institutional and employment context in which workers perform their tasks.

H3: Employee Well-Being (Z2) has an effect on employee work effectiveness (Y)

The results indicate that employee well-being positively and significantly influences work effectiveness ($\beta = 0.336$; $t = 3.742$; $p = 0.000$). This finding suggests that employees who experience better physical and psychological well-being are more capable of maintaining productivity and adapting to demanding work situations. This finding strongly supports the Work–Home Resources Model, which considers well-being as an important personal resource. Employees with greater psychological energy, better health, and higher emotional stability possess sufficient resources to cope with work demands while maintaining high levels of effectiveness.

These findings also align with several previous studies concluding that employee well-being contributes positively to work performance (Page & Vella-brodrick, 2009; Wright & Cropanzano, 2000). However, this study extends prior evidence by confirming that well-being remains a crucial determinant of work effectiveness among courier employees working within algorithm-based employment systems. The present study therefore enriches existing literature by demonstrating that personal resources represented by employee well-being continue to play an important role in sustaining work effectiveness even under the highly dynamic working conditions of the gig economy.

H4: Work commitment (Z1) is a moderating variable in the relationship between work life balance (X) on employee work effectiveness (Y)

The moderation analysis indicates that work commitment does not strengthen the relationship between work-life balance and work effectiveness ($\beta = 0.083$; $t = 0.894$; $p = 0.372$). This finding suggests that employees' emotional attachment to the organization is insufficient to amplify the positive influence of work-life balance on their effectiveness. From the Work–Home Resources perspective, work commitment functions as a motivational resource rather than a primary resource generator. Therefore, when employees experience adequate work-life balance, additional commitment may provide limited incremental benefits in improving work effectiveness.

This finding differs from several previous studies that suggested commitment strengthens employee performance (Brummelhuis & Bakker, 2012; Greenhaus & Powell, 2006). However, the discrepancy may be explained by the unique characteristics of gig employment, where workers tend to identify more strongly with personal economic goals than with organizational values. Consequently, this study suggests that organizational commitment should not automatically be assumed to function as a universal moderator across different employment contexts.

H5: Employee Well-Being (Z2) is a moderating variable in the relationship between work life balance (X) on employee work effectiveness (Y)

The results further indicate that employee well-being does not significantly moderate the relationship between work-life balance and work effectiveness ($\beta = -0.123$; $t = 1.309$; $p = 0.191$). Although well-being contributes directly to work effectiveness, it does not strengthen

the influence of work-life balance. This finding suggests that work-life balance itself already provides sufficient personal resources to improve effectiveness. Consequently, additional well-being does not substantially increase the magnitude of this relationship (Brummelhuis & Bakker, 2012; Greenhaus & Powell, 2006).

This result refines the Work–Home Resources Model by suggesting that personal resources may exert direct rather than interactive effects under certain employment conditions, particularly among gig workers operating within platform-based systems. Accordingly, the present study contributes to the literature by providing evidence that employee well-being functions primarily as an independent predictor rather than as a contextual moderator in explaining work effectiveness.

4. CONCLUSION

4.1 Conclusion

This study examined the relationship between work-life balance and work effectiveness among gig workers by considering the moderating roles of work commitment and employee well-being. The findings demonstrate that work-life balance significantly improves employees' work effectiveness, indicating that workers who are able to maintain a healthy balance between occupational and personal responsibilities are more capable of sustaining their performance in dynamic platform-based working environments. In contrast, work commitment was not found to have a significant direct effect on work effectiveness, while employee well-being showed a positive direct influence but did not strengthen the relationship between work-life balance and work effectiveness. These findings suggest that work-life balance itself functions as the primary mechanism through which employees preserve the personal resources required to maintain effective work performance, regardless of their level of commitment or well-being. Overall, this study highlights the importance of work-life balance as a strategic resource for improving employee effectiveness within Indonesia's rapidly expanding gig economy.

4.2 Implication

The findings of this study provide several important contributions to the development of work-life balance literature: 1. This study extends the application of the Work–Home Resources Model within the context of Indonesia's gig economy, particularly among courier workers operating under platform-based employment; 2. The findings demonstrate that work-life balance remains an important determinant of work effectiveness despite the dynamic characteristics of algorithm-driven work systems; 3. This study refines existing literature by showing that work commitment and employee well-being do not necessarily strengthen the influence of work-life balance on work effectiveness, suggesting that the effectiveness of these resources depends on employment context. Consequently, this research broadens current understanding of employee effectiveness by highlighting the contextual nature of resource utilization within flexible employment arrangements.

4.3 Theoretical Contribution

This study makes several important contributions to the development of work-life balance literature: 1. It extends the application of the Work–Home Resources Model within the context of Indonesia's gig economy by demonstrating that work-life balance remains a fundamental resource for improving work effectiveness even under highly flexible and

algorithm-driven working conditions; 2. The findings broaden existing knowledge by showing that work commitment and employee well-being do not necessarily strengthen the influence of work-life balance on work effectiveness, suggesting that the effectiveness of these resources is highly dependent on employment context; 3. This research provides empirical evidence from courier workers, a group that has received relatively limited scholarly attention compared with other gig occupations such as ride-hailing drivers. Consequently, this study enriches current understanding of employee effectiveness by emphasizing the contextual nature of resource utilization within platform-based employment.

4.4 Limitation and Future Research

This study has several limitations that should be considered when interpreting the findings: 1. The research was conducted within a single courier company operating in two regions of Madura, which may limit the generalizability of the results to other platform-based industries or geographical contexts; 2. The study employed a cross-sectional design, making it difficult to capture changes in employees' work-life balance and work effectiveness over time; 3. The proposed model focused only on work commitment and employee well-being as moderating variables, whereas other factors such as job autonomy, perceived organizational support, burnout, resilience, or work stress may provide additional explanations of employee effectiveness.

Future research is therefore encouraged to employ longitudinal or mixed-method approaches to better understand how work-life balance evolves across different stages of platform-based employment. Comparative studies involving multiple digital platforms or different categories of gig workers would also provide broader insights into the contextual factors influencing work effectiveness. Furthermore, future studies should consider integrating additional theoretical perspectives and organizational variables to develop a more comprehensive explanation of employee behavior within the rapidly evolving gig economy.

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