
Work–Life Balance, Employee Well-Being, and Organizational Commitment: The Mediating Role of Perceived Organizational Support in a Philippine Local Government Unit

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Abstract — Employees of rural local government units face administrative responsibilities, frontline public service demands, and competing personal obligations that may influence their well-being and organizational commitment. In Caramoran, Catanduanes, maintaining a committed workforce amid geographically dispersed communities and institutional resource constraints underscores the importance of supportive workplace practices. This study examined employee well-being, perceived organizational support, work-life balance practices, and organizational commitment among employees of the Local Government Unit of Caramoran during Fiscal Year 2026. Specifically, it investigated the relationship between employee well-being and organizational commitment, the mediating role of perceived organizational support, and the moderating effect of work-life balance practices. A quantitative, non-experimental, cross-sectional correlational design was employed involving 105 permanent and co-terminous employees selected

through total enumeration. Data were collected using a validated researcher-developed questionnaire with excellent internal consistency (Cronbach's $\alpha = 0.95$) and analyzed using descriptive statistics, Pearson correlation, regression-based mediation, and moderation analyses. Results revealed high employee well-being (WM = 3.57), perceived organizational support (WM = 3.55), work-life balance practices (WM = 3.57), and organizational commitment (WM = 3.58). Employee well-being demonstrated a strong positive relationship with organizational commitment ($r = 0.78$, $p < .001$). Perceived organizational support significantly partially mediated this relationship ($B = 0.5403$, 95% CI [0.4512, 0.6328]), while work-life balance practices significantly strengthened the association ($B = 0.2135$, $p < .001$), explaining 66% of commitment variance. Findings highlight organizational support and work-life balance as important organizational conditions associated with employee commitment. Strengthening psychological wellness, employee recognition, workload management, and flexible work arrangements is recommended to sustain workforce commitment and support effective local governance.

Keywords: employee well-being; perceived organizational support; work-life balance practices; organizational commitment; mediation and moderation; local government employees

I. INTRODUCTION

Employee well-being and organizational commitment are important determinants of workforce sustainability, organizational effectiveness, and public service delivery. Work-life balance has emerged as a significant organizational concern because employees' ability to reconcile professional responsibilities with personal and family demands may shape their psychological well-being and attachment to their organizations. However, empirical evidence suggests that the relationship between work-life balance and organizational commitment varies across institutional contexts. Yang and Islam (2021) found that work-life balance was not significantly associated with affective organizational commitment among public administrators in Bangladesh, whereas Kim and Ryu (2017) reported positive associations between satisfaction with work-life balance policies and organizational commitment among Philippine public employees.

These contrasting findings highlight the importance of examining organizational conditions that may explain variations in employee attitudes and outcomes across public-sector settings.

Perceived organizational support (POS) provides a theoretical basis for understanding these relationships. Organizational Support Theory conceptualizes POS as employees' perceptions that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Complementing this perspective, Social Exchange Theory explains how favorable organizational treatment may encourage reciprocal attitudes and stronger organizational attachment (Blau, 1964). Accordingly, employees who experience favorable work-life conditions may interpret these experiences as indications of organizational concern, potentially strengthening their perceived support, well-being, and commitment. However, these relationships may depend on organizational policies, workplace practices, and institutional circumstances. Although existing studies have examined work-life balance and organizational commitment, further empirical investigation is needed to determine whether POS statistically mediates the associations between work-life balance and employee well-being and organizational commitment in rural public-sector institutions.

Despite established scholarship on work-life balance and organizational support, the applicability of these relationships to rural Philippine local government units (LGUs) warrants further investigation. Existing public-sector evidence demonstrates that work-life balance and organizational commitment may be associated differently across national and institutional contexts (Kim & Ryu, 2017; Yang & Islam, 2021). Rural LGUs provide a particularly relevant setting because geographically dispersed service populations, administrative responsibilities, resource constraints, and demands for frontline public services may influence employees' work-life experiences and perceptions of organizational support. However, the extent to which these contextual conditions shape the relationships among work-life balance, POS, employee well-being, and organizational commitment remains an empirical question. Examining these constructs within an integrated mediation framework may therefore provide a more comprehensive understanding of employee outcomes in geographically peripheral and resource-constrained public institutions.

To address this research gap, the present study examined the relationships between work-life balance, employee well-being, and organizational commitment among employees of the Local Government Unit of Caramoran, Catanduanes, Philippines, with POS as a proposed mediating variable. Specifically, the study investigated the direct associations of work-life balance with employee well-being and organizational commitment and assessed the corresponding indirect associations through POS. By integrating Organizational Support Theory and Social Exchange Theory within a rural local governance context, the study sought to contribute empirical evidence concerning the potential explanatory role of organizational support in public-sector employee outcomes. The findings were intended to inform context-responsive human resource policies, employee well-being initiatives, and organizational support strategies while providing a comparative foundation for future research in similarly situated public institutions.

Statement of the Problem. This study was conducted to determine the influence of work-life balance on employee well-being and organizational commitment among employees of the Local Government Unit of Caramoran, Catanduanes, during Fiscal Year 2026, and to examine the mediating role of perceived organizational support in these relationships.

Specifically, this study sought to answer the following questions:

1. What is the level of employee well-being in the Local Government Unit of Caramoran in terms of:
 - 1.1 Physical well-being;
 - 1.2 Psychological well-being; and
 - 1.3 Social well-being?

2. What is the level of perceived organizational support among employees of the LGU of Caramoran in terms of:
 - 2.1 Organizational care and concern;
 - 2.2 Recognition and appreciation; and

2.3 Support for professional growth?

3. What is the extent of implementation of work-life balance practices in the LGU of Caramoran along:
 - 3.1 Workload management;
 - 3.2 Flexible work arrangements; and
 - 3.3 Organizational support for work-life balance?
4. What is the level of organizational commitment of employees in terms of:
 - 4.1 Affective commitment;
 - 4.2 Continuance commitment; and
 - 4.3 Normative commitment?
5. Is there a significant relationship between employee well-being and organizational commitment?
6. Does perceived organizational support significantly mediate the relationship between employee well-being and organizational commitment?
7. Do work-life balance practices significantly moderate the relationship between employee well-being and organizational commitment?

Null Hypotheses. The following null hypotheses were tested at the 0.05 level of significance:

1. There is no significant relationship between employee well-being and organizational commitment among employees of the Local Government Unit of Caramoran.

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2. Perceived organizational support does not significantly mediate the relationship between Employee well-being and organizational commitment among employees of the Local Government Unit of Caramoran.
 3. Work-life balance practices do not significantly influence the relationship between employee well-being and organizational commitment among employees of the Local Government Unit of Caramoran.

Scope of the Study. This study examined employee well-being, perceived organizational support, work-life balance practices, and organizational commitment among permanent and co-terminous employees of the Local Government Unit of Caramoran, Catanduanes, during Fiscal Year 2026. It assessed employee well-being in terms of physical, psychological, and social dimensions; perceived organizational support through organizational care, recognition, and professional growth; work-life balance practices involving workload management, flexible work arrangements, and organizational support; and organizational commitment across affective, continuance, and normative dimensions. It further investigated the relationship between employee well-being and organizational commitment, the mediating role of perceived organizational support, and the moderating role of work-life balance practices. Data were gathered using structured questionnaires. The study excluded employees of other institutions and factors beyond the identified variables. Findings were limited to context-specific statistical associations and did not establish causality or broad generalizability.

Theoretical and Conceptual Framework. This study was anchored in Social Exchange Theory (SET) and Job Demands–Resources (JD-R) Theory, which explain the relationships among employee well-being, perceived organizational support, work-life balance practices, and organizational commitment. SET posits that employees reciprocate favorable organizational treatment through positive attitudes and stronger commitment. Accordingly, perceived organizational support may serve as a mediating mechanism linking employee well-being to organizational commitment, as employees who feel valued and supported are more likely to develop stronger organizational attachment (Zagenczyk et al., 2021).

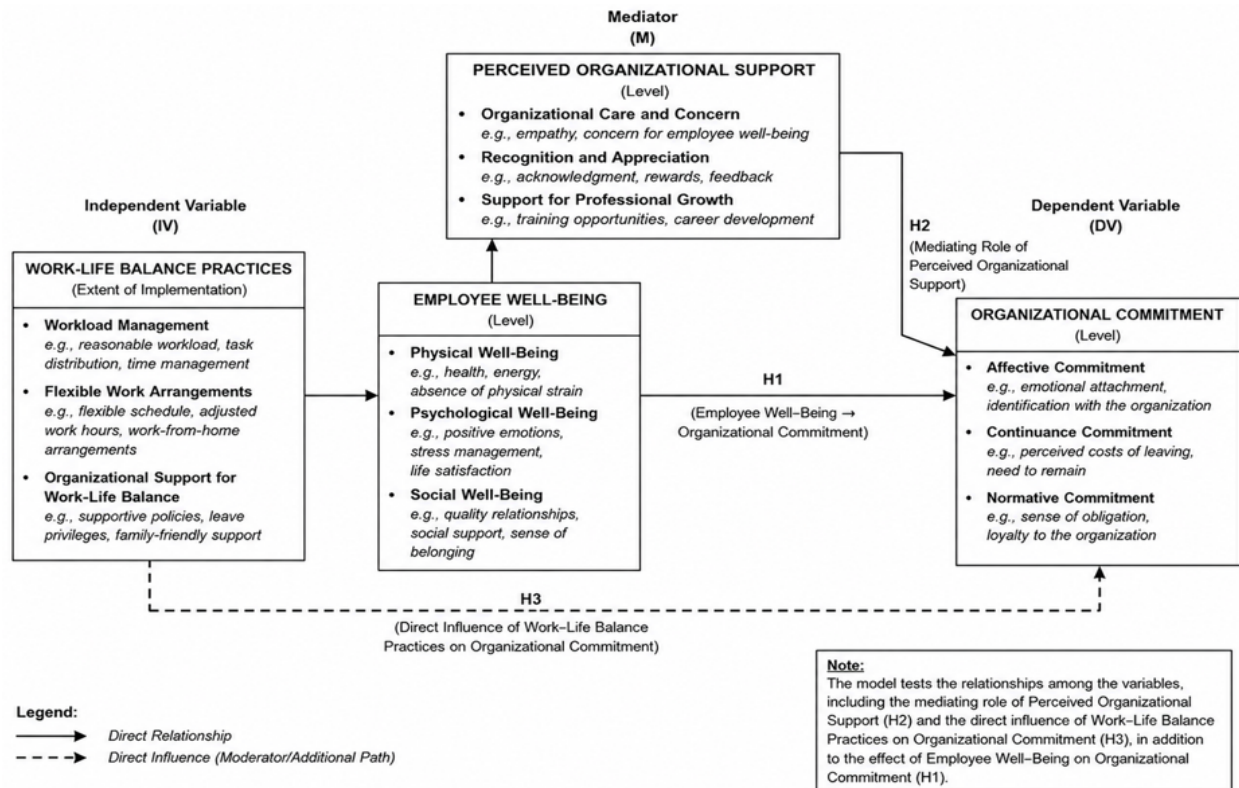


FIGURE 1: CONCEPTUAL FRAMEWORK OF THE STUDY

Complementing SET, JD-R Theory explains how job demands and organizational resources influence employee well-being and work-related outcomes. Excessive workloads may undermine well-being, whereas flexible work arrangements and organizational support may provide resources that promote favorable employee outcomes (Bakker & Demerouti, 2017; Bakker et al., 2023). Within the present study, work-life balance practices were examined as a potential moderator of the relationship between employee well-being and organizational commitment. Integrating both theories, the conceptual framework proposed that perceived organizational support mediates this relationship, while work-life balance practices may influence its strength or direction.

Figure 1 presents the conceptual paradigm, illustrating the hypothesized relationships among Work–Life Balance Practices, Employee Well-Being, Perceived Organizational Support, and Organizational Commitment. Work–Life Balance Practices are positioned as the independent variable, Employee Well-Being as an intervening variable, Perceived Organizational Support as the mediating variable, and Organizational Commitment as the dependent variable. The framework examines the direct relationship between Employee Well-Being and Organizational Commitment (H1), the mediating role of Perceived Organizational Support (H2), and the direct influence of Work–Life Balance Practices on Organizational Commitment (H3). Collectively, the model provides an integrated basis for examining how work-life balance practices may contribute to organizational commitment through both direct effects and indirect pathways involving employee well-being and perceived organizational support.

LITERATURES REVIEW

Research on employee well-being, perceived organizational support (POS), work-life balance practices, and organizational commitment provides substantial evidence of their relevance to organizational functioning. However, the literature reveals important differences in how these constructs are conceptualized, measured, and related across institutional settings. While some studies emphasize the direct associations between employee well-being and organizational commitment, others highlight the importance of organizational resources, supportive workplace conditions, and employees' perceptions of organizational treatment. Guided by Social Exchange Theory and Job Demands–Resources (JD-R) Theory, this review critically synthesizes the literature across three themes: employee well-being and organizational resources; perceived organizational support and organizational commitment; and work-life balance practices, well-being, and commitment. Particular attention is given to inconsistent findings, methodological limitations, and unresolved relationships relevant to rural local government institutions.

Employee Well-Being and Organizational Resources

Employee well-being is increasingly conceptualized as a multidimensional construct rather than merely the absence of occupational stress or psychological distress. Zheng et al. (2015) identified life well-being, workplace well-being, and psychological well-being as distinct but related dimensions and established significant associations with affective organizational commitment and job performance. Although this framework demonstrates the importance of examining well-being comprehensively, its dimensions differ from the physical, psychological, and social indicators adopted in the present study. This distinction highlights a continuing measurement issue: findings derived from different well-being frameworks may not be directly comparable, particularly when studies emphasize psychological functioning while giving less attention to physical and social experiences. Consequently, a multidimensional assessment is necessary to capture the broader experiences of employees within public-sector organizations.

The JD-R framework further explains how workplace conditions may shape employee well-being through two complementary processes. Excessive job demands can contribute to strain and exhaustion, whereas organizational resources, including autonomy, supervisory support, and opportunities for development, can strengthen motivation and positive functioning (Bakker & Demerouti, 2017). Subsequent theoretical developments extended this framework by recognizing the interaction of individual, organizational, and work-home resources (Bakker et al., 2023). However, the distinction between job demands and resources also suggests that favorable organizational conditions do not necessarily eliminate the adverse consequences of excessive workloads. Employees may experience organizational support while continuing to face substantial occupational pressures. Accordingly, the association between employee well-being and organizational commitment cannot be fully understood without considering employees' perceptions of organizational support and the conditions under which work-related demands are managed.

Taken together, these studies establish a theoretical basis for expecting a relationship between employee well-being and organizational commitment, but they do not establish that this

association operates consistently across all organizational contexts. The multidimensional nature of well-being, combined with differences in institutional demands and resources, suggests that the strength of this relationship may vary. Furthermore, evidence linking well-being with affective commitment does not necessarily establish equivalent relationships with continuance and normative commitment. This distinction is particularly relevant to the present study, which examines physical, psychological, and social well-being alongside three dimensions of organizational commitment within a rural local government setting.

Perceived Organizational Support and Organizational Commitment

Perceived organizational support provides an important explanation for how employees interpret organizational treatment and develop attitudes toward their institutions. Organizational Support Theory defines POS as employees' general belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 2020). Meta-analytic evidence demonstrates that leadership, fairness, human resource practices, and working conditions are associated with POS, which is subsequently related to employee attitudes, performance, and well-being (Kurtessis et al., 2017). These findings support the proposition that organizational commitment is shaped not only by employees' individual experiences but also by their interpretations of organizational care, recognition, and support.

Nevertheless, the literature raises an important conceptual question concerning whether POS should be treated primarily as an antecedent of employee well-being, a consequence of favorable workplace experiences, or an intervening mechanism connecting well-being with commitment. Kurtessis et al. (2017) and Eisenberger et al. (2020) predominantly position organizational support as an organizational resource associated with subsequent employee outcomes. This perspective supports a pathway from POS to well-being and commitment but does not, by itself, establish the alternative pathway proposed in the present study, in which employee

well-being is associated with organizational commitment indirectly through POS. The distinction is theoretically significant because employees' psychological and social experiences may influence their perceptions of organizational treatment, while perceived support may also shape their well-being. These potentially reciprocal relationships require careful interpretation, particularly in studies using cross-sectional data.

Moreover, established associations between POS and organizational commitment should not be interpreted as evidence that all forms of commitment respond identically to organizational support. Organizational Support Theory offers a particularly strong explanation for emotional attachment and reciprocal commitment, whereas continuance commitment may also reflect the perceived costs of leaving an organization. Consequently, the present study extends the discussion by examining POS through organizational care and concern, recognition and appreciation, and support for professional growth, while assessing organizational commitment across affective, continuance, and normative dimensions. The unresolved issue is whether POS statistically accounts for part of the association between employee well-being and organizational commitment within the institutional conditions of a rural Philippine LGU.

Work-Life Balance Practices, Well-Being, and Organizational Commitment

Work-life balance practices encompass organizational arrangements intended to help employees manage occupational and non-work responsibilities. These include workload management, flexible work arrangements, and organizational support for personal and family needs. Within the JD-R framework, such practices may operate as organizational resources that reduce competing demands and improve employees' capacity to manage work-related pressures (Bakker & Demerouti, 2017; Bakker et al., 2023). However, the availability of supportive practices does not necessarily indicate their accessibility, effective implementation, or perceived usefulness.

Their implications for employee outcomes may depend on workplace expectations, supervisory discretion, and employees' actual capacity to use available arrangements.

Empirical findings also challenge the assumption that work-life balance consistently strengthens organizational commitment. Yang and Islam (2021) found that job pressure was negatively associated with work-life balance among public administrators in Bangladesh and that family-supportive organizational policies were particularly relevant. However, work-life balance did not significantly predict affective organizational commitment in their sample. This finding suggests that favorable work-life conditions do not automatically translate into stronger organizational attachment. Similarly, Allen et al. (2013), in their meta-analysis of flexible work arrangements and work–family conflict, demonstrated that the observed associations depended on the type of flexibility, whether arrangements were available or used, and the direction of work–family interference. These findings indicate that treating work-life balance practices as a uniform organizational resource may obscure important differences in their effectiveness.

The contrasting theoretical expectations and empirical findings raise an important question regarding the conditional role of work-life balance practices. Although JD-R Theory suggests that organizational resources can buffer the adverse effects of job demands, this does not automatically establish that work-life balance practices strengthen the relationship between employee well-being and organizational commitment (Bakker & Demerouti, 2017; Bakker et al., 2023). Such an effect requires direct empirical testing. Accordingly, the present study examines whether work-life balance practices moderate the relationship between employee well-being and organizational commitment. This approach moves beyond assessing whether work-life balance is independently associated with favorable employee outcomes and instead investigates whether the strength or direction of the well-being–commitment relationship differs according to the extent of work-life balance implementation.

Synthesis and Research Gap

The reviewed literature establishes three important areas of convergence. First, employee well-being is multidimensional and associated with favorable organizational outcomes (Zheng et al., 2015). Second, organizational resources and perceived support are consistently relevant to employee attitudes, well-being, and organizational functioning (Bakker & Demerouti, 2017; Kurtessis et al., 2017; Eisenberger et al., 2020). Third, work-life balance practices can help employees manage competing responsibilities, although their associations with organizational commitment vary across institutional settings and measurement approaches (Allen et al., 2013; Yang & Islam, 2021; Bakker et al., 2023). Collectively, these findings support the relevance of the four study variables but do not establish a uniform explanation of how they operate together.

Despite these contributions, three interrelated research gaps remain. Conceptually, existing evidence does not sufficiently establish whether POS mediates the relationship between employee well-being and organizational commitment, particularly when well-being is treated as the predictor rather than the outcome of organizational support. Methodologically, the cited studies provide limited direct evidence concerning whether work-life balance practices moderate the well-being–commitment relationship within an integrated mediation and moderation framework. Contextually, the reviewed evidence does not establish how these proposed relationships operate among employees of geographically peripheral Philippine LGUs, where institutional resources, administrative arrangements, and public service responsibilities may differ from those examined in previous studies.

Addressing these gaps, the present study examined employee well-being, POS, work-life balance practices, and organizational commitment among permanent and co-terminous employees of the Local Government Unit of Caramoran, Catanduanes, during Fiscal Year 2026. Specifically, it investigated the relationship between employee well-being and organizational commitment, tested the proposed mediating role of POS, and assessed whether work-life balance practices moderated this relationship. By integrating these relationships within a single analytical framework, the study sought to provide context-specific evidence on the organizational conditions

associated with employee commitment in rural local governance. Its contribution lies in examining the proposed mechanisms and conditional relationships rather than assuming that established associations from other institutional settings apply uniformly to rural public-sector employees.

II. METHODOLOGY

Research Design. This study employed a quantitative, non-experimental, cross-sectional correlational design to examine the relationships among employee well-being, perceived organizational support, work-life balance practices, and organizational commitment among employees of the Local Government Unit of Caramoran, Catanduanes, during Fiscal Year 2026. This design enabled the systematic measurement and statistical examination of variables without experimental manipulation (Creswell & Creswell, 2018). Correlation analysis assessed the relationship between employee well-being and organizational commitment, while mediation analysis tested the indirect association through perceived organizational support. Moderation analysis further examined whether work-life balance practices significantly altered the strength or direction of the relationship between employee well-being and organizational commitment. These analyses were guided by theoretically specified relationships and established procedures for testing indirect and interaction effects (Hayes, 2022). Given the cross-sectional and observational nature of the study, findings were interpreted as statistical associations rather than evidence of causality.

Population of the Study. The study population comprised 105 eligible employees of the Local Government Unit (LGU) of Caramoran, Catanduanes, during Fiscal Year 2026, encompassing administrative, supervisory/managerial, and rank-and-file personnel. Eligibility was limited to permanent and co-terminous employees, while Job Order (JO) and Contract of Service (COS) personnel were excluded to ensure consistency in employment status and clearly define the target population. A total enumeration approach was adopted, wherein all 105 eligible employees were included in the intended study population, allowing representation across organizational levels and

functional units. This approach was appropriate for a relatively small, clearly defined population and minimized sampling-related exclusion within the institution (Etikan et al., 2016; Sharma, 2017). The defined population provided the basis for examining employee well-being, perceived organizational support, work-life balance practices, and organizational commitment within the LGU.

Instrumentation. The study employed a researcher-developed structured questionnaire comprising four sections aligned with the study variables. Part I assessed employee well-being across physical, psychological, and social dimensions; Part II measured perceived organizational support in terms of organizational care and concern, recognition and appreciation, and support for professional growth; Part III evaluated work-life balance practices through workload management, flexible work arrangements, and organizational support for work-life balance; and Part IV assessed organizational commitment across affective, continuance, and normative dimensions. Responses were measured using a four-point Likert-type scale, with higher scores indicating greater levels or extent of the respective constructs. The questionnaire underwent expert evaluation for face and content validity, followed by pilot testing involving 30 employees with characteristics comparable to those of the target respondents but excluded from the main study. Reliability testing yielded an overall Cronbach's alpha coefficient of 0.95, indicating excellent internal consistency (Cronbach, 1951; Tavakol & Dennick, 2011). The evaluation and scoring criteria are presented in Table 1.

TABLE 1
EVALUATION AND SCORING OF STUDY VARIABLES

Assigned Point	Numerical Range	Employee Well-Being	Perceived Organizational Support	Work-Life Balance Practices	Organizational Commitment
4	3.25–4.00	High Experience	Highly Supportive	Highly Manifested	Highly Committed
3	2.50–3.24	Experience	Moderately Supportive	Manifested	Committed
2	1.75–2.49	Less Experience	Less Supportive	Less Manifested	Less Committed
1	1.00–1.74	Not Experience	Not Supportive	Not Manifested	Not Committed

Note. All constructs were measured using a 4-point Likert scale. Higher scores indicate higher levels of employee well-being, perceived organizational support, work-life balance practices, and organizational commitment. The overall Cronbach's alpha of 0.95 indicates excellent internal consistency.

Data Analysis. Descriptive and inferential statistics were employed to analyze employee well-being, perceived organizational support (POS), work-life balance practices, and organizational commitment. Weighted mean and standard deviation were used to describe the levels and extent of the study variables. Pearson's product-moment correlation assessed the relationship between employee well-being and organizational commitment, while regression-based mediation analysis examined the indirect association through POS. Moderation analysis determined whether work-life balance practices significantly influenced the strength or direction of this relationship. Bootstrapped confidence intervals were used to evaluate indirect effects, with statistical

significance established at $p < .05$ and a 95% confidence level (Field, 2018; Hayes, 2022). Formal diagnostic tests for normality, linearity, homoscedasticity, independence of errors, and multicollinearity were not conducted, which was acknowledged as a methodological limitation in interpreting the inferential results.

Ethical Considerations. The study adhered to established ethical principles for research involving human participants by ensuring informed consent, voluntary participation, the right to withdraw without penalty, privacy, confidentiality, and anonymity. Respondents were informed of the study's purpose, procedures, and intended use of the data, while the non-intrusive questionnaire minimized potential physical, psychological, or professional risks. Participation was conducted with respect, transparency, and fairness, and all information gathered was used solely for academic purposes. The study was also conducted with the approval of the Municipal Mayor, Municipal Vice Mayor, and Human Resource Management Office (HRMO) of Caramoran, consistent with recognized ethical standards for human-participant research (American Psychological Association, 2020).

III. RESULTS

This section presents the descriptive findings on employee well-being, perceived organizational support, work-life balance practices, and organizational commitment among 105 LGU employees, alongside the correlation, mediation, and moderation analyses addressing the study objectives.

Level of Employee Well-Being

Table 2 indicates a generally high level of employee well-being ($WM = 3.57$, $SD = 0.42$), reflecting favorable physical, psychological, and social experiences among LGU employees.

Physical and social well-being recorded equally high means (WM = 3.58), suggesting positive perceptions of physical health and workplace social relationships. Psychological well-being scored slightly lower (WM = 3.54), indicating a potential area for strengthening emotional resilience and stress management. The minimal variation across dimensions (0.04) and relatively low standard deviations (0.39–0.45) suggest a balanced well-being profile and reasonably consistent responses. Overall, the findings highlight favorable employee well-being while underscoring the importance of sustained psychosocial support to promote holistic workplace wellness.

TABLE 2
COMPOSITE LEVEL OF EMPLOYEE WELL-BEING (N=105)

Dimensions	Weighted Mean	Standard Deviation	Verbal Interpretation
Physical Well-Being	3.58	0.45	High Experience
Psychological Well-Being	3.54	0.39	High Experience
Social Well-Being	3.58	0.42	High Experience
Grand Weighted Mean	3.57	0.42	High Experience

Notes: 3.25-4.00 - High Experience; 2.50-3.24 – Experience; 1.75-2.49 - Less Experience; 1.00-1.74 - Not Experience.

Level of Perceived Organizational Support

Table 3 reveals a high level of perceived organizational support among LGU employees (WM = 3.55, SD = 0.43), indicating favorable perceptions of institutional support. Organizational care and concern and professional growth received the highest ratings (WM = 3.57), reflecting employees' positive experiences of workplace support and development opportunities. Recognition and appreciation scored slightly lower (WM = 3.50), suggesting room for improvement in employee acknowledgment. The narrow mean difference (0.07) and low standard deviations (0.42–0.44) indicate relatively consistent perceptions across dimensions. Overall, the findings suggest a supportive work environment, with enhanced employee recognition potentially strengthening motivation and organizational commitment.

TABLE 3
COMPOSITE LEVEL OF PERCEIVED ORGANIZATIONAL SUPPORT (N=105)

Dimensions	Weighted Mean	Standard Deviation	Verbal Interpretation
Organizational Care and Concern	3.57	0.44	Highly Supportive
Recognition and Appreciation	3.50	0.42	Highly Supportive
Support for Professional Growth	3.57	0.43	Highly Supportive
Grand Weighted Mean	3.55	0.43	Highly Supportive

Notes 3.25-4.00 - Highly Supportive; 2.50-3.24 - Moderately Supportive; 1.75-2.49 - Less Supportive; 1.00-1.74 - Not Supportive

Extent of Implementation of Work-Life Balance Practices

Table 4 reveals a high extent of work-life balance practices among LGU employees (WM = 3.57, SD = 0.45), indicating favorable perceptions of their implementation. Workload management received the highest rating (WM = 3.60), suggesting effective workload distribution, followed by organizational support for work-life balance (WM = 3.58). Flexible work arrangements scored lowest (WM = 3.52), highlighting opportunities to improve scheduling flexibility and employee autonomy. The narrow mean difference (0.08) and relatively low standard deviations (0.43–0.46) indicate generally consistent perceptions across dimensions. Overall, the findings suggest that work-life balance practices are well-established, although greater flexibility could further enhance employees' ability to balance professional and personal responsibilities.

TABLE 4
COMPOSITE LEVEL OF WORK-LIFE BALANCE PRACTICES (N=105)

Dimensions	Weighted Mean	Standard Deviation	Verbal Interpretation
Workload Management	3.60	0.45	Highly Manifested
Flexibility Work Arrangement	3.52	0.46	Highly Manifested
Organizational Support for Work-Life Balance	3.58	0.43	Highly Manifested
Grand Weighted Mean	3.57	0.45	Highly Manifested

Notes 3.25-4.00 - Highly Manifested; 2.50-3.24 – Manifested; 1.75- 2.49 - Less Manifested; 1.00-1.74 - Never Manifested.

Level of Organizational Commitment

Table 5 reveals a high level of organizational commitment among LGU employees ($WM = 3.58$, $SD = 0.44$), indicating strong attachment and dedication to the organization. Affective commitment obtained the highest rating ($WM = 3.66$), suggesting that employees' commitment is primarily driven by emotional attachment and organizational identification. Continuance commitment ($WM = 3.55$) and normative commitment ($WM = 3.54$) scored slightly lower, reflecting comparatively weaker considerations of staying due to perceived costs or a sense of obligation. The narrow mean difference (0.12) and relatively low standard deviations (0.42–0.46) suggest generally consistent commitment levels across dimensions. Overall, the findings highlight emotional attachment as the strongest component of organizational commitment, emphasizing the importance of sustaining a supportive work environment that fosters employee loyalty and retention.

TABLE 5
COMPOSITE LEVEL OF ORGANIZATIONAL COMMITMENT (N=105)

Dimensions	Weighted Mean	Standard Deviation	Verbal Interpretation
Affective Commitment	3.66	0.42	Highly Committed
Continuance Commitment	3.55	0.46	Highly Committed
Normative Commitment	3.54	0.45	Highly Committed
Grand Weighted Mean	3.58	0.44	Highly Committed

Notes: 3.25-4.00 - Highly Committed; 2.50-3.24 - Committed; 1.75-2.49 - Less Committed; 1.00-1.74 - Not Committed

Relationship Between Employee Well-Being and Organizational Commitment

Table 6 reveals a strong, statistically significant positive relationship between employee well-being and organizational commitment ($r = 0.78$, $p < .001$), leading to the rejection of the null hypothesis. This indicates that employees reporting higher physical, psychological, and social well-being tend to demonstrate stronger organizational commitment. The coefficient of determination ($r^2 = 0.61$) indicates approximately 61% shared variance between the two variables, highlighting their substantial association. These findings suggest that employee well-being is closely linked to organizational attachment, loyalty, and commitment. However, the correlational design does not establish causality, underscoring the importance of promoting workplace well-being as a potential strategy for strengthening organizational commitment.

TABLE 6
RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANIZATIONAL COMMITMENT (N = 105)

Variables	Mean	SD	r	p	Decision	Interpretation
Employee Well-Being	3.57	0.423	0.78	< .001	Reject H_0	Significant positive strong relationship
Organizational Commitment	3.58	0.445				

Notes. r = Pearson correlation coefficient; p = probability value; $\alpha = .05$.

Mediating Effect of Perceived Organizational Support on the Relationship Between Employee

Well-Being and Organizational Commitment

Table 7 reveals that perceived organizational support (POS) significantly mediates the relationship between employee well-being and organizational commitment (indirect effect: $B = 0.5403$, 95% CI [0.4512, 0.6328]). Employee well-being positively predicts POS ($B = 0.8124$, $p < .001$), while POS positively predicts organizational commitment ($B = 0.6653$, $p < .001$). The direct effect remains significant ($B = 0.2417$, $p < .001$), indicating partial mediation. Notably, approximately 69.1% of the total estimated effect is transmitted through POS, suggesting that organizational support constitutes a substantial pathway linking employee well-being with organizational commitment. Overall, the findings underscore the importance of a supportive organizational environment in strengthening the association between employee well-being and organizational commitment, although causal interpretations remain limited by the study design.

TABLE 7
MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE
RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANIZATIONAL
COMMITMENT (N = 105)

Effect/Path	B	SE	t	p	LLCI	ULCI
Employee Well-Being → POS (a)	0.8124	0.0421	19.32	<.001	0.7301	0.8947
POS → Organizational Commitment (b)	0.6653	0.0518	12.85	<.001	0.5632	0.7674

Employee Well-Being → Organizational Commitment (c')	0.2417	0.0489	4.94	<.001	0.1453	0.3381
Indirect Effect (ab)	0.5403	0.0456	—	—	0.4512	0.6328

Notes. The indirect effect is significant because the 95% bias-corrected confidence interval does not include zero. The total effect was $B = 0.7820$ based on the relationship $c = c' + ab$. The bivariate association between employee well-being and organizational commitment was $r = .78$, $p < .001$.

Moderating Effect of Work-Life Balance Practices on the Relationship Between Employee Well-Being and Organizational Commitment

Table 8 reveals that work-life balance practices significantly moderate the relationship between employee well-being and organizational commitment ($B = 0.2135$, $p < .001$). Employee well-being ($B = 0.4216$) and work-life balance practices ($B = 0.3689$) also demonstrate significant positive associations with organizational commitment ($p < .001$). The positive interaction indicates that the relationship between employee well-being and organizational commitment becomes stronger at higher levels of work-life balance practices. Moreover, the model explains 66% of the variance in organizational commitment ($R^2 = 0.66$), indicating substantial explanatory power. Overall, the findings highlight work-life balance practices as an important strengthening factor, suggesting that supportive workload management, flexible arrangements, and organizational policies may reinforce the positive association between employee well-being and organizational commitment.

TABLE 8
MODERATING EFFECT OF WORK-LIFE BALANCE PRACTICES ON THE
RELATIONSHIP BETWEEN EMPLOYEE WELL-BEING AND ORGANIZATIONAL
COMMITMENT (N=105)

Variables	B	S.E.	T	p-value	Decision
Employee Well-Being	0.4216	0.0554	7.61	<0.001	Significant
Work-Life Balance Practices	0.3689	0.0497	7.43	<0.001	Significant
Interaction (EWB × WLB)	0.2135	0.0412	5.18	<0.001	Significant

Model Summary

R	R ²	F	p-value
0.81	0.66	78.34	<0.001

Note. B = unstandardized regression coefficient; SE = standard error. The interaction term (EWB × WLB) represents the moderating effect of work-life balance practices on the relationship between employee well-being and organizational commitment.

IV. DISCUSSION

The findings demonstrate that employee well-being, perceived organizational support, work-life balance practices, and organizational commitment are consistently high among employees of the Local Government Unit of Caramoran, Catanduanes. This pattern suggests that favorable organizational conditions may contribute to employees' positive workplace experiences and institutional attachment. Consistent with the Job Demands–Resources (JD-R) Theory, organizational resources, including supervisory support, manageable workloads, and professional development opportunities, may reduce occupational strain while strengthening employee motivation (Bakker & Demerouti, 2017; Bakker et al., 2023).

Employee well-being (WM = 3.57) was generally favorable, although psychological well-being scored slightly lower than physical and social dimensions. This pattern suggests that positive workplace relationships and physical functioning may coexist with psychological pressures arising from administrative responsibilities and service demands. Zheng et al. (2015) similarly emphasized the multidimensional nature of employee well-being and its association with organizational outcomes. Meanwhile, perceived organizational support (WM = 3.55) was strongest in organizational care and professional growth, whereas recognition received comparatively lower ratings. This suggests that institutional assistance may be more evident than individualized appreciation, consistent with Organizational Support Theory, which emphasizes employees' perceptions of organizational care and acknowledgment (Eisenberger et al., 2020; Kurtessis et al., 2017).

Work-life balance practices (WM = 3.57) were highly manifested, particularly workload management, while flexible arrangements received the lowest rating. This may reflect structured government schedules and operational requirements that constrain employee autonomy. Allen et al. (2013) emphasized that the effectiveness of flexible arrangements depends on their accessibility and actual utilization. Similarly, Yang and Islam (2021) highlighted the importance of family-supportive policies in managing occupational pressures.

Organizational commitment ($WM = 3.58$) was predominantly affective, suggesting that emotional attachment outweighs obligation and perceived employment costs. The strong positive association between employee well-being and organizational commitment ($r = 0.78$, $p < .001$) supports Zheng et al. (2015), suggesting that favorable employee experiences are closely associated with stronger institutional identification and loyalty.

Importantly, perceived organizational support significantly mediated this relationship ($B = 0.5403$, 95% CI [0.4512, 0.6328]), accounting for approximately 69.1% of the estimated total effect. This suggests that employees experiencing greater well-being may interpret organizational treatment more positively, strengthening reciprocal attachment and commitment. However, this direction differs from conventional Organizational Support Theory, which typically positions support as an antecedent of well-being (Eisenberger et al., 2020).

Furthermore, work-life balance significantly moderated the relationship ($B = 0.2135$, $p < .001$), with the model explaining 66% of commitment variance. This indicates that supportive workplace arrangements strengthen the positive association between well-being and commitment, extending the JD-R framework to rural local governance.

Conclusion and Recommendations. Employee commitment is strongly associated with well-being, organizational support, and work-life balance. The LGU should strengthen psychological wellness programs, employee recognition, flexible scheduling, and equitable workload management. Future longitudinal studies should exam

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