

The Role of Job Satisfaction as A Mediator of the Effects of Information and Communication Technology And Work–Life Balance on Work Commitment Experts of Commission XIII of the House of Representatives of the Republic of Indonesia

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ABSTRACT: This study aims to analyze the role of Job Satisfaction as a Mediator of the Influence of Information and Communication Technology (ICT) and Work-Life Balance (WLB) on the Work Commitment of Experts of Commission XIII of the House of Representatives of the Republic of Indonesia. The method used is a quantitative survey. The population in this study was 205 expert members of the House of Representatives of the Republic of Indonesia Commission XIII. The sample determination was carried out by the census method, where the entire population became the research sample. Data were measured using a Likert scale and analyzed using SEM AMOS-22 equipment. The study revealed that ICT greatly boosted the job satisfaction of Commission XIII's expert staff. Their scores for job satisfaction were $CR = 4.463$ with $p = 0.000$, and for work commitment, it was $CR = 2.006$; $p = 0.045$. WLB also played a key role, positively affecting both job satisfaction ($CR = 4.565$; $p = 0.000$) and work commitment ($CR = 2.705$; $p = 0.007$). Job satisfaction directly boosted work commitment too ($CR = 3.675$; $p = 0.000$). Indirect tests showed that job satisfaction acts as a mediator for ICT and WLB effects on work commitment. These findings confirm that job satisfaction is a crucial psychological bridge in shaping work commitment in parliamentary environments. The practical implications of this research encourage institutions to optimize digital ecosystems and work-life balance policies to strengthen the loyalty of legislative human resources.

KEYWORDS: Job Satisfaction, Work Commitment, Information and Communication Technology, Work Life Balance

1. INTRODUCTION

Indonesia, as a nation based on the rule of law (Pancasila) and the 1945 Constitution, places regulatory quality as a key pillar of good governance. In the context of accelerating digital transformation and increasingly complex legislative dynamics, parliamentary institutions are required to adapt quickly and sustainably. Commission XIII of the Indonesian House of Representatives (DPR RI) holds a strategic position in the national legislative ecosystem, particularly in the areas of regulatory reform and human rights protection. The effectiveness of this commission's work depends heavily on the capacity and dedication of its human resources, the backbone of policy analysis and legislative assistance. However, trend data from the Secretariat General of the DPR RI (2024) reveals an issue that requires serious attention: the work commitment of experts has decreased significantly from an average of 4.5 in 2021 to only 3.1 in 2024, a 30% decline indicating a worrying crisis in retention and organizational engagement (Setjen DPR RI, 2024).

Work commitment from the perspective of human resource management science is defined as a psychological condition in which an individual identifies himself with the organization, believes in the goals of the organization, and has a strong desire to continue contributing to it. (Tambunan et al., 2023) When this commitment weakens, organizations face a serious risk of brain drain, losing qualified experts, which directly impacts institutional capacity to produce quality legislation that is responsive to human rights values. What's more, this issue has a regional twist too. After the pandemic, the ASEAN Human Rights Report 2024 notes a 12% drop in commitment within ASEAN's human rights bodies. Over half of this decline (55%) stems from poor digital shift practices and lackluster psychosocial support, explain Aghnia and Meilani (2025).

Two main factors suspected of contributing to the declining work commitment of experts within Commission XIII of the Indonesian House of Representatives are the management of ICT and the WLB situation. On the one hand, the implementation of ICT within parliament, including e-legislation, e-office, and video conferencing systems, has indeed increased by more than 70% post-

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pandemic. However, ICT presents its own paradox. (Aruldoss et al., 2021): Instead of simply increasing efficiency, system complexity, the rapid flow of real-time information, and the demand to always be online actually create digital fatigue and new pressures for experts. An initial survey of 30 experts from Commission XIII showed an average ICT perception score of 3.83, which is considered good overall, but with an important note that the indicators of social media call interruptions and daily digital workload received the highest scores among the negative dimensions (Preliminary Survey Results, 2025). McCloskey warned that the massive presence of ICT actually exacerbates the boundaries between work and personal life, making reconciliation between the two a major challenge for both individuals and organizations.

On the other hand, the Work-Life Balance of Commission XIII experts has been shown to be at an alarming level. The initial survey yielded an average of 3.34, the only variable categorized as poor, with all indicators requiring comprehensive improvement (Preliminary Survey Results, 2025). The high intensity of legislative work, tight deadlines for bill deliberations, and the demands of responding to sudden and emotionally charged human rights issues significantly erode the boundaries between work and personal life. The World Happiness Report (2023) confirms that work-life balance is a strong predictor of long-term productivity and happiness, so a chronic WLB deficit will lead to decreased motivation and work loyalty.

Previous literature reviews have shown that ICT has a positive influence on job satisfaction. (Fleischer & Wanckel, 2024; Hasebrook et al., 2023; Ninaus et al., 2021), while ICT is also directly related to work commitment (Fauzani et al., 2022; Khan et al., 2022; Nwafor et al., 2022). Likewise, Work Life Balance has been proven to influence job satisfaction (Aruldoss et al., 2021; Bellmann & Hübler, 2020; Lamane-Harim et al., 2023) and work commitment (Almomani et al., 2023; Eriyanti & Noekent, 2021; Oyewobi et al., 2022). Meanwhile, job satisfaction itself has been proven to play a positive role in forming work commitment. (Baihaqi et al., 2022; Gede et al., 2023; Li et al., 2021). However, there is a significant research gap: the majority of previous studies examine the influence of these variables partially, without exploring the mediating mechanism of job satisfaction in simultaneously linking ICT and WLB to work commitment, especially in the context of parliamentary institutions and the legislative public sector in Indonesia.

Novelty This research focuses on three distinctive aspects. First, it integrates ICT, Work-Life Balance, job satisfaction, and work commitment into a comprehensive mediation model tested using Structural Equation Modeling (SEM). Second, it utilizes Social Exchange Theory (Blau, 1964) as the primary theoretical framework, explaining how the provision of adequate ICT organizational resources and supportive WLB policies are internalized by experts into job satisfaction, which in turn encourages affective, normative, and ongoing commitment. Third, it focuses on an object that has never been specifically studied before, namely experts from Commission XIII of the Indonesian House of Representatives (DPR RI), with an ASEAN contextual perspective that enhances the relevance of the findings at the regional level.

Based on the description, the formulation of the research problem is: (1) how do ICT and Work Life Balance influence job satisfaction; (2) how do ICT, Work Life Balance, and job satisfaction influence work commitment; and (3) what is the mediating role of job satisfaction in the relationship between ICT and Work Life Balance on the work commitment of experts of Commission XIII of the Indonesian House of Representatives. This research aims to analyze the direct and indirect influence between these variables, while providing empirical evidence-based policy recommendations for the Secretariat General of the Indonesian House of Representatives in designing strategies to increase the commitment and welfare of its experts. The academic benefit of this research is to enrich the literature on legislative public sector HR management, especially on the relationship between ICT–WLB–job satisfaction–work commitment, while the practical benefit is to provide an analytical basis for policy makers in designing a more humanistic and productive parliamentary work ecosystem

2. LITERATURE REVIEW

Work Commitment

Work commitment is a psychological state showing how strongly someone ties themselves to their workplace emotionally, mentally, and through actions. According to Robbins and Judge (2015), it goes deeper than just being formally loyal; it involves genuinely wanting to stay part of the team. Mathis and Jackson (2002), also chiming in, point out that it's more than just sticking around it's about trusting and accepting the company's aims. Morgeson et al. (2015) then throw in that committed workers align their doings with what matters most at the firm. Finally, Nuhn et al. (2025) paint a fuller picture, viewing commitment as an evolving show of care for the org's health and longevity rather than just a fixed mindset.

A deeper conceptualization of work commitment is found in Allen & Meyer's view, cited by various researchers, who divide it into three main dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an individual's emotional attachment and identification with their organization, where employees choose to stay because of a genuine desire from within themselves (Beheshtifar & Herat, 2013). Continuity commitment, on the other hand, grows from an awareness of the losses that will be incurred if someone decides to leave the organization, so that the decision to stay is driven more by rational calculation than by feelings. (Allen & Meyer, 1990) Normative commitment, on the other hand, presents as a sense of

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moral obligation that binds an individual to remain within an organization, generally as a form of reciprocity for the investment and trust the organization has placed in them. These three dimensions are complementary and together form a comprehensive work commitment profile in an employee.

Several factors have been proven to significantly influence the strength or weakness of an employee's work commitment. Boon et al. (2006) identifying these factors includes personal character, organizational culture, job satisfaction, perceptions of information and communication technology, work life balance, and overall organizational support. Mahalingam & Suresh (2018) formulate indicators for measuring work commitment into five aspects, namely belief in the goals and values of the organization, sincerity in devoting effort for the benefit of the organization, desire to maintain membership, active participation in organizational activities, and a sense of belonging to the workplace. Perry et al. (2016) emphasizes that authentic work commitment is not merely passive loyalty, but involves an active relationship between individuals and organizations that is directed towards the goal of shared success.

Job Satisfaction

Job satisfaction is one of the central variables in the study of organizational behavior that is directly related to employees' attitudes and emotional responses to experiences in their work environment. Lawler & Boudreau (2015) emphasizes that job satisfaction is essentially determined by the extent to which the reality received by employees matches the expectations they have previously established, both in terms of compensation, rewards, and the working conditions themselves. Wagner & Hollenbeck (2014) defines job satisfaction as a positive emotional feeling that arises from the overall work experience, while Luthans (2017) emphasizes that employee satisfaction or dissatisfaction is essentially a reflection of how they view and evaluate their work subjectively. Mathis & Jackson (2002) adds an evaluative perspective to his definition by stating that job satisfaction is a positive emotional state that is formed from the process of evaluating all of a person's work experiences.

Various theories have been proposed to explain the mechanisms by which job satisfaction is formed. Yuki & Wexley (2017) formulated four main theoretical frameworks, namely Discrepancy Theory which measures satisfaction based on the difference between expected and experienced conditions, Equity Theory which emphasizes the perception of justice through social comparison, Herzberg's Two Factor Theory which distinguishes between satisfiers and dissatisfiers, and Expectancy Theory which examines the relationship between effort, performance, and expected rewards. Of the four theories, each offers a different but complementary perspective in explaining the complexity of job satisfaction. Abuhammad et al. (2025) In his latest study, he identified that the factors that most influence job satisfaction in the contemporary era include work-life balance, the use of technology and information systems in work, digital communication, psychological and social factors, and work environment conditions that support employee mental health.

Job satisfaction indicators according to Luthans (2017) includes a number of aspects that can be observed empirically, including comfortable working conditions, adequacy of available equipment, appropriate salary and benefits, opportunities to express creativity and skills, continuous competency development, and the quality of interpersonal relationships with coworkers. Arnold & Feldman (1986) strengthens this perspective by stating that satisfaction is also influenced by the extent to which employees get the opportunity to actualize themselves, feel successful in their duties, are placed according to their capacity, and establish harmonious working relationships with superiors and subordinates. Koshki (2014) adds a strategic dimension of job satisfaction for organizations, namely that satisfied employees tend to have better performance, are more loyal, more responsive to customers, and have a lower tendency to leave the organization (turnover intention), which ultimately makes job satisfaction a high-value organizational investment.

Information, and Communication Technology

ICT in the context of modern organizations has transformed from being a mere operational tool to a determining factor that directly shapes the quality of employees' work experience. Ninaus et al. (2021) interpreting ICT as an infrastructure that provides large-scale resources with accessibility capabilities across space and time, while also having the potential to increase flexibility, productivity, and efficiency in the work environment. Demerouti et al. (2022), through the job-demand-resources model framework that he developed with Bakker, positions ICT as a dual entity that can simultaneously be both a demand and a resource for employees, depending on the context of its application. Day et al. (2021) clarify the distinction by stating that ICT demands refer to aspects of technology that have the potential to be stressors for workers, while ICT resources refer to the benefits employees perceive in completing their work and encouraging their professional growth and self-development.

Measurement of the dimensions of ICT demands according to Ninaus et al. (2021) can be seen from a number of phenomena frequently experienced by employees, including intense time pressure due to the expectation of instant responses, dependence on system stability and expert support, distractions caused by constant digital notifications and calls, physical and cognitive workloads due to prolonged screen exposure, and difficulties in managing multiple digital communication channels simultaneously. On the other hand, the ICT resource dimension is measured by the extent to which technology simplifies work coordination and

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communication, increases the amount of output that can be completed in a given unit of time, expands overall productive capacity, facilitates innovation in work methods, and ensures stable and up-to-date information accessibility whenever needed. Barkhuizen et al. (2014) emphasizes that these two dimensions need to be understood simultaneously so that organizations can formulate ICT implementation strategies that not only optimize benefits, but also minimize their negative impacts on employee well-being. Barber & Santuzzi (2015) emphasizes that the fundamental goal of implementing ICT in organizations is to creatively solve work problems while simultaneously increasing the effectiveness and efficiency of the overall work process. In its implementation, ICT carries out strategic functions that include data capture, information processing, storage, retrieval, and data transmission across users, as stated by Barkhuizen et al. (2014). Indicators of ICT utilization proposed by Day et al. (2021) This includes the intensity of use, the frequency of interaction with technological systems, and the number and variety of applications or software used to support daily work activities. Thus, employee perceptions of ICT are a crucial variable in determining whether technology will serve as a driver or a hindrance to performance and commitment within the organization.

Work-Life Balance

WLB is a concept that refers to an individual's ability to balance the demands and responsibilities of the two main domains of his life, namely the world of work and life outside of work which includes family, personal interests, and social activities. Karakas et al. (2015) defines work life balance as a state of life balance that allows individuals to allocate their time proportionally to work and carry out other roles in their personal lives. Lumunon et al. (2019) adds a self-regulation dimension to its definition, emphasizing that work-life balance is an individual's ability to manage time synergistically between professional demands at work, family responsibilities, and other personal interests. Dousin et al. (2019) reinforces this concept by stating that this balance is achieved when a person is able to play various roles while feeling satisfaction from each role played, which is operationally characterized by low levels of conflict between work and family and high levels of enrichment flowing from one domain to another.

Fisher et al. (2009) describes work life balance into four interrelated dimensions, namely work interference personal family (WIPF) which measures the extent to which work interferes with personal life, personal family interference work (PFIW) which looks at the influence of personal life on performance at work, work enhancement personal family (WEPF) which assesses the extent to which work experiences can enrich personal life, and personal family enhancement work (PFEW) which evaluates the impact of personal life on improving work quality. Moku et al. (2019) simplify this framework by identifying four core components of work-life balance: time, behavior, tension, and energy, all of which interact to determine the quality of balance an individual perceives. In the context of its benefits to the organization, Schwartz et al. (2018) found that the implementation of a structured work-life balance program proved effective in reducing absenteeism rates, reducing turnover, increasing work productivity, while reducing overtime costs which are a financial burden on organizations.

Lamane-Harim et al. (2023) formulated five indicators of work life balance measurement that are relevant to the contemporary research context, namely time adequacy which reflects an individual's ability to manage time allocation without feeling burdened, psychological involvement which assesses the balance of emotional involvement in work and non-work roles, satisfaction with balance, positive experiences from work that enrich life outside of work (work to life enrichment), and boundary management which measures an individual's ability to maintain a healthy separation between the work domain and personal life. Vyas & Shrivastava (2017) emphasizes that work-life balance is not only influenced by individual factors, but also by a broader ecosystem such as social support, job characteristics, family conditions, workload, and the role of information technology which is increasingly inseparable from the professional and personal lives of employees in this digital era.

3. RESEARCH METHODS

This research was conducted at Commission XIII of the Indonesian House of Representatives a legislative body that carries out strategic functions in the areas of regulatory reform and human rights protection. The subjects of this study were all experts serving under Commission XIII of the Indonesian House of Representatives. This study specifically analyzed the influence of ICT and WLB on job satisfaction and its implications for the work commitment of these experts.

Population refers to all subjects or objects that have certain characteristics that researchers determine as targets for generalizing research conclusions, while a sample is a representative part of that population. (Sugiyono, 2016) The population in this study was 205 expert members of the Indonesian House of Representatives (DPR RI) in Commission XIII. Given the relatively limited population, this study employed a total sampling or census technique, where all members of the population were fully selected as respondents. This approach was chosen to ensure the accuracy and comprehensive representation of the data, without missing any elements

This study used the Likert Scale Summated Ratings for measurements, where participants pick their agreement level on a scale (Noor, 2015:85). They rate statements from 1 to 5 – with 1 meaning "Strongly Disagree" and 5 meaning "Strongly Agree". Primary data was collected through the distribution of a questionnaire consisting of two parts: the first part contains questions about

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respondent identity, while the second part contains statement items that measure the dimensions of each research variable. To classify respondents' perceptions, a score interval formula was used with a range of 0.80 per category based on the formula (Hasan, 2016:109), resulting in five assessment categories ranging from "Very Poor" (1.00–1.80) to "Very Good" (4.21–5.00).

This study involved four main variables. Work commitment as the dependent variable is defined as an individual's willingness to uphold the organization's vision and mission and to mobilize their full potential to achieve shared goals, as measured by indicators of belief in the organization's goals, willingness to strive, desire to maintain membership, contribute, and a sense of belonging (Mahalingam & Suresh, 2018). Job satisfaction as a mediating variable is defined as a positive emotional condition experienced by individuals in assessing their work experience, with indicators of comfortable working conditions, complete equipment, appropriate salary and benefits, work skills, competency development, and harmonious relationships between employees (Luthans, 2017). WLB as the second independent variable is understood as an individual's ability to allocate time proportionally between work demands and personal life needs, including indicators of time adequacy, psychological engagement, satisfaction with balance, positive experiences from work, and boundary management. Meanwhile, ICT as the first independent variable is understood as a set of digital resources that offer flexibility, productivity, and work efficiency, but also contain dimensions of demands such as time pressure, distractions from social media, and difficulties in managing multiple channels (Ninaus et al., 2021). All variables are measured using an interval scale of 1–5.

The analysis technique used in this study is SEM AMOS-22 software. SEM was chosen because of its ability to test complex causal relationships between exogenous variables (ICT and WLB), mediating variables (job satisfaction), and endogenous variables (work commitment) simultaneously, including measuring both direct and indirect effects (Hair & Alamer, 2022). The SEM procedure in this study includes the stages of developing a theoretical model, preparing a path diagram, converting it into a structural equation, determining the input matrix and estimating it using the Maximum Likelihood (ML) method, and assessing model identification. The structural equation models constructed are: $\text{Job Satisfaction} = \gamma_{11}\text{TIK} + \gamma_{12}\text{WLB} + \zeta_1$, and $\text{Work Commitment} = \gamma_{21}\text{Job Satisfaction} + \gamma_{22}\text{TIK} + \gamma_{23}\text{WLB} + \zeta_2$.

Validity testing was carried out statistically using the Pearson Product-Moment Coefficient of Correlation through SPSS, where all statement items were declared valid if they had a significance level below 5% (Malhotra, 2015:305). In the context of SEM, validity was assessed through Confirmatory Factor Analysis (CFA) with a standardized loading estimate criterion of at least 0.50, or ideally above 0.70 (Ghozali, 2017:129). Goodness of Fit testing was carried out using the CMIN/DF index (<2), GFI (≥ 0.90), AGFI (≥ 0.90), CFI (≥ 0.90), TLI (≥ 0.90), and RMSEA (≤ 0.08). Reliability was tested using the Cronbach Alpha coefficient, where the instrument was declared reliable if the alpha value ≥ 0.60 , as is the standard in social science research.

Descriptive hypothesis testing was conducted using a one-sample t-test with a mean cutoff value of 3.41: if the mean is ≥ 3.41 , the variable is perceived as good, and vice versa (Sugiyono, 2016:159). For the verification hypothesis of direct influence, testing refers to the critical ratio (CR) value and the probability of significance ($p < 0.05$) from the AMOS output. Meanwhile, mediation testing uses two approaches: the Baron & Kenny (1986) which requires the significance of path a ($X \rightarrow M$), path b ($M \rightarrow Y$), and changes in the coefficient of path c ($X \rightarrow Y$) before and after the mediator is entered; and the bootstrapping technique as a non-parametric approach that compares the calculated t with the t-table, where mediation is declared significant if the calculated $t > t\text{-table}$ or $p \text{ bootstrapping} < 0.05$ (Ghozali, 2016). Full mediation occurs when the direct influence of X on Y becomes insignificant after the mediator is introduced, while partial mediation occurs when the influence remains significant but decreases.

4. RESEARCH RESULTS AND DISCUSSION

Respondent Characteristics

Researchers successfully collected data from all 205 respondents who met the research criteria. The demographic profile of the respondents showed quite representative diversity. In terms of gender, there were 111 male respondents (54.1%) and 94 female respondents (45.9%), indicating a relatively proportional composition. Based on age group, the majority were in the 31–40 years range, as many as 95 people (46.3%), followed by 20–30 years old as many as 83 people (40.5%), and 41–50 years old as many as 27 people (13.2%), a picture that reflects the dominance of experts in the active productive phase in the world of work. In terms of marital status, as many as 162 respondents (79.0%) were married, so the dimension of family responsibility is an important consideration in reading their perceptions of work-life balance. In terms of education, 127 respondents (61.9%) were Bachelor's (S1) graduates and 78 respondents (38.1%) had completed Postgraduate (S2) studies, which reflects adequate intellectual capacity in providing meaningful responses to research instruments (Primary Data processed, 2026).

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Validity and Reliability Test Results

Table 1. Research Validity Test Results

Statement No.		Variables	Correlation Coefficient	Critical Value 5% (N=205)	Note:
1.	X1.1	Technology, Information, and Communication	0.866	0.138	Valid
2.	X1.2		0.857		
3.	X1.3		0.889		
4.	X1.4		0.805		
5.	X1.5		0.856		
6.	X1.6		0.852		
7.	X1.7		0.786		
8.	X1.8		0.825		
9.	X1.9		0.698		
10.	X1.10		0.862		
11.	X1.11		0.505		
12.	X1.12		0.482		
13.	X2.1	<i>Work Life Balance</i>	0.792	0.138	Valid
14.	X2.2		0.892		
15.	X2.3		0.852		
16.	X2.4		0.816		
17.	X2.5		0.728		
18.	Y.1	Satisfaction Work	0.891	0.138	Valid
19.	Y.2		0.871		
20.	Y.3		0.886		
21.	Y.4		0.828		
22.	Y.5		0.871		
23.	Y.6		0.814		
24.	Z.1	Commitment Work	0.774	0.138	Valid
25.	Z.2		0.922		
26.	Z.3		0.903		
27.	Z.4		0.903		
28.	Z.5		0.736		

Table 2. Reliability of Research Variables (Alpha)

no.	Variables	Indicator Items	Alpha Value	Note
1.	Information Communication Technology	12	0.924	Reliable
2.	Work-life balance	5	0.871	Reliable
3.	Job satisfaction	6	0.929	Reliable
4.	Work commitment	5	0.900	Reliable

Source: Primary Data, 2026 (processed).

Evaluation of the quality of the research instrument was conducted through validity and reliability tests. The results of the validity test using the Pearson Product-Moment Coefficient of Correlation with the help of SPSS Version 21 showed that all 28 items in the questionnaire were declared valid, because each had a correlation coefficient that exceeded the critical product moment value of 0.1417 at a significance level of 5% (N = 205). This proves that each indicator consistently measures the intended construct (Primary Data processed, 2026). Meanwhile, the reliability test with the Cronbach Alpha coefficient produced very satisfactory values for all variables: ICT of 0.924; Work Life Balance of 0.871; job satisfaction of 0.929; and work commitment of 0.900. All of these values far exceeded the minimum threshold of 0.60 (Malhotra, 2015:315), so this research instrument was declared reliable and consistent for use in further analysis.

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Respondent Perception Analysis

The perceptions of 205 respondents regarding the four research variables were analyzed using an interval scale with a range of 0.80 per category. The ICT variable obtained an overall mean of 3.82, which is in the good category. In more detail, the ICT demands dimension received an average score of 3.72, with the highest indicators being distractions from phone calls and social media (mean 4.18) and daily digital workload (mean 4.11), indicating that high intensity of technology use creates its own work pressure. On the other hand, the ICT resources dimension obtained a score of 3.82, with respondents most feeling the benefits of ICT in accelerating work completion (mean 4.10) and supporting innovation (mean 3.99). The Work Life Balance variable obtained an average of 3.53, in the fairly good category, with the highest indicator being the positive benefits of work on personal life (mean 4.24), while the indicators of time adequacy (mean 3.31) and the ability to balance roles (mean 3.35) still need to be strengthened. The job satisfaction variable shows the highest average among all variables, namely 3.96 in the good category with comfortable working conditions (mean 4.09) and completeness of equipment (mean 4.19) as the strongest indicators, while salary suitability (mean 3.40) is still a point that needs attention. Meanwhile, work commitment gets an average of 3.67 (good category), with work diligence (mean 3.96) and commitment to maintaining the good name of the institution (mean 3.90) as the strongest aspects, but the dimensions of emotional attachment such as feeling part of the organization (mean 3.36) and a sense of belonging to institutional problems (mean 3.29) still require more serious intervention (Primary Data processed, 2026).

Descriptive Hypothesis Testing

Descriptive hypothesis testing used a one-sample t-test with a cutoff value of 3.41. The results showed that all ICT variables, WLB, job satisfaction, and work commitment had significance values of 0.000 – way below the 5% alpha threshold ($p < 0.05$). So, the null hypothesis (H_0) was rejected, and we accepted the alternative hypothesis (H_1). This means the four research variables for Commission XIII's expert staff in the Indonesian House of Representatives performed well statistically (SPSS Output Results, 2026).

Data Analysis Results

The SEM AMOS-22 was the analysis technique used. We picked it because it can find latent construct dimensions and measure how strongly factors relate, like Ferdinand explained in 2011. The initial stage of the analysis began with Confirmatory Factor Analysis (CFA) on all 28 indicators. From the initial CFA results, it was found that two indicators in the ICT variable (ICT11 and ICT12) had loading factor values below 0.50, so they had to be eliminated from the model. After elimination, all remaining indicators showed loading factor values ≥ 0.50 , with a range of 0.601 to 0.935 for work commitment, 0.772 to 0.874 for job satisfaction, 0.674 to 0.877 for Work Life Balance, and 0.626 to 0.915 for ICT (Primary Data processed, 2026), which confirmed adequate convergent validity of all constructs.

Structural Equation Modeling (SEM) Analysis

The Goodness of Fit (GoF) evaluation of the measurement model yielded values that all met the fit criteria: Chi-Square = 244.030 (< 250.995); CMIN/DF = 1.941 (< 2.00); RMSEA = 0.078 (≤ 0.08); GFI = 0.979 (≥ 0.90); AGFI = 0.930 (≥ 0.90); TLI = 0.981 (≥ 0.90); and CFI = 0.995 (≥ 0.90) (Hair et al., 2015:607; Haryono, 2017:215). All of these indices strongly confirm that the constructed structural model has met the required fit standards.

Hypothesis Testing

Based on the SEM AMOS regression weight output, the resulting structural equation is: Job Satisfaction = 0.499 ICT + 0.516 WLB; and Work Commitment = 0.149 ICT + 0.208 WLB + 0.216 Job Satisfaction. ICT is proven to have a positive and significant effect on job satisfaction (standardized estimate = 0.499; CR = 4.463 > 1.96 ; $p = 0.000$), in line with Xu & Jiang (2022) which confirms that the use of relevant and effective technology improves the overall quality of the work experience. Work Life Balance also has a positive and significant effect on job satisfaction (estimate = 0.516; CR = 4.565; $p = 0.000$) even with the highest influence strength among all the paths tested, strengthening the argument Aruldoss et al. (2021) And Lamane-Harim et al. (2023) that work-life balance is a major determinant of satisfaction. The effect of ICT on work commitment was confirmed to be positive and significant (estimate = 0.149; CR = 2.006 > 1.96 ; $p = 0.045$), consistent with the findings of Al-Fauzani et al. (2022) and Buga (2024) which showed that ICT adoption strengthens employee engagement with the organization. Work-Life Balance also significantly influences work commitment (estimate = 0.208; CR = 2.705; $p = 0.007$), as confirmed by Oyewobi et al. 2022) And Almomani et al. (2023). Meanwhile, job satisfaction has been shown to have a positive and significant effect on work commitment (estimate = 0.216; CR = 3.675; $p = 0.000$), reinforcing the position of job satisfaction as a strategic bridging factor in building organizational commitment.(Baihaqi et al., 2022; Gede et al., 2023). Testing the mediation effect through bootstrapping confirmed that job satisfaction partially mediates the influence of ICT on work commitment (indirect effect = 0.142; $p = 0.023 < 0.05$), and also partially mediates the influence of Work Life Balance on work commitment (indirect effect = 0.156; $p = 0.022 < 0.05$). This partial mediation

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means that ICT and Work Life Balance can increase work commitment both directly and through an indirect pathway in the form of increasing job satisfaction first, as supported by Chen et al. (2023) And Purba et al. (2025).

Conclusion of Structural Model Test

All eight research hypotheses were accepted at a 5% significance level. The study shows that ICT and Work-Life Balance directly affect job satisfaction and work commitment among experts at Commission XIII of the Indonesian House of Representatives. Job satisfaction strengthens both pathways of influence too. Essentially, these results show that providing user-friendly ICT and Work-Life Balance policies isn't just about welfare it's a strategic move. These strategies actually boost expert loyalty, dedication, and long-term involvement with the Indonesian House of Representatives, improving legislative and human rights oversight functions continuously (Setjen DPR RI, 2024).

5. CONCLUSION AND SUGGESTIONS

CONCLUSION

This study empirically proves that Information and Communication Technology (ICT) and Work Life Balance have a positive and significant influence on job satisfaction and work commitment of experts in Commission XIII of the Indonesian House of Representatives. ICT is proven to have a dual role: as a resource that increases efficiency as well as a demand that creates digital pressure. Work Life Balance is the strongest predictor of job satisfaction (estimate = 0.516), indicating that balance between professional roles and personal life is a fundamental need that cannot be ignored. Furthermore, job satisfaction is confirmed as a significant partial mediator in linking ICT and Work Life Balance to work commitment, in line with the Social Exchange Theory (Blau, 1964).

SUGGESTIONS

These findings confirm that increasing work commitment cannot be achieved instantly, but rather requires gradual intervention through strengthening job satisfaction as a psychological bridge between working conditions and organizational commitment. Based on the research findings, several strategic recommendations warrant attention. First, the Secretariat General of the Indonesian House of Representatives should design a sustainable digital literacy program to reduce digital fatigue and improve the ability of experts to manage various ICT platforms more efficiently. Second, the institution needs to establish a more structured Work-Life Balance policy, such as regulations on response times for digital communications outside of working hours, schedule flexibility during non-legislative periods, and psychological wellness programs.

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