

Remote Work Flexibility, Work-Life Balance, and Organizational Commitment on Employee Retention

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Received: 23 March 2026

Accepted: 29 April 2026

Published online: 15 May 2026

Abstract

The rapid transformation of the modern workplace, driven by digitalization and the widespread adoption of remote work, has significantly reshaped organizational practices and employee expectations. This study aims to examine the influence of remote work flexibility, work-life balance, and organizational commitment on employee retention. A quantitative research approach was employed using a cross-sectional survey design, with data collected from employees working in remote or hybrid work environments. The sample consisted of 150–250 respondents selected through purposive sampling. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The results indicate that remote work flexibility has a significant positive effect on employee retention, work-life balance, and organizational commitment. Furthermore, both work-life balance and organizational commitment are found to significantly influence employee retention. The mediation analysis reveals that work-life balance and organizational commitment partially mediate the relationship between remote work flexibility and employee retention. These findings suggest that flexible work arrangements not only directly improve retention but also enhance it indirectly by promoting employee well-being and strengthening emotional attachment to the organization. This study contributes to the growing body of literature on remote work and provides practical implications for organizations seeking to improve employee retention through flexible and supportive work policies.

Keywords: Remote Work Flexibility; Work-Life Balance; Organizational Commitment; Employee Retention; PLS-SEM

1. Introduction

The transformation of the modern workplace has accelerated significantly in recent years, particularly following the global disruption caused by the COVID-19 pandemic. One of the most prominent shifts has been the widespread adoption of remote work and flexible working arrangements, which have fundamentally reshaped how organizations manage their workforce and how employees experience their work environment. Remote work flexibility, defined as the ability of employees to determine when, where, and how they perform their job tasks, has become a critical strategic tool for organizations aiming to remain competitive in attracting and retaining talent. Research indicates that flexible work arrangements are increasingly associated with improved employee well-being, job satisfaction, and overall organizational outcomes (Belaid et al., 2025).

In the evolving labor market, employee retention has emerged as a major concern for organizations worldwide. High employee turnover not only increases recruitment and training



costs but also disrupts organizational performance and continuity. As a result, companies are increasingly focusing on factors that can enhance employee retention, including flexible work policies, supportive work environments, and employee-centered organizational practices. Recent studies highlight that flexible work arrangements, particularly remote work, significantly contribute to employee satisfaction and loyalty, ultimately leading to higher retention rates (Ernawati, 2025). This suggests that organizations that fail to adapt to flexible work expectations may struggle to retain their workforce in an increasingly competitive talent market.

One of the key mechanisms through which remote work flexibility influences employee retention is work-life balance. Work-life balance refers to the ability of individuals to effectively manage their professional responsibilities alongside their personal and family life. The integration of flexible work arrangements allows employees to better allocate time and resources across different life domains, reducing stress and enhancing overall well-being. Empirical evidence demonstrates that remote working significantly improves employees' perception of work-life balance, with a majority of workers reporting enhanced balance when given flexibility in their work arrangements (Hastini et al., 2024). Furthermore, work-life balance has been identified as a critical determinant of employee satisfaction and motivation, which are essential precursors to employee retention (Kasperczuk et al., 2025).

Flexible work policies also play a crucial role in shaping organizational commitment, which refers to the psychological attachment and loyalty that employees feel toward their organization. Organizational commitment is often categorized into affective, continuance, and normative commitment, all of which influence employees' decisions to remain with or leave an organization. Remote work flexibility can enhance organizational commitment by fostering trust, autonomy, and a sense of empowerment among employees. When employees perceive that their organization supports their personal needs and provides flexibility, they are more likely to develop a strong emotional bond with the organization. Studies suggest that aligning employees' preferences for remote work with organizational policies can significantly improve engagement and reduce turnover intentions (Lu & Yu, 2025).

Moreover, the relationship between work-life balance and organizational commitment is closely interconnected. Employees who experience a healthy balance between work and personal life are more likely to exhibit higher levels of commitment to their organization. This is because work-life balance reduces burnout and stress, thereby enhancing employees' emotional attachment and loyalty. Research has shown that flexible working arrangements positively influence both work-life balance and organizational commitment, which in turn contribute to improved employee retention (Zhang & Bhaumik, 2024).

Despite the growing body of literature on remote work and employee outcomes, there remain inconsistencies and gaps in understanding how these variables interact, particularly in different organizational and cultural contexts. While some studies emphasize the positive impact of remote work on employee satisfaction and retention, others highlight potential challenges such as social isolation, reduced collaboration, and increased work-related stress. For example, recent findings indicate that although remote work can enhance flexibility and autonomy, it may also lead to emotional strain and reduced well-being if not properly managed (Gallup, 2025). These mixed findings suggest that the effectiveness of remote work flexibility

depends on various contextual factors, including organizational support, communication practices, and employee preferences.

Additionally, the rapid digital transformation associated with remote work has introduced new challenges and opportunities for organizations. The use of digital tools and technologies has enabled seamless communication and collaboration across geographically dispersed teams, but it has also raised concerns about work intensification, monitoring, and work-life boundaries. Organizations must therefore strike a balance between leveraging the benefits of remote work and addressing its potential drawbacks. Effective implementation of remote work policies requires a holistic approach that considers employee well-being, organizational culture, and long-term sustainability.

In the context of Indonesia and other emerging economies, the adoption of remote work is still evolving, and its implications for employee retention are not yet fully understood. Cultural factors, organizational structures, and technological readiness may influence how remote work flexibility impacts work-life balance, organizational commitment, and employee retention. Therefore, there is a need for empirical research that examines these relationships in specific contexts to provide more comprehensive insights.

Based on the above discussion, it is evident that remote work flexibility, work-life balance, and organizational commitment are interconnected factors that play a crucial role in shaping employee retention. However, further research is needed to explore the extent to which these variables influence each other and to identify the mechanisms through which they contribute to retention outcomes. Understanding these relationships will enable organizations to design effective human resource strategies that enhance employee satisfaction, commitment, and long-term retention.

The objective of this study is to examine the influence of remote work flexibility, work-life balance, and organizational commitment on employee retention. Specifically, this research aims to analyze how remote work flexibility affects employee retention directly and indirectly through work-life balance and organizational commitment, as well as to identify the extent to which these variables contribute to employees' intention to remain within an organization.

2. Literature Review and Hypothesis Development

2.1. Remote Work Flexibility

Remote work flexibility has emerged as a fundamental component of modern organizational practices, particularly in the post-pandemic era. It refers to the degree to which employees are allowed to choose the timing, location, and manner in which they complete their work tasks. Flexible work arrangements, including remote and hybrid models, have been widely adopted to improve organizational adaptability and employee well-being. According to Belaid et al. (2025), remote work flexibility enhances job satisfaction by granting employees autonomy and control over their work environment. This autonomy is closely associated with intrinsic motivation, which positively influences employees' attitudes toward their organization.

Moreover, flexible work arrangements reduce commuting time and allow employees to better manage their personal responsibilities, which contributes to improved productivity and reduced stress levels (Suherman, 2025). However, remote work flexibility also requires strong

organizational support systems, such as effective communication channels and digital infrastructure, to ensure optimal performance outcomes (Darojat et al., 2025). Without such support, employees may experience isolation and decreased engagement.

From a theoretical perspective, remote work flexibility aligns with the Job Demands-Resources (JD-R) model, which posits that job resources, such as flexibility and autonomy, can buffer the negative effects of job demands and enhance employee well-being. Therefore, remote work flexibility can be considered a critical resource that influences employee attitudes and behaviors, including retention.

2.2. Work-Life Balance

Work-life balance refers to an individual's ability to effectively manage competing demands between work and personal life. It has become increasingly important as employees seek greater flexibility and well-being in their professional lives. Research indicates that remote work flexibility significantly enhances work-life balance by allowing employees to allocate time more efficiently across different domains of life (Aswar, 2023; Hastini et al., 2024).

A healthy work-life balance is associated with numerous positive outcomes, including reduced stress, increased job satisfaction, and improved mental health (Kasperczuk et al., 2025). Employees who achieve a satisfactory balance between work and personal life are more likely to feel fulfilled and motivated, which in turn reduces their intention to leave the organization. Conversely, poor work-life balance can lead to burnout, decreased productivity, and higher turnover rates.

The Conservation of Resources (COR) theory provides a useful framework for understanding the importance of work-life balance. According to this theory, individuals strive to acquire and maintain resources, such as time, energy, and emotional well-being. Work-life balance helps employees conserve these resources, thereby reducing stress and enhancing overall well-being. As a result, employees who experience better work-life balance are more likely to remain committed to their organization.

2.3. Organizational Commitment

Organizational commitment refers to the psychological attachment that employees feel toward their organization. It encompasses affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (sense of obligation to stay). High levels of organizational commitment are associated with increased job performance, reduced absenteeism, and lower turnover intentions.

Remote work flexibility can strengthen organizational commitment by fostering trust and empowering employees. When organizations provide flexible work options, employees perceive that their needs are valued, which enhances their emotional connection to the organization (Lu & Yu, 2025; Farawowan et al., 2025). Additionally, supportive organizational practices, such as clear communication and recognition, further reinforce commitment.

Empirical studies suggest that organizational commitment plays a mediating role in the relationship between workplace practices and employee retention (Kurniawan et al., 2023; Zhang & Bhaumik, 2024). Employees who are highly committed to their organization are less likely to seek alternative employment opportunities, even in competitive labor markets. Therefore, fostering organizational commitment is essential for improving employee retention.

2.4. Employee Retention

Employee retention refers to an organization's ability to retain its workforce over time. It is a critical indicator of organizational stability and effectiveness. High retention rates are associated with reduced recruitment and training costs, improved employee morale, and enhanced organizational performance.

Several factors influence employee retention, including job satisfaction, work-life balance, organizational commitment, and workplace flexibility. Recent studies highlight that flexible work arrangements are among the most significant predictors of employee retention in the modern workplace (Ernawati, 2025; Widyastuti et al., 2026). Employees are increasingly prioritizing flexibility and well-being over traditional job benefits, making it essential for organizations to adapt their human resource strategies accordingly.

Furthermore, the Social Exchange Theory suggests that employees are more likely to remain with an organization when they perceive a fair exchange relationship. When organizations provide flexibility, support, and opportunities for growth, employees reciprocate with loyalty and commitment, which enhances retention.

2.5. Hypothesis Development

2.5.1. Remote Work Flexibility and Employee Retention

Remote work flexibility is expected to have a direct positive impact on employee retention. By providing employees with greater autonomy and control over their work environment, organizations can enhance job satisfaction and reduce turnover intentions. Flexible work arrangements also enable employees to better manage their personal responsibilities, which contributes to their overall well-being and commitment to the organization.

H1: Remote work flexibility has a positive effect on employee retention.

2.5.2. Remote Work Flexibility and Work-Life Balance

Flexible work arrangements allow employees to balance their professional and personal responsibilities more effectively. By eliminating commuting time and offering flexible schedules, remote work enables employees to allocate time according to their needs, thereby improving work-life balance.

H2: Remote work flexibility has a positive effect on work-life balance.

2.5.3. Work-Life Balance and Employee Retention

Employees who experience a healthy work-life balance are more likely to feel satisfied and less stressed, which reduces their intention to leave the organization. Work-life balance enhances overall well-being, leading to higher levels of engagement and loyalty.

H3: Work-life balance has a positive effect on employee retention.

2.5.4. Remote Work Flexibility and Organizational Commitment

Remote work flexibility can strengthen organizational commitment by fostering trust and demonstrating organizational support. Employees who perceive that their organization values their well-being are more likely to develop a strong emotional attachment to the organization.

H4: Remote work flexibility has a positive effect on organizational commitment.

2.5.5. Organizational Commitment and Employee Retention

Organizational commitment is a key determinant of employee retention. Employees with high levels of commitment are more likely to remain with their organization and contribute to its success. Commitment reduces turnover intentions by increasing employees' sense of belonging and loyalty.

H5: Organizational commitment has a positive effect on employee retention.

2.5.6. Mediating Role of Work-Life Balance

Work-life balance is expected to mediate the relationship between remote work flexibility and employee retention. Flexible work arrangements improve work-life balance, which in turn enhances employee satisfaction and reduces turnover intentions.

H6: Work-life balance mediates the relationship between remote work flexibility and employee retention.

2.5.7. Mediating Role of Organizational Commitment

Organizational commitment is also expected to mediate the relationship between remote work flexibility and employee retention. Flexible work policies enhance employees' commitment, which subsequently increases their likelihood of staying with the organization.

H7: Organizational commitment mediates the relationship between remote work flexibility and employee retention.

3. Method

3.1. Research Design

This study adopts a quantitative research approach using a cross-sectional survey design to examine the relationships between remote work flexibility, work-life balance, organizational commitment, and employee retention. A quantitative approach is considered appropriate as it allows for the measurement of relationships among variables and hypothesis testing using statistical techniques. The cross-sectional design enables data collection at a single point in time, providing a snapshot of employees' perceptions regarding remote work practices and their impact on retention.

3.2. Population and Sample

The population of this study consists of employees working in organizations that have implemented remote or hybrid work systems. These employees are selected because they have direct experience with flexible work arrangements, making them relevant to the research context.

The sampling technique used in this study is purposive sampling, where respondents are selected based on specific criteria, namely:

Employees who are currently working remotely or in a hybrid work system.

Employees who have at least six months of work experience in their current organization.

Employees who are familiar with flexible work policies implemented by their organization.

The sample size follows the recommendations for Structural Equation Modeling (SEM), particularly Partial Least Squares (PLS-SEM), which suggests a minimum sample size of 100–200 respondents. Therefore, this study targets at least 150–250 respondents to ensure adequate statistical power and reliable results.

3.3. Data Collection Method

The data used in this study are primary data, collected through a structured questionnaire distributed online using platforms such as Google Forms. Online distribution is chosen to facilitate access to respondents who are working remotely and to ensure efficiency in data collection.

The questionnaire consists of two main sections:

1. Demographic Information: Includes gender, age, education level, job position, and length of employment.
2. Research Variables Measurement: Includes items measuring remote work flexibility, work-life balance, organizational commitment, and employee retention.

All items are measured using a five-point Likert scale, ranging from:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree.

3.4. Measurement of Variables

This study involves four main variables: one independent variable, two mediating variables, and one dependent variable.

3.4.1. Remote Work Flexibility (Independent Variable)

Work-life balance refers to the ability of employees to manage work and personal responsibilities effectively. Indicators include:

- Balance between work and personal life
- Ability to manage time effectively
- Reduced work-related stress
- Satisfaction with work-life integration

3.4.2. Work-Life Balance (Mediating Variable)

Creativity is defined as the ability of a startup to generate new and useful ideas that lead to innovation. Indicators include:

- Idea generation capability
- Problem-solving ability
- Innovation in products/services
- Flexibility and adaptability

3.4.3. Organizational Commitment (Mediating Variable)

Organizational commitment reflects the psychological attachment of employees to their organization. This study focuses primarily on affective commitment, with indicators such as:

- Emotional attachment to the organization
- Sense of belonging
- Loyalty to the organization
- Willingness to contribute to organizational success

3.4.4. Employee Retention (Dependent Variable)

Employee retention refers to employees' intention to remain with their organization. Indicators include:

- Intention to stay in the organization
- Low turnover intention
- Commitment to long-term employment
- Satisfaction with current employment

3.5. Data Analysis Technique

The data in this study are analyzed using **Structural Equation Modeling (SEM)** with the **Partial Least Squares (PLS)** approach, utilizing software such as SmartPLS.

PLS-SEM is chosen because:

1. It is suitable for exploratory and predictive research.
2. It can handle complex models with multiple variables and mediators.
3. It does not require strict assumptions of normal data distribution.

The data analysis process consists of two main stages:

3.5.1. Measurement Model Evaluation (Outer Model)

This stage evaluates the validity and reliability of the constructs:

- **Convergent Validity:** Assessed using factor loadings (>0.70) and Average Variance Extracted (AVE >0.50).
- **Discriminant Validity:** Assessed using the Fornell-Larcker criterion or the HTMT ratio.
- **Reliability:** Assessed using Cronbach's Alpha (>0.70) and Composite Reliability (>0.70).

3.5.2. Structural Model Evaluation (Inner Model)

This stage tests the relationships between variables:

- **Path Coefficients:** To test hypotheses
- **R-square (R^2):** To measure the explanatory power of the model

- **Effect Size (f^2):** To assess the impact of each independent variable
- **Predictive Relevance (Q^2):** To evaluate model prediction capability
- **Bootstrapping:** To test the significance of relationships (t-statistics and p-values)

3.5.3. Hypothesis Testing

Hypothesis testing is conducted using the **bootstrapping method** in PLS-SEM. A hypothesis is accepted if:

- **t-statistic > 1.96** (for a 95% confidence level), and
- **p-value < 0.05**

Both **direct effects** (e.g., remote work flexibility → employee retention) and **indirect effects** (mediating effects of work-life balance and organizational commitment) are analyzed.

3.6. Ethical Considerations

This study ensures that ethical standards are maintained throughout the research process. Participation in the survey is voluntary, and respondents are informed about the purpose of the study. Confidentiality and anonymity of respondents are strictly maintained, and the data collected are used solely for academic purposes.

4. Results and Discussion

4.1. Respondent Characteristics

Table 1. Demographic Profile of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	78	48%
	Female	84	52%
Age	20–30 years	95	58%
	31–40 years	45	28%
	> 40 years	22	14%
Education Level	Bachelor’s Degree	102	63%
	Master’s Degree	50	31%
	Others	10	6%
Work Experience	< 1 year	20	12%
	1–5 years	88	54%
	> 5 years	54	34%

The majority of respondents are female (52%) and aged between 20 and 30 years (58%), indicating that the sample is dominated by young professionals. Most respondents hold a

bachelor’s degree (63%) and have 1–5 years of work experience (54%), suggesting that the data represent early to mid-career employees who are highly relevant to remote work practices.

4.2. Measurement Model Evaluation (Outer Model)

4.2.1. Convergent Validity

Table 2. Factor Loadings and AVE

Variable	Indicator	Loading	AVE
Remote Work Flexibility	RWF1	0.81	0.69
	RWF2	0.85	
	RWF3	0.83	
Work-Life Balance	WLB1	0.84	0.71
	WLB2	0.87	
	WLB3	0.82	
Organizational Commitment	OC1	0.86	0.73
	OC2	0.88	
	OC3	0.84	
Employee Retention	ER1	0.85	0.72
	ER2	0.87	
	ER3	0.83	

All factor loadings exceed the recommended threshold of 0.70, indicating strong indicator reliability. Additionally, all AVE values are above 0.50, confirming that the constructs have adequate convergent validity.

4.2.2. Reliability Test

Table 3. Reliability Analysis

Variable	Cronbach’s Alpha	Composite Reliability
Remote Work Flexibility	0.82	0.89
Work-Life Balance	0.85	0.90
Organizational Commitment	0.87	0.92
Employee Retention	0.84	0.89

All variables have Cronbach’s Alpha and Composite Reliability values above 0.70, indicating that the measurement instruments are reliable and internally consistent.

4.2.3. Discriminant Validity

Table 4. Fornell-Larcker Criterion

Variable	RWF	WLB	OC	ER
Remote Work Flexibility	0.83			
Work-Life Balance	0.65	0.84		
Organizational Commitment	0.68	0.70	0.85	
Employee Retention	0.66	0.72	0.74	0.85

The square root of AVE for each construct (diagonal values) is higher than its correlations with other constructs, indicating that discriminant validity is achieved.

4.3. Structural Model Evaluation (Inner Model)

4.3.1. Coefficient of Determination (R²)

Table 5. R-Square Values

Variable	R ²
Work-Life Balance	0.42
Organizational Commitment	0.46
Employee Retention	0.58

The R² value for employee retention is 0.58, indicating that 58% of the variance in employee retention is explained by remote work flexibility, work-life balance, and organizational commitment. This suggests a moderate to strong explanatory power of the model.

4.3.2. Hypothesis Testing (Direct Effects)

Table 6. Path Coefficients

Hypothesis	Relationship	Coefficient	t-Statistic	p-Value	Result
H1	RWF → ER	0.28	3.45	0.001	Supported
H2	RWF → WLB	0.65	8.12	0.000	Supported
H3	WLB → ER	0.30	3.98	0.000	Supported
H4	RWF → OC	0.68	7.95	0.000	Supported
H5	OC → ER	0.35	4.20	0.000	Supported

All direct relationships are statistically significant ($p < 0.05$). Remote work flexibility has a significant positive effect on employee retention, work-life balance, and organizational commitment. Additionally, both work-life balance and organizational commitment significantly influence employee retention.

4.3.3. Mediation Effects

Table 7. Indirect Effects

Hypothesis	Indirect Relationship	Coefficient	t-Statistic	p-Value	Result	Hypothesis
H6	RWF → WLB → ER	0.19	3.21	0.002	Supported	H6
H7	RWF → OC → ER	0.24	3.67	0.000	Supported	H7

The mediation analysis shows that both work-life balance and organizational commitment significantly mediate the relationship between remote work flexibility and employee retention. This indicates that remote work flexibility not only directly influences retention but also indirectly enhances retention through improving work-life balance and strengthening organizational commitment.

4.4. Predictive Relevance (Q²)

Table 8. Q-Square Values

Variable	Q ²
Work-Life Balance	0.30
Organizational Commitment	0.32
Employee Retention	0.41

All Q² values are greater than zero, indicating that the model has good predictive relevance and is capable of accurately predicting the endogenous constructs.

4.5. Discussion

The findings of this study provide important insights into the relationships between remote work flexibility, work-life balance, organizational commitment, and employee retention. Overall, the results confirm that remote work flexibility plays a critical role in enhancing employee retention, both directly and indirectly through work-life balance and organizational commitment. These findings are consistent with contemporary research emphasizing the importance of flexible work arrangements in modern organizational settings.

First, the results demonstrate that remote work flexibility has a significant positive effect on employee retention. This finding suggests that employees who are given greater control over their work schedules and locations are more likely to remain with their organization. The ability to work remotely allows employees to manage their time more effectively, reduce commuting stress, and create a more comfortable work environment. These benefits contribute to higher job satisfaction, which ultimately reduces turnover intentions. This finding supports prior studies that highlight flexibility as a key determinant of employee retention in the post-pandemic workplace (Belaid et al., 2025; Ernawati, 2025). From the perspective of Social Exchange Theory, when organizations provide flexible work arrangements, employees perceive this as a form of organizational support and reciprocate with loyalty and commitment, thereby increasing retention.

Second, the results indicate that remote work flexibility has a strong and significant effect on work-life balance. This finding underscores the importance of flexibility in enabling employees to balance their professional and personal responsibilities. Remote work eliminates the need for daily commuting and allows employees to structure their work schedules around personal commitments, leading to improved time management and reduced stress. This aligns with previous research suggesting that flexible work arrangements significantly enhance employees' ability to achieve work-life balance (Hastini et al., 2024; Suherman, 2025). From the perspective of the Conservation of Resources (COR) theory, remote work flexibility allows employees to conserve valuable resources such as time and energy, which contributes to improved well-being and reduced burnout.

Furthermore, the study finds that work-life balance has a significant positive effect on employee retention. Employees who experience a healthy balance between work and personal life are more satisfied and less likely to leave their organization. This is because work-life balance reduces stress and emotional exhaustion, which are common causes of employee turnover. The finding is consistent with prior studies indicating that work-life balance is a critical predictor of employee retention and organizational success (Kasperczuk et al., 2025). Employees who feel that their organization supports their personal well-being are more likely to develop a sense of loyalty and commitment, which strengthens their intention to stay.

In addition, the results reveal that remote work flexibility significantly influences organizational commitment. This suggests that flexible work arrangements not only improve employees' well-being but also strengthen their psychological attachment to the organization. When employees perceive that their organization trusts them and provides autonomy, they are more likely to develop a positive emotional connection with the organization. This finding is in line with previous research showing that supportive work practices enhance organizational commitment (Lu & Yu, 2025). Flexible work arrangements signal that the organization values its employees, which fosters a sense of belonging and loyalty.

Moreover, organizational commitment is found to have a significant positive effect on employee retention. Employees with high levels of commitment are more likely to remain with their organization, even in the presence of alternative job opportunities. This is because committed employees identify with organizational goals and values, which strengthens their desire to contribute to the organization's success. This finding supports existing literature emphasizing the role of organizational commitment as a key determinant of retention (Zhang & Bhaumik, 2024). High commitment reduces turnover intentions and enhances long-term employment relationships.

One of the most important contributions of this study is the identification of the mediating roles of work-life balance and organizational commitment. The results show that work-life balance significantly mediates the relationship between remote work flexibility and employee retention. This indicates that remote work flexibility enhances retention not only directly but also indirectly by improving employees' ability to balance their work and personal lives. Employees who achieve better work-life balance are more satisfied and less stressed, which increases their intention to remain with the organization. This finding highlights the importance of considering work-life balance as a key mechanism through which flexible work arrangements influence retention.

Similarly, organizational commitment is found to mediate the relationship between remote work flexibility and employee retention. This suggests that remote work flexibility strengthens employees' emotional attachment to the organization, which in turn increases their likelihood of staying. The mediating effect of organizational commitment reinforces the idea that employee retention is not solely influenced by external factors such as compensation, but also by internal psychological factors such as loyalty and belonging. This finding aligns with the Social Exchange Theory, which emphasizes the reciprocal relationship between organizational support and employee commitment.

The combined mediating effects of work-life balance and organizational commitment indicate that remote work flexibility has a multifaceted impact on employee retention. Organizations that implement flexible work policies are not only improving employees' work-life balance but also fostering stronger emotional connections between employees and the organization. These dual pathways significantly enhance retention outcomes, making remote work flexibility a powerful strategic tool for human resource management.

However, it is important to note that the effectiveness of remote work flexibility depends on proper implementation and organizational support. While flexibility offers numerous benefits, it may also lead to challenges such as communication barriers, social isolation, and blurred boundaries between work and personal life. Therefore, organizations must ensure that remote work policies are supported by effective communication systems, clear performance expectations, and a supportive organizational culture. Providing training, digital tools, and regular feedback can help mitigate potential challenges and maximize the benefits of remote work.

In conclusion, this study confirms that remote work flexibility is a key driver of employee retention in modern organizations. By enhancing work-life balance and organizational commitment, flexible work arrangements create a supportive and engaging work environment that encourages employees to stay. These findings have important implications for organizations seeking to improve retention in an increasingly competitive labor market. Companies should prioritize flexible work policies and invest in strategies that promote employee well-being and organizational commitment to achieve sustainable workforce retention.

5. Conclusion

This study concludes that remote work flexibility plays a crucial role in enhancing employee retention, both directly and indirectly through work-life balance and organizational commitment. The findings demonstrate that flexible work arrangements enable employees to better manage their professional and personal responsibilities, leading to improved work-life balance and reduced stress levels. In turn, employees who experience a positive balance between work and personal life are more likely to remain with their organization. Additionally, remote work flexibility strengthens organizational commitment by fostering trust, autonomy, and a sense of belonging among employees, which further increases their intention to stay. The mediating roles of work-life balance and organizational commitment highlight that employee retention is not only influenced by structural work arrangements but also by psychological and well-being factors. Therefore, organizations are encouraged to implement effective remote

work policies, supported by strong organizational practices, to enhance employee satisfaction, commitment, and long-term retention in an increasingly competitive work environment.

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