

# The Impact of Work-Life-Balance Practices on Organizational Commitment with the Role of Motivation in Oman's Public Sector Context.

Amal Saleh Alubaidani<sup>1</sup>, Prof Madya Dr. Rosima Alias<sup>2</sup>

Universiti Selangor (UNISEL)

DOI: <https://doi.org/10.47772/IJRISS.2026.100700106>

Received: 09 July 2026; Accepted: 14 July 2026; Published: 27 July 2026

## ABSTRACT

This study has emphasized the impact of work-life-balance practices on organizational commitment with the role of motivation as a mediating variable in Oman's public sector. The primary objectives of this research are examining the importance of work-life-balance practices through flexible hours on employee's organizational commitment within the Omani public organizations. In addition, reviewing the relationship between Work-life-balance practices and motivation. Furthermore, investigating evidence regarding the mediating role of motivation between work-life-balance practices and organizational commitment relationship. The study methodology is based on secondary data. The study focuses on analysis on current literature review which has concentrated on work-life-balance practices, organizational commitment and motivation. The research data were collected from varied journal articles, statistical year books, reports, public websites including international, regional and Oman's context to conclude the research findings. Additionally, this research is based on relevant theories that provide a solid base for exploring the relationship between the study variables. The research findings will contribute to provide a deeper understanding of the importance of Work-life-balance implementation for organizational commitment alongside it will assist for future research. Based on evidence from previous studies, this research concludes that work-life-balance practices can influence organizational commitment positively and significantly. Furthermore, motivation may act as a potential mediating variable between work-life-balance practices and organizational commitment. Nevertheless, these findings are derived from secondary literature instead of primary data collected from Oman's public sector. This research provides valuable insights for policy makers and HR practitioners within the public sector by focusing on the significance of implementing work-life-balance practices to improve employee organizational commitment and motivation which may lead to attracting and retaining national talents among Oman's public sector and support the accomplishment of Oman's vision 2040 through government effectiveness.

**Keywords:** work-life-balance practices, flexible hours, organizational commitment, motivation, Oman's public sector.

## INTRODUCTION

The COVID-19 pandemic changed the traditional working arrangements globally, imposing employees to work remotely which blurred the boundaries between occupational and family domains. Remote work further exacerbated poor balance between both domains leading to increased occupational pressure, family conflicts, difficulties in accessing office files and higher workloads. While employers struggled from monitoring and supervising their employees round the clock in remote work environments (Ahajan & Sadana, 2020). With work and family demands continuing to grow and the dynamics of the working environment become more complex, balancing between occupational and personal life responsibilities has become essential for organizations. Therefore, work-life-balance practices has become a temporary solution for organizations to overcome the sudden challenges which has proven its ability to benefit economies and businesses. Additionally, to alleviate the negative spillover from work to home and vice versa. Work-life-balance is a situation where an individual feels a sense of satisfaction and involvement in both professional and personal life domains because of effective

management of responsibilities and priorities (Handayani et al., 2015). Previous research has consistently shown that employees who experience good work-life-balance practices report higher levels of life satisfaction, job satisfaction, motivation and organizational commitment (Noda, 2020; Putra et al., 2020; Aliasah et al., 2020; Hutagalung et al., 2020). According to an ILO report (2023), organizations who execute work-life-balance practices usually benefit from improved productivity and efficiency. Among all these factors WLB raises as one of the key drivers of organizational commitment which has been demonstrated by its ability to reduce turnover intentions. Committed employees are considered a valuable asset that organizations can often rarely achieve (Aliasah et al., 2020; Dilshan et al., 2023). Organizational commitment can be defined as the psychological bond between the employee and the organization, reflecting the employee's degree of involvement, loyalty and commitment towards their organizations (Klein & Park, 2015; Greenberg and Baron, 2008). Studies suggest that work-life-balance can significantly influence organizational commitment through increasing employee's loyalty contributing to high levels of job satisfaction, motivation, and attachment, therefore increasing employee's retention. (Kusuma et al., 2024; Shibeika, 2026).

Conversely, the relationship between work-life-balance practices and organizational commitment remain underexplored, thereby it can be explained through Spillover Theory. Building on the Spillover Theory perceptive, individuals experiences and attitudes can transfer from one domain to another generating positive or negative outcomes (Luan et al., 2022). Work-life-balance practices through flexible hours enables employees to integrate their professional and personal life obligations across both time and space effectively, thereby it generates positive spillover leading to reduce conflict and achieve healthy balance in both domains which in turn strengthen their organizational commitment, loyalty and motivation toward their organizations. In addition, when employees have a high level of organizational commitment, their attitudes and intentions become aligned with the organization's goals, thereby they exert greater efforts in performing their job tasks, as suggested by organizational commitment theory (Cohen, 2013). Furthermore, motivation emerged as a fundamental driver for productivity, thereby it may be considered a significant factor in organization's success (Rachmawati et al., 2024). The relationship between work-life-balance practices and motivation can be explained through Self-Determination theory which suggests that individuals can be derived to achieve a particular goal or perform certain action based on intrinsic or extrinsic motivation. Intrinsic motivation refers to an internal motivation arising from excitement to perform a task, whereas extrinsic motivation depends on external factors like rewards to perform an action because it results in positive outcomes (SDT; Deci & Ryan, 1985). When organizations implement work-life-balance practices it can improve employees intrinsic and extrinsic motivation. Employees who manage their professional and personal life responsibilities effectively, tend to be more satisfied and fulfilled in their work domain leading to increase their intrinsic motivation. In addition, Work-life-balance practices through flexible hours may be perceived by employees as rewards and support thereby, improving their extrinsic motivation. Both intrinsic and extrinsic motivation strengthen overall employees' organizational commitment resulting in greater levels of attachment, loyalty and commitment. Despite prior research that independently investigated the relationships between work-life-balance practices, organizational commitment and motivation, limited research has been explored within Oman's public sector. Addressing this particular gap is significant because the public sector in Oman nowadays faces challenges in attracting and retaining national talent which considered a powerful source in achieving Oman's vision 2040 alongside government effectiveness. Further, while past research has examined the direct relationship between WLB practices and organizational commitment, comparatively few researches have explored the mediating role of motivation in explaining this relationship, specifically within Oman's context.

Understanding the factors that influence employee commitment can help employers create strategies to enhance commitment levels, leading to increased retention and reduced turnover costs. The organisational reputation can increase through high level of commitment towards positive work culture, which attracts top talents to be with the organisation. Finally, studying this topic may allow organizations to identify areas for implement and improvement to enhance employee commitment, which in turn result in driving long-term success and sustainability.

Therefore, this exciting research examines the effect of work-life-balance practices on organizational commitment and explores the mediating role of motivation in Oman's public sector context. This research can

contribute to the HRM and organizational behaviour literature through combining spillover theory, organizational commitment theory and Self-Determination Theory. By explaining how WLB through flexible hours practices can influence both employee's commitment and motivation. The research findings further are expected to provide valuable insights for policymakers seeking to improve employee motivation, organizational commitment, and increase talent retention within Oman's public sector.

### **Problem Statement**

The public sector considers a significant part of the economy around the world hence it is responsible for providing infrastructure, education, health, and security. Within Oman's context the public sector acts as an important pillar in achieving socio economic development in order it's the major employer for Omani locals. The public sector involves public entities managed and directed by the government that are responsible for delivering basic goods and services for local communities (Baa & Chattoraj, 2022). Oman's economic strategy is to reduce dependence on oil revenues and develop a varied knowledge-based economy alongside accomplishing Oman Vision 2040 (Bertelsmann Stiftung, 2025). Achieving this conversion needs committed and motivated human resources. Despite its vital role, the sector is facing challenges in attracting and retaining national talent which is considered a powerful source in achieving Oman's vision 2040 alongside government effectiveness. Current statistics show that the number of Omani nationals working in the private sector (440,213) has surpassed those working in the public sector (392,828), proposing a shift in employment preferences among the national human resource (NCSI, 2026). In addition, the number of resignations within the public sector increased by 28.7% (NCSI, 2023), increasing concerns related to employee retention and job stability. The loss of highly skilled employees' influences the organizational performance negatively leading to heavy costs including time, money, and efforts required to recruit new replacements (Khan, 2021). However, talent attraction and retention have become one of the key challenges for Oman's public sector, limited studies have explored the role of work-life-balance practices in impacting Omani employees' intentions to remain in their organizations. Work-life- balance practices provide employees with effective management of responsibilities among work and family aspects leading to increased happiness, fulfilment and reduce conflicts, thereby enhancing employee's attachment and organizational commitment to their organizations (Marseno & Muafi, 2021). However, the mechanisms through which work-life-balance practices impact organizational commitment remain inadequately understood within Oman's public sector setting. Despite past researches have explored the relationship between work-life-balance practices and organizational commitment, limited focus has been given to the mediating role of motivation, in particular within Oman's public sector. Therefore, this research aims to examine the impact of work-life- balance practices on organizational commitment and explore whether motivation mediates the relationship that exists between work-life-balance practices and organizational commitment. The study outcomes will contribute to the literature on employee management and provide practical insights for the public sector organizations aiming to improve employee commitment and accomplish Oman Vision 2040.

### **Research questions**

1. What evidence exists about the relationship between work-life-balance practices and organizational commitment within Oman's public sector?
2. What evidence exists about the relationship between work-life-balance practices and motivation within Oman's public sector?
3. What evidence exists about the role of motivation as a mediating variable between work -life-balance practices and organizational commitment.

### **Objectives of the Study**

1. To review the relationship between Work-life-balance practices and organizational commitment within Oman's public sector.
2. To review the relationship between Work-life-balance practices and motivation within Oman's public sector

3. To investigate evidence about the mediating role of motivation between work-life-balance practices and organizational commitment relationships.

## Significance Contribution

### Theoretical contribution

This research will contribute to the literature on work-life-balance practices, organizational commitment and motivation through exploring the relationship that exists between the mentioned variables and investigating the role of motivation as mediating variable between the independent (WLB) and dependent variable (OC). Furthermore, this study will explore the psychological mechanisms through internal and external motivation that will assist in explaining the relationship between the supportive organizational practices and employee's commitment and attachment towards their organizations in order previous studies explored the direct relation between WLB practices and organizational commitment. In addition, this research will contribute to HRM and organizational behaviour through testing spillover theory, Self-Determination and organizational commitment theory within Oman's public sector context in order there are geographical, contextual and sectorial gaps related to these variables. Furthermore, the study findings may provide a basis for future study examining the study variables in different contexts and sectors.

### Practical Contributions

Practically, the research findings can provide better understating for policy makers, HR managers regarding the significant role of work-life-balance practices in improving employee's motivation and organizational commitment. The outcomes can help public sector organizations in designing and executing work-life-balance practices for example flexible hours which may increase employee motivation, strengthen organizational commitment, and reduce turnover intentions among talents leading to better organizational outcomes. This study will contribute to enhancing talent retention to accomplish government effectiveness.

### Scope of the Study

This study covers Work-life-balance practices through flexible hours, employee organizational commitment and motivation within Oman's public sector. This study is limited to secondary data gathered from published literature alongside analysis of different reviews written by authors. This research is limited to government employees within Oman and relevant research from other settings.

## LITERATURE REVIEW

### The impact of work-life-balance on organizational commitment.

Current studies demonstrate a positive relation between work-life-balance and organizational commitment within different contexts and sectors. Akter et al (2019) conclude that work-life-balance have a positive impact on organizational commitment among teaching employees of Jashore University in Bangladesh, while Shibeika (2026) conclude similar findings among employees working at the Ministry of Human Resources and Social Development within Saudi Arabia context. Despite the differences within sector and setting between the previous studies, both studies proposed that work-life-balance practices through flexibility generates positive spillover by increasing employees' emotional attachment towards the organization. Supporting the spillover theory, which suggests that individuals' experiences and attitudes can transfer from one domain to another generating positive or negative outcomes. Furthermore, both researchers used a quantitative approach and analysed the data through using SPSS software. Despite that both studies provide new insights to work-life-balance and organizational commitment relationships, they had limitations that prevented generalizability of the findings. For example, Akter et al (2019), used a small sample size and the study was limited to Bangladesh context. Shibeika (2026) targeted one public ministry within the Saudi Arabia setting. Furthermore, the author adopted a cross-sectional survey approach which may not examine the changes of both independent and dependent variables over



time. Collectively, both researches indicate methodological, contextual, geographical, and empirical gaps. Therefore, future studies must be conducted through examining these variables within Oman's context. Despite the fact that the results from Bangladesh and Saudi Arabia shows a positive relation between work-life-balance and organizational commitment, the implementation of these practices may vary within Oman's context because of variations in culture background, norms and values, organizational structure, and policies which may affect human resources perceptions regarding to work-life-balance practices, organizational commitment and motivation. Thereby, empirical study conducted in Oman's public sector setting is significant to investigate whether these relations function in the similar way in Oman's setting.

### **The impact of work-life-balance on motivation.**

Previous studies show a positive relation between work-life-balance and motivation within different settings. Tayal et al (2026), found that work-life-balance have positive, significant and direct influence on employee's motivation. Job Satisfaction partially mediates the relationship between work-life-balance and motivation. Furthermore, leadership support strengthens the relation between the study variables through targeting employees working the service sector within the Delhi region in India. Hermawati et al (2025), found similar findings among employees working at Charoen Pokphand Jaya Farm, in the agribusiness sector in Indonesia. Despite the differences within sector and context between the previous researches, the two studies proposed that work-life-balance practices through flexibility provide positive spillover leading to enhance employee's motivation to extract more effort to accomplish their job tasks. Which aligned with the spillover theory, that focused on individuals' experiences and attitudes transmutation from one domain to another positively or negatively. Further, both studies employed a quantitative approach and analysed the data by using SPSS software. In fact, both studies provide insights to work-life-balance and motivation relationships but they had limitations which prevented generalizability of the research findings. Tayal et al (2026), study is limited to the Delhi region which may restrict the findings. Furthermore, the author employed a cross-sectional survey which may not examine the changes of the research variables over time. While, Hermawati et al (2025), study was limited to the Indonesian context alongside the author used small sample size. Collectively, both studies indicate methodological, contextual and geographical gaps. Therefore, future studies must be conducted through examining the relationship between WLB and motivation in the Omani setting. Despite the fact that the study findings from India and Indonesia shows a positive relationship between work-life-balance and motivation, the implementation of such practices may vary within Oman's setting as a result of variations in culture background, norms and values, organizational structure, and policies which may affect human resources perceptions regarding to work-life-balance practices and motivation. Therefore, empirical study conducted in Oman's public sector context is significant to investigate whether these relations functions in the similar way in Oman's setting.

### **The impact of motivation on organizational commitment.**

Previous studies show a positive relationship between motivation and organizational commitment. BYTYQI, Q. (2020) concludes that motivation has significant influence on organizational commitment among Kosovar employees. Manalo et al., (2020) found similar results among teachers working at private secondary schools in Metro-Manila. Additionally, Manalo reported that job satisfaction acted as a mediating variable between motivation and organizational commitment. Despite the differences within sector and context between the two researches, both studies proposed that Motivation can drive employees to work effectively leading to high level of job performance, thereby leading to organizational success. When employees are provided with adequate salary, fringe benefits, job security, safe working conditions, promotion opportunities, and recognition which is considered as extrinsic motivation alongside intrinsic motivation though emotional bond, they tend to be more satisfied in order they feel valued and appreciated by their organizations. Which is aligned with self-determination theory which suggests that individuals can be derived to achieve a particular goal or perform certain action based on intrinsic or extrinsic motivation. Both studies employed a quantitative approach and analysed the data by using SPSS software. Both studies provide insights to motivation and organizational commitment relationships but they had limitations which prevented generalizability of the research findings. For example, BYTYQI, Q. (2020) research was limited to Kosovo setting. While, Manalo et

al., (2020) study was limited to Metro-Manila context and conducted in a particular sector. Collectively, both studies indicate geographical and sectoral gaps. Therefore, future studies must be conducted through examining the relationship between motivation and organizational commitment in Oman's context. Despite the fact that the study findings from Kosovo and Metro-Manila shows a positive relationship between motivation and organizational commitment, the implementation of such practices may vary within Oman's setting as a result of variations in culture background, norms and values, organizational structure, and policies which may affect human resources perceptions regarding to motivation and organizational commitment. Therefore, empirical study conducted in Oman's public sector context is significant to investigate whether these relations functions in the similar way in Oman's context

### Motivation as mediator between work-life-balance on organizational commitment

Sinaga et al (2024) conducted a research to examine the impact of training, career development, and work-life-balance on organizational commitment with work motivation as a mediating variable among employees who graduates from management Trainee program at Company Group X in Indonesia. The data was collected using questionnaires by targeting 202 respondents and was analysed through smartPLS software. The research concludes that training, career development, and work-life-balance influence organizational commitment positively and significantly. Furthermore, work motivation acted as a mediating variable between the independent variable and dependent variable relationship. Based on Self-Determination theory which suggests that individuals can be derived to achieve a particular goal or perform certain action based on intrinsic or extrinsic motivation. When organizations provide training courses to employees they improve their skills and abilities therefore their intrinsic motivation will be higher leading to better performance. Furthermore, when employees feel valued by their organizations through training programs it results in enhancing their affective commitment. In addition, career development fulfils employee's competence, autonomy and growth leading to intrinsic motivation and attachment towards their organizations. Further, WLB provides a balance between work and family responsibilities leading to better extrinsic motivation and commitment. However, the research provides insights to training, career development, work-life-balance, organizational commitment, work motivation. This research is limited to a particular Company which is Group X within Indonesian setting, which may restrict the generalizability of the study results. Indicating both sectoral and geographical gaps. Therefore, future studies must be conducted through examining the motivation as a mediating variable between work-life-balance and organizational commitment relationship in Oman's context. Despite the fact that the study findings from Indonesia setting, shows that work motivation acted as mediating variable between the independent variable and dependent variable relationship, the implementation of such practices may vary within Oman's setting as a result of variations in culture background, norms and values, organizational structure, and policies which may affect human resources perceptions regarding to motivation, work-life-balance and organizational commitment. Therefore, empirical study conducted in Oman's public sector context is significant to investigate whether these relationships functions in the similar way in Oman's context.

### Summary of empirical studies

| S/N | Author /year       | Factors                                                  | Methodology                                                                                                                            | Findings                                                                                                                       |
|-----|--------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 1   | Akter et al (2019) | Work-life-balance (IV)<br>Organizational commitment (DV) | Quantitative approach targeting 80 teaching employees of Jashore University in Bangladesh.                                             | The research concludes that work-life-balance have a positive impact on organizational commitment.                             |
| 2   | Shibeika (2026)    | Work-life-balance (IV)<br>Organizational commitment (DV) | Quantitative approach by targeting 300 employees working at the Ministry of Human Resources and Social Development within Saudi Arabia | The research concludes that work-life-balance may enhance organizational commitment through affective and normative commitment |

|   |                        |                                                                                                               |                                                                                                                                 |                                                                                                                                                                                                                                                                                                                              |
|---|------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | Tayal et al (2026)     | Work-life-balance (IV)<br>Motivation (DV)<br>Job satisfaction (MED)<br>Leadership support (MOD)               | Quantitative cross-sectional survey approach by targeting 212 employees working the service sector within Delhi region in India | The research concludes that work-life-balance have positive, significant and direct influence on employee's motivation. While, Job Satisfaction partially mediates this relationship between work-life-balance and motivation. Further, leadership support strengthens the relation between work-life-balance and motivation |
| 4 | Hermawati et al (2025) | Work-life-balance (IV)<br>Motivation (DV)<br>Burnout (MED)                                                    | Quantitative approach by targeting 133 employees working at Charoen Pokphand Jaya Farm, in agribusiness sector in Indonesia.    | The research concludes that work-life-balance have positive and significant influence on employee's motivation. While, burnout acted as partial mediator between work-life-balance and motivation relationship.                                                                                                              |
| 5 | BYTYQI, Q. (2020)      | Motivation (IV)<br>Organizational commitment (DV)                                                             | Quantitative approach by targeting 207 Kosovar employees.                                                                       | The research concludes that motivation has significant influence on organizational commitment.                                                                                                                                                                                                                               |
| 6 | Manalo et al., (2020)  | Motivation (IV)<br>Organizational commitment and work engagement (DV)<br>Job satisfaction (MED)               | Quantitative approach purposive sampling by targeting 1098 teachers working at private secondary school in Metro-Manila.        | The study concludes that motivation have significant and positive relation with organizational commitment, work engagement and job satisfaction. Further, of job satisfaction acted as mediating between the research variables.                                                                                             |
| 7 | Sinaga et al (2024)    | Training, career development and work-life-balance (iv)<br>Organizational commitment (DV)<br>Motivation (MED) | Quantitative approach by targeting 202 employees who graduates from management Trainee program at Company Group X in Indonesia. | The research concludes that training, career development, and work-life-balance influence organizational commitment positively and significantly. Furthermore, work motivation acted as mediating variable between the independent variable and dependent variable relationship.                                             |

## THEORETICAL FRAMEWORK

The spillover is one of the theories that has been used to explain the relationship between work and life aspects. According to Wilensky (1960), the individual's experiences, feelings and behaviours in one domain can influence the other either positively or negatively because both domains are considered permeable. Positive spillover appears when favourable experiences in a particular domain enhance the other leading to satisfaction whereas negative spillover emerges when dissatisfaction in a particular domain affects the other domain. Spill over further has been classified into horizontal and vertical. Horizontal spillover occurs when there is transmission of experiences between parallel life aspects, while vertical spillover explains how lower-level aspects impact higher level dominoes, especially overall life satisfaction. To measure spillover effects many scholars have developed range of instruments. Small and Riley (1990) developed Work Spillover Scale (WSS) to measure the effects of work spillover. Grzywacz and Marks (2000) developed a 16-item scale to measure positive and negative work to family spillover. Later in (2006) Kinnunen and colleagues suggested a four-factor model to cover spill over in work and family domains (Khateeb, 2021). In this research, spillover theory explains how work-life-balance practices through flexible hours may impact individual's experiences, feelings and behaviours. Flexible hours can provide employees with greater autonomy to manage their work and personal life responsibilities leading to reduced conflict between both aspects and generating positive spill over. Whereas inflexibility higher occupational pressure causes negative spillover therefore leading to poor work-life-balance. As employees experience enhanced well-being and reduced occupational stress, they are more likely to develop positive behaviours toward their organization involving a strong sense of organizational commitment. In addition, spillover theory provides an explanation for the potential mediating role played by motivation. Positive spillover through good work-life-balance practices may improve motivation by enhancing their job experiences and well-being as well. Furthermore, high motivation may influence an organization's commitment positively. Because this research is based on secondary data, the mediating role of motivation is suggested conceptually instead of empirically, therefore future researches within Oman's public sector should examine the positive spillover created by work-life-balance practices and does it influence both motivation and organizational commitment positively.

Organizational commitment is considered the main driver for an individual's behaviour in order it may affect job performance, job retention in line with citizenship. According to Greenberg and Baron (2008), Organizational commitment refers to the degree of identification and commitment an employee shows towards their organization. The concept of Organizational commitment has developed over the years. In 1960, Becker initiated the side-bet theory suggesting that individual's stay committed because they fear losing investments and benefits provided by the organizations. While, Porter et al. (1974) paid more attention to attitudinal perspective, proposing that an individual's emotional attachment should be aligned with the organizational goals. Later in 1979, Mowday, Steers, and Porter created an Organizational Commitment Questionnaire to assess job commitment. After that in 1991, Meyer and Allen's developed Three-Component Model (TCM) including affective commitment, continuance commitment and normative commitment. Affective commitment related to the emotional attachment towards the organization, whereas continuance commitment connected with perceived costs of leaving the organization. Normative commitment linked with obligation to remain in the organization (Pandya, 2025). In this study work-life-balance practices through flexible hours employees are likely to improve employees' affective commitment by allowing them manage their work and personal life effectively. Flexible hours reduce occupational stress, burnout and enhanced work-life-balance alongside satisfaction. As employees feel valued and supported by their organizations they are expected to develop a stronger sense of affective commitment and demonstrate emotional involvement towards the organization. Organizational Commitment theory explains how work-life-balance practices and motivation may improve organizational commitment. Work-life-balance practices may improve motivation through providing a positive workplace environment and increasing satisfaction which in turn enhance organizational commitment. In order this study is based on secondary data, these relations are suggested conceptually instead of empirically, therefore future researchers within Oman's public sector should examine the relationship between work-life-balance practices, organizational commitment and motivation to support the study conceptual framework.



Self-determination theory was introduced by Edward Deci and Richard Ryan which focuses more on the differences between intrinsic motivation and extrinsic motivation. This theory proposes that individuals are more motivated when they have more freedom to make choices. Furthermore, an individual's motivation is derived by autonomy, competence and relatedness. Autonomy occurs when individuals have control over their actions and goals, whereas competence mastering job tasks and accruing new abilities. While relatedness related to social connection and belonging. Self-determination theory is classified into intrinsic motivation and extrinsic motivation. Intrinsic motivation, its internal willingness driven by values. It's connected with participation, interest, involvement, excitement and meaning. While extrinsic motivation is driven by external rewards. In this study, providing supportive work-life-balance practices through flexible hours can influence organizational commitment and can improve employee's autonomy by enabling them to manage their work and personal life responsibilities. Therefore, it results in reduced conflicts between both dominoes. Furthermore, flexible hours lead to high levels of motivation and well-being. When employees feel supported by organizations, they likely tend to find work more meaningful and valuable which may contribute to greater organizational attachment. Therefore, Self-Determination Theory supports the role of motivation as a mediating variable by explaining how work-life-balance practices may impact employee's motivation leading to enhanced employees' organizational commitment. In order this study is based on secondary data, these relations are suggested conceptually instead of empirically, therefore future researches within Oman's public sector should examine the mediating role of motivation between work-life-balance practices, and organizational commitment to support the study conceptual framework.

## CONCEPTUAL FRAMEWORK

This study was based on theories and research. Therefore, the researcher developed this framework.

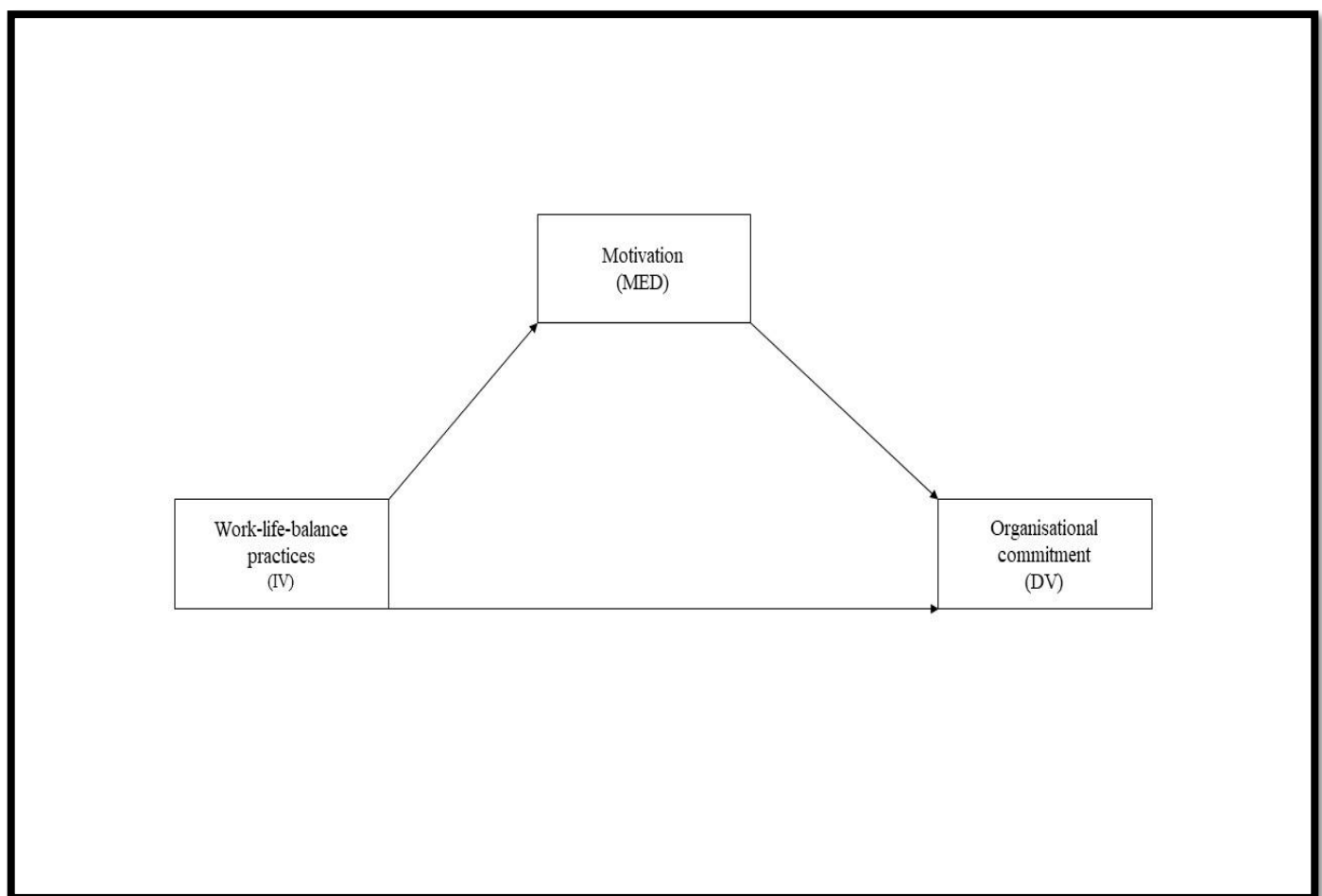


Figure 1.1 framework

## Research Gap

| S/N | Explanation                                                                                                                  | Research gap               | references                                                                      |
|-----|------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------|
| 1   | There is a lack of work-life-balance studies in Gulf region, particularly in Oman's setting                                  | Geographical research gap. | Akter et al (2019); Shibeika (2026) Tayal; et al (2026); Hermawati et al (2025) |
| 2   | There is a lack of organizational commitment studies in the Gulf region, particularly in Oman's public sector setting.       | Sectoral research gap.     | Manalo et al., (2020)                                                           |
| 3   | There is a lack of studies examining motivation as a mediating variable, in the Gulf region, particularly in Oman's setting. | Conceptual research gap.   | Sinaga et al (2024)                                                             |

## RESEARCH METHODOLOGY

This research adopts a qualitative methodology based on secondary data. The conceptual framework was developed from previous studies and interpreted through spillover theory, Self-Determination theory, organizational commitment theory that provide a solid base for exploring the relationship between the study variables.

### Research design

This study used a narrative literature review design, to combine current theories and studies on the relationships between work-life-balance practices, organizational commitment and motivation in Oman's public sector. A narrative literature review was chosen in this research because it provides a comprehensive review of existing knowledge, in particular a topic for example work-life -balance practices influence and it follows flexible methodologies. In addition, narrative literature allows the researcher to combine and interpret the results of different studies. Furthermore, it contributes to identifying gaps and developing conceptual frameworks.

### Data Analysis

The data in this study were analysed through a narrative approach. Relevant researches were identified through a range of academic database searches involving Scopus, Web of Science, Google Scholar and international Journal of Research and Innovation in Social Science by using keywords for example work-life-balance, flexible hours, organizational commitment, motivation, public sector, Oman. This study paid more attention to peer-reviewed articles published in the English language. After the identification of relevant studies, screened and chosen based on eligibility criteria, the studies which examined one or two of the study variables such as work-life-balance practices, organizational commitment, motivation or were based on solid theoretical framework or provided results relevant to public sector entities were included in the research. Whereas researches irrelevant to the research objectives were excluded. Further, the chosen researches were synthesized to recognize patterns, themes, results, research gaps, perspectives, methodologies and theoretical views. This synthesis forms the basis for the proposed conceptual framework and highlights areas requiring future empirical exploration in particular within Oman's public sector context.

## The research Findings

**Work-life-balance practices:** The research findings from previous studies indicate that work-life-balance practices have positive and significant influence on both organizational commitment and motivation. Employees who experience good balancing between work and home tend to develop a higher sense of attachment towards their organizations leading to retention. Within Oman's setting, this relationship is specifically relevant due to the public sector's rare characteristics, culture, norms, values and policy regulations, which differ from those in private sector and geographical contexts. Despite the job security aligned with public sector employment, the workforce may experience stress that influences their organizational commitment. Therefore, this research suggests that work-life-balance practices influence organizational commitment and it may result in retention.

**Motivation:** The research findings from previous studies indicate that motivation acted as a mediating variable between work-life-balance and organizational commitment relationship. Employees who experience good balancing between work and family responsibilities tend to be more motivated and fulfilled leading to higher psychological attachment towards their organizations. As a result, employees' retention will increase. Within Oman's public sector, this relation is specifically relevant due to its rare characteristics, culture, norms, values and policy regulations, which differ from those in the private sector and other geographical contexts. Despite the job security aligned with public sector employment, the workforce may experience occupational stress that influences their motivation and organizational commitment. Therefore, this research suggests that motivation acts as a mediating variable between work-life-balance and organizational commitment relationship and it may result in reducing turnover intentions and achieve Oman's vision 2040.

**Organizational commitment:** The research findings from previous studies indicate that organizational commitment is influenced by work-life-balance practices and motivation particularly intrinsic or extrinsic. Organizations which provide the workforce with work-life-balance practices like flexible hours which allow them to manage their work and family responsibilities effectively tend to be more committed and fulfilled. In addition, when organizations provide intrinsic motivation for example psychological safety, mentorship, communication, challenges, and a healthy environment, it results in higher willingness to perform work tasks. Additionally, intrinsic motivation is derived from the employee's curiosity, interest and fulfilment at their working environment which contributes to satisfaction, positive relationships with co-workers, sustainable effort and enhanced wellbeing (Profit.co, 2026). While extrinsic motivation is fuelled by external factors such as salary, incentives and promotions. Within Oman's public sector, this relation is specifically relevant due to its rare characteristics, culture, norms, values and policy regulations, which differ from those in the private sector and other geographical contexts. Unfortunately, employees may experience occupational stress that influences their organizational commitment. Thereby, this study suggests

## CONCLUSION

Based on evidence from previous studies, this research concludes that work-life-balance practices can influence organizational commitment positively and significantly. Furthermore, motivation may act as a potential mediating variable between work-life-balance practices and organizational commitment. Nevertheless, these findings are derived from secondary literature instead of primary data collected from Oman's public sector. Despite, the current literature provides theoretical support for the suggested conceptual framework, the relations between work-life-balance practices, organizational commitment and motivation require evidence based support in Oman's public sector. This research provides valuable insights for policy makers and HR practitioners within the public sector by focusing on the significance of implementing work-life-balance practices to improve employee organizational commitment and motivation which may lead to attracting and retaining national talents among Oman's public sector and support the accomplishment of Oman's vision 2040 through government effectiveness. However, studies result from other contexts should be evaluated critically due to variations in culture, norms, values, structure, and policies. Future studies should examine the proposed framework using different methodologies approaches within Oman's public sector to provide evidence-based support.

## RECOMMENDATION

Based on the research findings, this research suggested the below recommendations:

1. **Implement work-life-balance practices:** Oman's public sector should pay more attention in executing work-life-balance practices for example flexible hours, remote work, family friendly initiatives, etc to enhance employee's wellbeing and organizational outcomes.
2. **Enhance employee's motivation:** Oman's public sector should pay more attention in implementing intrinsic and extrinsic motivation.
3. **Strengthen organizational commitment:** Oman's public sector should pay more attention to increasing employee's organizational commitment to assure their attachment and loyalty towards their organizations.

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