JOB SATISFACTION AS A MEDIATOR OF THE RELATIONSHIP BETWEEN WORK FACTORS AND ORGANIZATIONAL COMMITMENT AMONG WOMEN IN MINING

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ABSTRACT

Women working in male-dominated industries such as mining often face distinctive organizational challenges related to work-life integration, job-role alignment, and inclusion. Drawing on theories of person-job fit and organizational commitment. This research delves into the connections between balancing work and personal life, matching individuals to suitable job roles, promoting diversity and inclusion, and how they all impact the job satisfaction and dedication to the organization amongst women working in the coal mining industry in Indonesia. Information was gathered from 169 female workers via a detailed online questionnaire and studied using PLS-SEM. Findings indicate that the compatibility of a person with their job has the most significant positive impact on job satisfaction, while work-life balance shows a negative correlation. Diversity and inclusion also exhibit a significant, though comparatively weaker, positive relationship with job satisfaction. Furthermore, job satisfaction fully mediates the effects of the independent variables on organizational commitment. These findings extend prior research on gendered work environments by highlighting the central role of job satisfaction as a mechanism linking contextual work factors to attitudinal outcomes in underrepresented female employee populations.

INTRODUCTIONS

Despite growing global discourse on workplace diversity and gender equality, women remain significantly underrepresented in male-dominated industries such as mining. This underrepresentation stems from structural and cultural barriers, including physically demanding work conditions, rigid scheduling systems, and insufficient inclusive workplace policies (Adamovic & Molines, 2023). These systemic obstacles not only limit women's participation and career advancement but also diminish their job satisfaction and organizational commitment (Braunheim et al., 2024; Hasan et al., 2021).

In the Indonesian mining context, particularly in coal extraction operations, female employees often carry a dual burden: managing the physical demands of fieldwork while fulfilling social and familial expectations (Jayatissa, 2023). In addition to these challenges, women in mining frequently encounter limited access to professional networks, gender-sensitive infrastructure, and leadership opportunities (Kaur & Arora, 2020). These conditions prompt an urgent need to assess whether organizational environments in such sectors support or constrain the well-being and performance of female workers (Shore et al., 2018).

While prior studies have individually addressed work-life balance, person-job fit, or organizational inclusion, integrated analyses examining how these factors jointly impact job satisfaction and organizational commitment among women in mining remain scarce (Hasan et al., 2021; Kristof-Brown et al., 2005). Moreover, the mediating role of job satisfaction in explaining how these organizational factors translate into employee commitment has not been sufficiently explored in this context (Hayes, 2017).

This study aims to investigate the effects of work-life balance, person-job fit, and diversity and inclusion on job satisfaction and, in turn, on organizational commitment among female employees in Indonesia's coal mining sector. Drawing on established theoretical foundations such as Role Theory (Kahn et al., 1964) Work-Family Border Theory (Clark, 2000), and Person–Environment Fit Theory (Kristof-Brown et al., 2005), this research provides context-specific insights into how mining companies can design more inclusive, equitable, and satisfying work environments for women.

LITERATURE REVIEW

Work-Life Balance and Job Satisfaction

Work-life balance (WLB) refers to the equilibrium between work demands and personal life responsibilities (Clark, 2000). The mining industry, particularly in Indonesia, is marked by rigid schedules and physically intensive tasks that significantly constrain female employees in achieving such balance. This imbalance has been found to reduce job satisfaction and increase stress levels (Braunheim et al., 2024).

Role Theory (Kahn et al., 1964) posits that employees often face role conflict and role overload when their organizational roles interfere with family expectations, especially in male-dominated, high-risk sectors. This conflict is further intensified for women who traditionally bear dual responsibilities. When employees experience a lack of boundary flexibility, they tend to suffer emotional exhaustion and decreased work engagement (Greenhaus & Beutell, 1985).

Empirical research shows that organizations implementing supportive policies such as flexible scheduling and family-friendly infrastructure can improve job satisfaction, especially among women in operational roles (Braunheim et al., 2024). In the mining context, where traditional structures dominate, introducing work-life integration mechanisms can foster a healthier, more productive work environment.

Person-Job Fit and Job Satisfaction

The concept of person-job fit (PJF) evaluates the extent to which an individual's abilities correspond with the demands of their job and whether their personal preferences are in harmony with the job's offerings (Edwards, 1991; Kristof-Brown et al., 2005). Elevated levels of PJF have been found to have a beneficial impact on job contentment and staff turnover rates.

In the mining industry, particularly for female employees, a mismatch between job characteristics and personal competencies or needs often occurs due to gender-insensitive task design and limited access to training (Hasan et al., 2021). The lack of safety, physical intensity, and restricted infrastructure further exacerbates the problem, particularly for women attempting to maintain psychological and physical well-being (Salahudin & Ramadina, 2024).

Hasan et al. (2021) observed that when a person's skills and abilities match the job requirements, it leads to higher job satisfaction. The correlation between the perceived workload and an individual's capacity plays a role in shaping their loyalty to the organization. Therefore, improving job design and aligning it with the skillsets and expectations of women in mining is imperative for fostering satisfaction and engagement.

Diversity and Inclusion and Job Satisfaction

Diversity and inclusion (D&I) practices in the workplace have been associated with improvements in job satisfaction, team innovation, and organizational performance (Shore et al., 2011). However, in male-dominated environments like mining, gender diversity remains low, and inclusion practices are often superficial or under-enforced.

According to Social Identity Theory (Tajfel & Turner, 2004), individuals derive self-worth and psychological safety from group identification. When women perceive exclusion from leadership pathways or developmental opportunities, they are less likely to experience belongingness, which negatively affects satisfaction and commitment.

Recent studies emphasize that D&I strategies should go beyond symbolic representation and address systemic bias and institutional culture (Kaur & Arora, 2020). In the mining sector, this includes implementing anti-discrimination frameworks, inclusive career advancement mechanisms, and gender-responsive leadership training.

Job Satisfaction as a Mediator to Organizational Commitment

Job satisfaction is crucial for transforming positive workplace elements into increased organizational loyalty (Meyer & Allen, 1991). Workers who feel a sense of equilibrium between their professional and personal lives, as well as a connection with their job responsibilities and a welcoming work environment, are more inclined to form a deeper emotional bond and desire to remain in the company.

Adamovic and Molines (2023) found that when organizational support aligns with employees' values and identities especially in the context of gender equality it significantly boosts commitment through enhanced satisfaction. This finding is critical in the mining sector, where job dissatisfaction is a major factor in attrition, particularly among women.

Zhao et al. (2010) argue that when job satisfaction is included in the model, the impact of independent variables on commitment may be diminished or completely removed, resulting in either full or partial mediation. Therefore, this study positions job satisfaction not only as an outcome of supportive work conditions but also as a mechanism that strengthens organizational loyalty.

Synthesis and Conceptual Framework

According to the literature examined, three factors (work-life balance, suitability of the job for the person, and diversity/inclusion) are predicted to have a positive impact on job satisfaction. It is widely thought that feelings of contentment in a job can act as a link between these elements and the loyalty one feels towards an organisation. These findings are consistent with existing theories and recent research (Hasan et al., 2021; Braunheim et al., 2024; Adamovic & Molines, 2023).

The study is guided by a conceptual framework displayed in Figure 1, which brings together different factors and emphasises how job satisfaction acts as a mediator. This model forms the basis for creating hypotheses and conducting empirical research through quantitative approaches.

Hypothesis Development

Drawing on theoretical underpinnings and evidence presented earlier, this study puts forward a research framework that considers work-life harmony, alignment with job role, and fostering diversity and inclusivity as factors influencing employee satisfaction and, consequently, their allegiance to the organization. Moreover, employee contentment is highlighted as a pivotal element in linking these factors to organisational dedication.

Work-Life Balance and Job Satisfaction

Based on Role Theory (Kahn et al., 1964) and Work-Family Border Theory (Clark, 2000), managing work along with personal life efficiently can lead to improved mental well-being and satisfaction. Studies indicate that

having flexibility in work arrangements and receiving support from employers for maintaining work-life balance can enhance overall job contentment (Braunheim et al., 2024).

H1: Work-life balance has a positive effect on job satisfaction.

Person-Job Fit and Job Satisfaction

According to the Person-Environment Fit Theory, workers experience greater satisfaction when their abilities, values, and anticipations match the requirements and provisions of their job. A recent study by Hasan and colleagues has validated that alignment between an individual and their job is linked to higher job contentment, particularly in demanding work settings like mining.

2: Person-job fit has a positive effect on job satisfaction.

Diversity and Inclusion and Job Satisfaction

The theory of social identity (Tajfel & Turner, 1986) and the Inclusion Framework (Shore et al., 2011) propose that promoting inclusivity can create a feeling of belonging, leading to increased job satisfaction. Studies by Adamovic and Molines (2023) demonstrate that D&I initiatives significantly improve satisfaction, especially for underrepresented groups.

H3: Diversity and inclusion have a positive effect on job satisfaction.

Job Satisfaction and Organizational Commitment

The Three-Component Model of Commitment (Meyer & Allen, 1991) identifies job satisfaction as a key predictor of affective commitment. Satisfied employees tend to develop stronger emotional bonds with the organization, leading to greater retention and performance (Adamovic & Molines, 2023).

H4: Job satisfaction has a positive effect on organizational commitment.

Mediating Role of Job Satisfaction

Building on the mediation models proposed by Hayes (2013) and Zhao et al. (2010), job satisfaction is posited as a mediator that explains how supportive work conditions translate into stronger organizational commitment. This mediating role is particularly relevant in the context of mining, where structural constraints often inhibit direct effects.

H5a: The connection between work-life balance and organizational commitment is affected by feelings of job satisfaction.

H5b: Job satisfaction mediates the relationship between person-job fit and organizational commitment.

H5c: Job satisfaction mediates the relationship between diversity and inclusion and organizational commitment.

Conceptual Framework

This study is grounded in multiple theoretical perspectives: Role Theory (Kahn et al., 1964), Work-Family Border Theory (Clark, 2000), Person Environment Fit Theory (Kristof-Brown et al., 2005), and Social Identity Theory (Tajfel & Turner, 1986). These frameworks provide a theoretical foundation for examining how organizational conditions influence job satisfaction and, subsequently, organizational commitment particularly among female employees in the male-dominated mining sector.

As shown in Figure 1, the proposed framework investigates the relationships between three independent variables work-life balance, person-job fit, and diversity and inclusion and job satisfaction, which in turn influences organizational commitment. Furthermore, job satisfaction is hypothesized to mediate the relationship between the three antecedents and commitment outcomes.
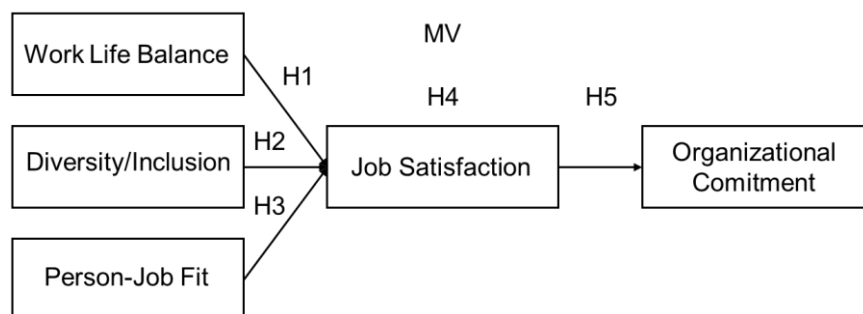
Figure 1. Conceptual Framework

These hypotheses reflect the underlying assumption that job satisfaction is not only an important outcome of favorable organizational practices but also a psychological mechanism that transmits the effects of these practices onto long-term organizational attachment.

METHODOLOGY
Research Design

The research was conducted using a quantitative research design and a cross-sectional survey method to provide a thorough response to the research inquiries. The choice to utilise a quantitative method was taken due to its ability to systematically collect and analyse numerical data in order to investigate relationships, trends, and effects among different variables (Creswell, 2003; Sekaran & Bougie, 2017).

The cross-sectional design enabled the researchers to obtain a snapshot of current perceptions and experiences by collecting data from respondents at a single point in time. This approach was selected to efficiently capture the organizational realities faced by female employees in the mining sector. Although the research was primarily quantitative, the questionnaire also incorporated items reflecting nuanced perceptions, thereby providing contextual insights beyond numerical trends.

Sampling and Data Collection

This study focused on female workers in the coal mining industry, especially those based in the Kalimantan area of Indonesia. Using a non-probability purposive sampling method, a total of 169 valid responses were obtained through an online self-administered questionnaire.

The use of an online survey platform allowed respondents to complete the questionnaire at their convenience, thereby increasing participation and response accuracy. This method was particularly suitable given the geographic dispersion of mining sites and the limited accessibility to centralized data collection locations.

By focusing on women in the mining industry, this study aimed to gain deeper insight into the unique challenges and experiences they encounter and to investigate how workplace factors influence their job satisfaction and organizational commitment. The online survey instrument facilitated broad reach and inclusivity, ensuring the relevance and validity of the collected data. Variable Classification and Definitions To empirically test the above hypotheses, the study employs the following variable structure:

Independent Variables (IV)

Work-Life Harmony (WLH): Entails an individual's capacity to efficiently juggle work obligations with personal life commitments (Clark, 2000; Braunheim et al., 2024).Diversity and Inclusion (D&I): It signifies how an organisation fosters a culture of fairness, inclusivity, and emotional security for various gender and identity categories (Shore et al., 2011). The alignment between the person and the role: Evaluating how effectively an individual's skills, aspirations, and values align with the demands and possibilities presented by the job (Edwards, 1991). **Mediating**

Variable Job Satisfaction (JS): A psychological state reflecting positive emotional responses and contentment with one's job, influenced by organizational and role-based factors (Hasan et al., 2021).

Dependent Variable (DV)

Organizational Commitment (OC): A multidimensional psychological bond between an employee and their organization, encompassing emotional attachment, identification, and involvement (Meyer & Allen, 1991; Adamovic & Molines, 2023).

Measurement Instruments

The main variables in this research were assessed using a five-point Likert scale ranging from 1 to 5, where 1 represented "Strongly Disagree" and 5 represented "Strongly Agree". These variables included work-life balance, alignment with job role, diversity and inclusion, satisfaction with work, and dedication to the organisation. The questionnaire was structured using multiple items adapted from prior validated instruments and contextualized for the mining industry setting. Examples of measurement items are as follows:

Table 1. Measurement Items

Variable	Number of Items	Sample Items	Source
Work-Life Balance	4	My personal life is disrupted because of work Work makes my personal life difficult Personal life drains my energy to work My work is disrupted because of my personal life	Clark (2000); Greenhaus & Beutell (1985)
Person-Job Fit	4	This work is the job that I really want to do In my opinion, this work is suitable for me I feel that this work is the perfect job for me My talent, skill, dan competence are suitable for my current job	Kristof-Brown et al. (2005); Edwards (1991)
Diversity & Inclusion	5	I am able to influence the decision affecting my organization I have significant influence in how important tasks done by my team I give advices in the process of how my work team completing routine jobs I feel of having teamwork from people in my work team My work colleagues openly share information related to work with me	Shore et al. (2011)
Job Satisfaction	3	In general, I am satisfied with my work in this company In general, I like my work in this company In general, I like working in this company	Hasan et al. (2021)
Organizational Commitment	5	I will happily spend the rest of my career in this company I feel like a part of family in this company I feel connected emotionally with this company This company gives meaning that is quite personal for me	Meyer & Allen (1991)

Variable	Number of Items	Sample Items	Source
		I have strong feeling for this company	

ESULTS AND DISCUSSIONS
Research Results
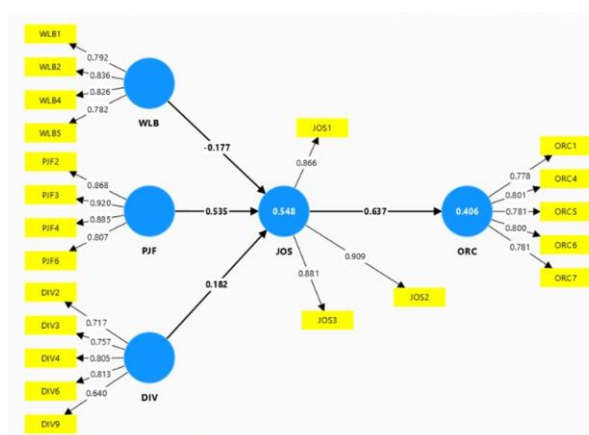
Figure 2. Results of the PLS-SEM Analysis

The results of the data investigation indicate that a good fit between an individual and their job has a greater influence on job contentment compared to maintaining a balance between work and personal life or promoting diversity and inclusivity. This underscores the significance of aligning personal characteristics with job demands to improve employee happiness. Meanwhile, Work-Life Balance shows a significant negative influence on job satisfaction, indicating that women working in the mining sector face serious challenges in integrating job demands with their personal lives. Alternatively, high levels of job satisfaction can lead to greater Organizational Commitment (OC), showing that employees are more loyal to the organisation when they are happy in their roles. While Diversity and Inclusion also play a role in boosting job satisfaction, their impact is not as strong as Personal Job Fit (PJF). This suggests that creating a work environment that is inclusive is important, but focusing on individual suitability for the job and work-life balance is key to achieving optimal job satisfaction.

Tabel 2. Construct Realibility & Validity

Variable	Item No	Scale/Item	Factor Loading	CR	Cronbach's α	AVE
Work Life Balance	WLB1	My personal life is disrupted because of work	0.792	0.884	0.824	0.655
	WLB2	Work makes my personal life difficult	0.836			
	WLB4	Personal life drains my energy to work	0.826			
	WLB5	My work is disrupted because of my personal life	0.782			

Variable	Item No	Scale/Item	Factor Loading	CR	Cronbach's α	AVE
Person Job Fit	PJF2	This work is the job that I really want to do	0.868	0.926	0.893	0.758
	PJF3	In my opinion, this work is suitable for me	0.920			
	PJF4	I feel that this work is the perfect job for me	0.885			
	PJF6	My talent, skill, dan competence are suitable for my current job	0.807			
Diversity & Inclusion	DIV2	I am able to influence the decision affecting my organization	0.717	0.864	0.802	0.561
	DIV3	I have significant influence in how important tasks done by my team	0.757			
	DIV4	I give advices in the process of how my work team completing routine jobs	0.805			
	DIV6	I feel of having teamwork from people in my work team	0.813			
	DIV9	My work colleagues openly share information related to work with me	0.640			
Job Satisfaction	JOS1	In general, I am satisfied with my work in this company	0.866	0.916	0.862	0.784
	JOS2	In general, I like my work in this company	0.909			
	JOS3	In general, I like working in this company	0.881			
Organizational Commitment	ORC1	I will happily spend the rest of my career in this company	0.778	0.891	0.851	0.621
	ORC4	I feel like a part of family in this company	0.801			
	ORC5	I feel connected emotionally with this company	0.781			
	ORC6	This company gives meaning that is quite personal for me	0.800			
	ORC7	I have strong feeling for this company	0.781			

Table 2 indicates that all Composite Reliability (CR) values are above 0.7, showing that the constructs demonstrate strong internal reliability. What's more, all Cronbach's Alpha (α) values are higher than 0.7, suggesting a significant level of internal consistency. Moreover, the factor loadings for all indicators surpass 0.6, indicating a considerable impact on explaining their respective latent variables. Additionally, each construct demonstrates Average Variance Extracted (AVE) values exceeding 0.5, confirming satisfactory convergent validity. These results imply that the tool

utilised for assessing the work experiences of women working in the coal mining industry is both trustworthy and legitimate.

Tabel 3. Discriminant validity: Heterotrait Monotrait (HTMT)

	Diversity	Job Satisfaction	Organizational Commitment	Person Job Fit	Work Life Balance
Diversity					
Job Satisfaction	0.575				
Organizational Commitment	0.497	0.711			
Person Job Fit	0.562	0.798	0.590		
Work Life Balance	0.316	0.554	0.333	0.539	

The HTMT values for all pairs of variables are below 0.90 (Henseler et al., 2015), as demonstrated in Table 3, it can be seen that discriminant validity has been confirmed. This suggests that each variable distinctly measures different aspects of the work experiences of women in the mining sector.

Tabel 4. Fornell- Larcker criterion

	Diversity	Job Satisfaction	Organizational Commitment	Person Job Fit	Work Life Balance
Diversity	0.749				
Job Satisfaction	0.484	0.885			
Organizational Commitment	0.408	0.637	0.788		
Person Job Fit	0.478	0.704	0.537	0.871	
Work Life Balance	-0.263	-0.472	-0.304	-0.462	0.809

The Fornell-Larcker criterion is a technique employed to assess the level of uniqueness between various ideas. As per this criterion, the square root of the average variance extracted (AVE) of a construct should exceed its correlations with other constructs. In Table 4, the diagonal values, reflecting the square roots of AVE, are higher than the correlations in the respective rows and columns. This indicates that the concepts of work-life balance, diversity, person-job fit, job satisfaction, and organisational commitment are truly distinct and do not intersect with one another.

Tabel 5. Direct Relationship Hypothesis Testing Result

Direct Relationship Latent Variables	Path Coefficients	STDEV	T statistics	P values	Hypothesis Results
Work Life Balance -> Job Satisfaction	-0,177	0,06	2,957	0,002	Accepted
Diversity -> Job Satisfaction	0,182	0,071	2,578	0,005	Accepted
Person Job Fit -> Job Satisfaction	0,535	0,079	6,754	0	Accepted
Job Satisfaction -> Organizational Commitment	0,637	0,041	15,652	0	Accepted

The outcomes of the direct correlation analysis among hidden parameters suggest that every prediction was confirmed (T-values > 1.96, p < 0.05), as depicted in Table 5. It is worth noting that an unexpected finding emerged where Work-Life Balance exhibited an adverse impact on Job Satisfaction, indicating that inadequate work-life

balance notably reduces job satisfaction within the scope of this research. Furthermore, the connections between the remaining factors can be elucidated in the subsequent manner:

Diversity → Job Satisfaction (p = 0.005): Indicates that diversity in the workplace has a positive effect on job satisfaction.

Person-Job Fit → Job Satisfaction (p < 0.001): Shows that the alignment between an individual and their job has the strongest impact on job satisfaction.

Job Satisfaction → Organizational Commitment (p < 0.001): Job satisfaction has a positive and significant effect on organizational commitment.

Tabel 6. Mediation Relationship Hypothesis Testing Result

Mediation Relationship (Specific Indirect Effect)	Path Coefficients	STDEV	T Statistics	P Values	Hypothesis Results
Work Life Balance -> Job Satisfaction -> Organizational Commitment	-0,113	0,04	2,799	0,003	Accepted
Diversity -> Job Satisfaction -> Organizational Commitment	0,116	0,046	2,510	0,006	Accepted
Person Job Fit -> Job Satisfaction -> Organizational Commitment	0,341	0,056	6,076	0,000	Accepted

Table 5 illustrates that all mediation hypotheses were confirmed, meeting the criteria of having T-statistics exceeding 1.96 and a p-value below 0.05. The study found that an imbalance between work and personal life negatively affected an individual's loyalty to their employer by influencing their job satisfaction. This indicates that without a proper work-life balance, job satisfaction declines, leading to a decrease in organizational dedication.

In the meantime, the presence of diversity in the workplace was found to boost organizational dedication by improving job satisfaction. This indicates that a varied work environment can increase satisfaction levels, leading to a stronger commitment to the organisation. Likewise, when there is a good fit between a person and their job, it can enhance job satisfaction which in turn leads to a greater commitment to the organization.

DISCUSSIONS

This research delves deeply into the social and emotional factors that impact the contentment and loyalty of women working in the coal mining industry in Indonesia, an industry known for being male-dominated, dangerous, and not supportive of gender equality. Results showing that a lack of work-life balance has a detrimental effect on job satisfaction ($\beta = -0.177$, p = 0.002) suggest that when women struggle to juggle their work responsibilities with their domestic duties, their job satisfaction decreases. In the mining industry, employees are often required to work long hours, be away from their families, and have limited support for things like childcare and flexible leave. This leads to a lot of conflict between their work and personal life, which can cause psychological stress and feelings of failure in one area, affecting their overall view of their job.

Conversely, the study revealed that a strong alignment between an individual and their job can greatly influence job contentment. The findings indicate that when a person's capabilities match the demands of their job, they feel empowered and efficient, ultimately increasing their inherent satisfaction. This aligns with the Person-Environment Fit Theory model (Kristof-Brown et al., 2005; Edwards, 1991), which states that alignment between personal values, skills, and work expectations fosters motivation, perceptions of success, and a sense of control over work. This is particularly crucial in the mining sector, where high job stress can be mitigated by feelings of competence and suitability for the role undertaken. Moreover, the presence of diversity and inclusion factors has been shown to boost job satisfaction among women, highlighting the significance of a just, encouraging, and unbiased work setting. Drawing from the principles of Social Identity Theory (Tajfel & Turner, 1986) and the Inclusion Framework (Shore

et al., 2011), being socially accepted and enjoying equitable representation at work can bolster positive social identity and foster a sense of belonging within the organization, leading to a deeper level of job satisfaction.

The strong impact of job satisfaction on organizational commitment, demonstrated by a statistically significant beta of 0.637 with a p-value of less than 0.001, supports the theories put forth by the Three-Component Model of Commitment (Meyer & Allen, 1991), particularly in the aspect of affective commitment, where satisfaction with the work environment and daily tasks encourages loyalty and a strong desire to continue contributing to the organisation. In this context, women who feel valued, are able to perform their jobs well, and have access to an inclusive work environment are likely to show high emotional dedication to the company, even though they work in a physically and socially demanding sector.

The mediation results indicate that job satisfaction plays a crucial role in bridging the relationship between contextual variables (work-life balance, diversity/inclusion, person-job fit) and organisational commitment. The negative mediating effect of work-life balance ($\beta = -0.113$, $p = 0.003$) shows that role imbalance not only has a direct impact but also indirectly reduces loyalty to the company through decreased job satisfaction. Conversely, diversity ($\beta = 0.116$, $p = 0.006$) and person-job fit ($\beta = 0.341$, $p < 0.001$) show positive mediating effects, reinforcing that job satisfaction is a strategic focal point in building psychological bonds between employees and their organisations. These findings have strong practical implications for human resource management in the heavy industry: strategies to improve retention and commitment among female employees should focus on creating an inclusive work ecosystem, assigning tasks based on competencies, and supporting work-life balance.

The findings of this study have important implications for HR practitioners and organisational leaders, particularly in the extractive industry, which still faces challenges in integrating female workers. Organisations need to design interventions that support work-life balance, such as flexible work schedules, remote work options, and childcare support, to reduce role conflict and emotional exhaustion and promote long-term retention. Additionally, investing in diversity training, mentoring programmes for female employees, and inclusive promotion systems can create a work environment that fosters a sense of belonging, job satisfaction, team cohesion, and innovation. Optimising the fit between individuals and their jobs is also important, which can be achieved through recruitment, selection, and job design processes aligned with employees' skills and interests, complemented by personalised career development and competency enhancement pathways. All of these initiatives should be integrated into the Environmental, Social, and Governance (ESG) framework and support the achievement of Sustainable Development Goal (SDG) 5 on gender equality, thereby contributing to globally recognised sustainability practices.

This study has a number of limitations that need to be critically considered. The use of a cross-sectional research design limits the ability to draw causal inferences between the variables studied, so it is recommended that future research adopt a longitudinal or panel data approach to uncover the temporal dynamics between working conditions and employee commitment outcomes in greater depth. Additionally, the limitation in the sample scope, which only involves female workers in the coal mining industry in Indonesia, may affect the generalisation of findings to other sectors or different cultural contexts. Therefore, further research is needed to explore gender-based work experiences in other heavy industries or in various countries with diverse cultural characteristics. Data reliability is also a concern, given that all data used is self-reported, which may contain social desirability bias and general method variance. To enhance the validity and reliability of the findings, future research is recommended to integrate triangulation methods, such as supervisor ratings, archival data, or qualitative interviews.

CONCLUSIONS

This study highlights the complex interplay between work-life balance, diversity, person-job fit, and their collective impact on job satisfaction and organizational commitment among women in mining. By confirming job satisfaction as a key mediating variable, it contributes to both theory and practice in organizational behavior and human resource management, particularly in male-dominated, high-risk work environments. Addressing these

workplace dimensions is essential not only for fostering inclusion and well-being but also for securing long-term organizational sustainability.

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