

# Work-Life Balance as a Mediator of Job Satisfaction among Indonesian Expatriates

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## Abstract

**Purpose:** Expatriate job satisfaction has emerged as a critical topic in the context of increasing global workforce mobilities. This study aims to understand how lifestyle, job security, and work-life balance affect the job satisfaction of Indonesian expatriates living and working in Thailand.

**Methodology/approach:** A quantitative research method was employed. A survey with structured questionnaires was administered to 200 Indonesian expatriates who had worked in Thailand for more than one year. The data were analyzed using Structural Equation Modeling (SEM) with the help of SmartPLS software to examine the relationships between the factors.

**Results:** The study found that lifestyle, job security, and work-life balance all have a positive and significant impact on job satisfaction. It also showed that work-life balance plays an important role in connecting lifestyle and job security to the overall job satisfaction.

**Conclusions:** Non-financial factors such as a good lifestyle, feeling secure in one's job, and having a balance between work and personal life are very important for Indonesian expatriates' job satisfaction. Employers and decision-makers should seriously consider these factors.

**Limitations:** The study only focused on Indonesian expatriates in Thailand who had worked there for more than a year; therefore, the results might not apply to all expatriates or other countries.

**Contribution:** This study provides insights for employers, HR professionals, and policymakers in Indonesia on improving job satisfaction and reducing the need for skilled workers to move abroad. It adds to the fields of international human resource management and expatriate studies.

**Keywords:** *Expatriate, Lifestyle, Life Satisfaction, Security Work-Life Balance.*

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## 1. Introduction

In order to make Thailand a high-income nation with an inventive, technology-based, and service-oriented economy, the Royal Thai Government launched Thailand 4.0 in 2016, a plan that would run until 2023. The government introduced a new framework in 2024 called Thailand Vision 2030, or "Ignite Thailand," which intends to make Thailand a global center of industry and propel the country's economy toward sustainability through tourism, healthcare and wellness, agriculture, automotive manufacturing, technology, and finance. The ability of Thailand to address skills shortages and cultivate a labor force capable of meeting changing economic needs is critical to the country's social and economic development goals. Thailand has depended on migrant labor in recent decades to sustain the expansion of important sectors such as manufacturing, services, agriculture, and construction. As a result, many of Thailand's export-oriented sectors rely heavily on migrant labor.

The globalization of labor markets has facilitated the increased mobility of professionals across national borders, particularly within regional economic communities such as the Association of Southeast Asian Nations (ASEAN). As intra-regional economic integration deepens, cross-border employment has become more common, leading to a growing population of expatriates pursuing professional opportunities within the ASEAN bloc (Oso, Ribas-Mateos, & Moralli, 2025). Among these expatriates, Indonesian nationals have emerged as a notable group in Thailand, driven by employment prospects, entrepreneurial endeavors, and educational pursuits (Prestes, Grisci, & Fraga, 2016).

Thailand, a longtime ally of Indonesia, is one of the preferred destinations for Indonesians to live abroad. Records of registered Indonesian workers were kept by the Indonesian Embassy in Bangkok, however these numbers usually did not include unauthorized labor. There are a total of 1907 Indonesians who report themselves as residents in Thailand either by marriage, legal worker, students and diplomats. However, in reality, there are 2500 to 3000 Indonesians living in Thailand according to Mr. Rachmat Budiman Indonesian Ambassador for Thailand. This number is a compelling argument for researching the expat way of life in Thailand. However, the expatriate experience is complex, requiring individuals to navigate and adapt to new sociocultural, economic, and institutional environments, which can significantly affect their overall well-being and life satisfaction (Shelemei & Volodarska, 2021).

The present study is situated within this evolving context and focuses on three salient factors believed to influence expatriate life satisfaction: lifestyle, security, and work-life balance. Lifestyle encompasses day-to-day living conditions, cultural congruence, recreational opportunities, and social integration, which are fundamental to expatriates' adjustment and satisfaction (Prestes et al., 2016; Waworuntu, Kaide, & Mandagi, 2022). Security, including both physical safety and economic stability, plays a critical role in shaping expatriates' sense of well-being and their ability to adapt to a foreign environment (Zeytinoglu et al., 2012). Work-life balance refers to the capacity to harmonize professional responsibilities with personal and family life, an essential element for expatriates who face unique challenges in balancing work demands with personal aspirations and commitments (Woodman, 2019). These dimensions are integral to the expatriate adjustment process and have been linked to various outcomes such as job performance, psychological well-being, and retention (Rampen, Pangemanan, & Mandagi, 2023; Vander Elst & De Witte, 2024). Despite their recognized importance, empirical evidence on how these factors collectively shape the life satisfaction of Indonesian expatriates in Thailand remains scarce.

The urgency of this research is underscored by the growing demographic and strategic importance of intra-ASEAN expatriation, particularly between culturally proximate countries such as Indonesia and Thailand (Oso et al., 2025). Existing scholarship has predominantly focused on Western expatriates or high-skilled migrants in developed countries, thus overlooking the nuanced experiences of Southeast Asian expatriates operating within the region. Furthermore, much of the extant literature tends to examine expatriate adjustment in isolation, without adequately accounting for the interplay of lifestyle, security, and work-life balance in shaping holistic life satisfaction outcomes (Bazzoli & Probst, 2022).

Accordingly, this study seeks to address these gaps by offering an empirically grounded analysis of the factors influencing life satisfaction among Indonesian expatriates in Thailand. This study specifically held in global company in Thailand employs more than 500 Indonesian workers. In doing so, it contributes to the broader discourse on expatriate well-being within the context of regional labor mobility and offers practical insights for stakeholders—such as policymakers, multinational corporations, and human resource practitioners—interested in fostering supportive environments for expatriates. The primary objective of this research is to examine the extent to which lifestyle, perceived security, and work-life balance predict the life satisfaction of Indonesian expatriates residing in Thailand. Specifically, the study aims to answer the following research questions: (RQ1) What is the effect of expatriate lifestyle on their work-life balance? (RQ2) What is the effect of expatriate lifestyle on their life satisfaction? (RQ3) What is the effect of expatriate work-life balance on their life satisfaction? (RQ4) Does work-life balance mediate the effect of lifestyle on life satisfaction?

## **2. Literature Review**

### **2.1 Job Satisfaction**

Job satisfaction is a key concept in organizational psychology that reflects how positively or negatively employees feel about their jobs. It encompasses various dimensions such as emotional responses to work tasks, perceived alignment with organizational values, and fulfillment of personal and professional expectations. Kasemsap (2017) defines job satisfaction as the extent to which employees enjoy their work, feel valued in their roles, and believe their efforts are meaningful. This multifaceted construct not only reflects how content an individual is with their current job but also serves as a measure of workplace well-being and organizational effectiveness.

The importance of job satisfaction lies in its profound impact on both individual and organizational outcomes. Satisfied employees are generally more productive, motivated, and committed to their organizations, which contributes to reduced absenteeism and lower turnover rates (Memon, Khahro, Memon, Memon, & Mustafa, 2023; Ngoc, Minh, Lam, & Van, 2024). Furthermore, high levels of job satisfaction are associated with improved psychological well-being, including reduced stress and enhanced mental health (Kasemsap, 2017). From an organizational perspective, job satisfaction is closely tied to performance, efficiency, and employee retention, making it a strategic priority for employers seeking to maintain a stable and effective workforce. Especially in today's competitive and dynamic labor markets, fostering job satisfaction is vital for sustaining long-term organizational success.

Job satisfaction is a multidimensional construct composed of various components that reflect different aspects of the work experience. These components typically include intrinsic and extrinsic factors. Intrinsic components relate to the nature of the work itself, such as task variety, autonomy, meaningfulness, and opportunities for personal growth. Extrinsic components, on the other hand, involve external job conditions such as salary, job security, benefits, working conditions, and interpersonal relationships at work (Kasemsap, 2017). Research also highlights the importance of organizational support systems—such as management style, training, and recognition—in shaping employee satisfaction. Another essential component is the quality of relationships with supervisors and peers, which can significantly influence employees' perceptions of their work environment and their overall job satisfaction (Mäkelä, Kangas, & Suutari, 2019). Understanding these components provides a comprehensive view of what drives satisfaction in the workplace and helps organizations identify areas for improvement to foster a more supportive and engaging work culture.

Previous research has identified several key factors that influence job satisfaction. For instance, Roberts et al. (2023) found that a positive work environment, particularly one with good indoor environmental quality (IEQ), significantly enhances job satisfaction and lowers turnover intent. Compensation—both direct and indirect—has also been shown to positively affect job satisfaction, with direct financial rewards having a more substantial impact (Ateeq, Alaghbari, Milhem, Ateeq, & Yusuf, 2024). Organizational support, including emotional support from supervisors and access to training opportunities, plays a critical role in shaping positive job attitudes. For expatriate workers, job satisfaction is further influenced by their ability to adjust to the host country's culture, which includes work, social, and general adaptation (Palthe, 2008). Functional distance—defined as the frequency and quality of interactions with supervisors—has also been found to significantly impact expatriate satisfaction, with closer interaction leading to higher satisfaction levels (Mäkelä et al., 2019). These findings highlight the complex and context-specific nature of job satisfaction, particularly among diverse and mobile labor populations such as expatriates.

### **2.2 Expatriate Lifestyle**

The expatriate lifestyle is crucial for several reasons. First, expatriation often involves reconfiguring one's personal and professional identity, which can lead to meaningful personal growth and the development of international competencies that enhance career opportunities. Second, adapting to a new environment is critical for maintaining health and safety, as expatriates may face increased exposure to stress, accidents, or health risks. Effective preparation and behavioral adjustments are necessary to ensure well-being and successful integration into the host country. Third, managing work-

family conflict is a key component of expatriate adjustment, where social support and family cohesion can significantly reduce stress and enhance overall adaptation (Shelemei & Volodarska, 2021).

Several essential elements define the expatriate lifestyle. These include daily routines and leisure activities that are shaped by the host country's cultural and environmental context, such as how expatriates navigate the city, spend their free time, and integrate socially. Risk management is another core component, as expatriates must take proactive steps to avoid health and safety risks through responsible behavior and adherence to health guidelines. In addition, managing work-family dynamics remains a persistent challenge, especially in high-pressure or unfamiliar environments. Strong social support systems can mitigate these conflicts and contribute to higher satisfaction and intention to remain in the host country (Shelemei & Volodarska, 2021). Cultural adaptation also plays a critical role, requiring openness, flexibility, and emotional resilience for successful integration into a new sociocultural setting. Finally, lifestyle choices and internationalism often function as “career anchors,” especially for those who pursue expatriation by choice, influencing their long-term professional direction.

### **2.3 Job Security**

Job security refers to the assurance that an individual will retain their job without the imminent risk of unemployment. It includes both objective dimensions, such as continuous employment contracts, full-time work hours, and structured overtime, and subjective dimensions, such as the perceived likelihood of job loss and the confidence in finding a comparable job if necessary (Maltagliati, Paree, McIntosh, Moynahan, & Vanderah, 2023; Zeytinoglu et al., 2012). Job security plays a crucial role in employees' well-being and organizational outcomes. It significantly impacts psychological and somatic health by reducing stress and promoting a higher quality of life (Bazzoli & Probst, 2022). Furthermore, job security is positively correlated with job satisfaction and stronger organizational commitment (Al-Harazneh, Al-Oweidat, & Nashwan, 2024; Hur, 2022). Employees who feel secure in their positions tend to perform better, particularly in healthcare and service sectors (Al-Harazneh et al., 2024; Zeytinoglu et al., 2012). Additionally, job security reduces turnover intentions, making employees less likely to seek alternative employment (Zeytinoglu et al., 2012).

Job security can be understood through its objective and subjective elements. The objective elements of job security include concrete factors like permanent contracts, full-time status, and predictable working hours, all of which provide employees with tangible assurances about their employment stability. In contrast, subjective elements relate to employees' perceptions of their risk of job loss, the severity of potential job loss, and their belief in their ability to secure another job if needed. These perceptions can be influenced by various factors, such as the employer's communication and organizational guarantees, as well as the broader labor market conditions.

Recent research has highlighted the continued importance of job security across various occupational contexts. Studies show that job security significantly enhances job satisfaction, particularly during periods of economic uncertainty, when job opportunities are scarce (Hur, 2022). Job security has also been linked to better organizational performance, especially in environments with high turnover or where employees may feel marginalized, such as in multiethnic workplaces (Al-Harazneh et al., 2024). Interestingly, despite a trend toward greater work flexibility, younger generations still prioritize job security when making career decisions, contradicting some common stereotypes about their work preferences (Woodman, 2019). A meta-analysis synthesizing four decades of research on job insecurity demonstrates that both the perception and reality of job insecurity remain significant predictors of work-related attitudes, behaviors, and performance outcomes.

### **2.4 Work-Life Balance**

Work-life balance (WLB) refers to the equilibrium between professional work and personal life, encompassing family, leisure, health, and personal development. It involves managing work responsibilities alongside personal aspirations and responsibilities to achieve overall fulfillment (Prestes et al., 2016). WLB is important for several reasons. It contributes significantly to employee well-being, as a good balance reduces stress and enhances personal control over schedules and

responsibilities, leading to better mental and physical health. Companies that implement effective WLB policies experience increased productivity, efficiency, and employee morale, which in turn provides them with a competitive edge (Bazzoli & Probst, 2022; Vander Elst & De Witte, 2024). Furthermore, employees tend to prioritize WLB over income, making it a critical factor in job satisfaction and retention.

Several elements contribute to achieving a balanced work-life dynamic. Flexible working arrangements, such as job sharing, flexi-time, and compressed hours, help employees manage both work and personal life demands (Prestes et al., 2016). A supportive work environment, which includes organizational policies that accommodate family responsibilities and personal development, is essential for fostering a good WLB. Additionally, time management is a crucial element in balancing work and personal activities, as effective planning and prioritization of tasks help employees achieve a better balance. Ensuring time for health, leisure, and personal well-being is another key aspect of WLB, contributing to overall well-being and job satisfaction (Prestes et al., 2016). Social support also plays a critical role, as strong relationships with family, friends, and colleagues provide emotional support, reduce stress, and contribute to maintaining a healthy balance.

For expatriates, achieving work-life balance can be particularly challenging. Expatriates often face unique WLB issues due to cultural differences in work-life boundaries between their home and host countries. Factors such as long working hours, travel demands, and work-related stress can interfere with their personal lives, leading to a work-life imbalance. The expatriates' ability to adjust to local work-life boundary cultures plays a significant role in their overall satisfaction with WLB. Both individual characteristics and organizational factors influence how well expatriates can adapt to their new environments. Moreover, achieving a good WLB is critical for expatriates' job satisfaction and retention. Flexible working arrangements and sufficient personal time can enhance expatriates' commitment to their roles and reduce turnover. Gender differences also come into play, as female expatriates may experience additional stress and pressure when balancing their professional and personal lives, highlighting the need for tailored support measures to address their specific WLB needs.

## ***2.5 Hypothesis Development***

The lifestyle of expatriates plays a crucial role in shaping their ability to achieve a balanced work-life dynamic. Expatriates often experience significant changes in their day-to-day routines, influenced by cultural, social, and environmental factors in the host country (Prestes et al., 2016). These lifestyle adjustments, including changes in daily activities, leisure opportunities, and social integration, can impact how well they manage their professional responsibilities alongside personal life. A lifestyle that fosters social connections, engagement in recreational activities, and personal well-being is likely to facilitate better time management and stress reduction, thereby promoting a more balanced integration of work and personal life (Oso et al., 2025). Moreover, expatriates who adapt to and enjoy their new lifestyle are more likely to feel supported in their personal lives, which can reduce work-related stress and enhance their work-life balance (Chang & Yu, 2024). Therefore, it is hypothesized that:

**H1:** Lifestyle has a positive and significant effect on expatriate work-life balance.

The lifestyle of expatriates plays a pivotal role in influencing their overall job satisfaction, as it affects their well-being and adjustment to the host country. A positive lifestyle, which includes cultural integration, access to leisure activities, and the ability to form social connections, can significantly enhance expatriates' experiences in both their personal and professional lives. When expatriates adapt to and enjoy their new environment, they are more likely to feel content and fulfilled, which directly impacts their job satisfaction. A balanced lifestyle that includes opportunities for relaxation and personal growth can reduce stress and improve mental health, making it easier for expatriates to stay focused and engaged at work. Moreover, expatriates who feel more connected to their new lifestyle are more likely to develop a positive perception of their work environment, which contributes to higher job satisfaction. As such, it is hypothesized that:

**H2:** lifestyle has a positive and significant effect on expatriate job satisfaction.

Job security is a key factor that can significantly influence an expatriate's ability to achieve a balanced work-life dynamic. When expatriates feel secure in their jobs, they experience reduced anxiety about potential job loss, which can contribute to lower stress levels and a greater sense of stability (Zeytinoglu et al., 2012). This sense of security allows expatriates to better manage their professional responsibilities alongside personal and family commitments, as they are not preoccupied with concerns about their job status or future employment prospects (Wuryaningrat, Mandagi, & Rantung, 2023). Additionally, job security can enhance mental well-being, providing expatriates with the confidence to establish a more structured and fulfilling personal life (Vander Elst & De Witte, 2024). Secure employees are also more likely to benefit from organizational support in balancing work and personal life, as employers who value their staff's security are more likely to offer flexible working arrangements and policies that promote work-life balance (Bazzoli & Probst, 2022). Thus, it is hypothesized that:

**H3:** Job Security has a positive and significant effect on expatriate work life balance.

Job security plays a crucial role in shaping an expatriate's work-life balance, as it directly influences their overall sense of stability and well-being. When expatriates feel secure in their jobs, they experience less anxiety and stress, knowing they are less likely to face job loss or instability (Zeytinoglu et al., 2012). This sense of security allows expatriates to focus on balancing their professional and personal lives without the constant concern of potential job displacement. Furthermore, job security can enhance an expatriate's ability to plan for personal commitments, such as family needs or leisure activities, because they are not preoccupied with the uncertainty of their employment status (Vander Elst & De Witte, 2024). Secure employees are more likely to benefit from supportive organizational policies, including flexible working hours or arrangements that help them manage both work and personal responsibilities effectively (Bazzoli & Probst, 2022). As a result, it is hypothesized that:

**H4:** Job Security has a positive and significant effect on expatriate work life balance.

Work-life balance is a key determinant of expatriate job satisfaction, as it directly impacts their overall well-being and job engagement. When expatriates successfully manage the demands of their professional and personal lives, they experience lower stress levels, enhanced mental health, and greater overall happiness, which in turn leads to higher job satisfaction (Oso et al., 2025). Achieving a satisfactory work-life balance allows expatriates to focus on their work responsibilities without feeling overwhelmed by personal or family obligations. Moreover, a well-balanced lifestyle fosters a sense of control over one's schedule and commitments, which can lead to higher levels of motivation, productivity, and overall job satisfaction (Waworuntu et al., 2022). Expatriates who have the time and space to engage in leisure activities, pursue personal interests, and spend quality time with their families are more likely to feel fulfilled both personally and professionally. Thus, it is hypothesized that:

**H5:** Work life balance has a positive and significant effect on expatriate job satisfaction.

Work-life balance plays a crucial mediating role in the relationship between lifestyle and job satisfaction, particularly for expatriates. The lifestyle an expatriate leads, which includes elements such as cultural adaptation, social integration, and leisure activities, directly impacts their ability to manage the demands of work and personal life (Prestes et al., 2016). A positive and fulfilling lifestyle can enhance an expatriate's well-being, making it easier for them to establish a healthy work-life balance by reducing stress and increasing time for personal and family activities (Oso et al., 2025). When expatriates experience a balanced lifestyle, they are more likely to enjoy greater control over their schedules, which directly influences their job satisfaction (Chang & Yu, 2024). Therefore, the following hypothesis is proposed:

**H6:** Work life balance mediates the relationship between lifestyle and job satisfaction.

Work-life balance plays an important mediating role in the relationship between job security and job satisfaction, particularly for expatriates. Job security contributes to a sense of stability and reduces anxiety about potential job loss, allowing expatriates to better manage the demands of their professional and personal lives (Zeytinoglu et al., 2012). When expatriates feel secure in their jobs, they are less likely to experience stress, which can negatively affect their personal lives and, in turn, their job satisfaction (Vander Elst & De Witte, 2024). The sense of job security allows expatriates the mental and emotional capacity to achieve a healthy work-life balance, as they are not preoccupied with

concerns about their job status (Bazzoli & Probst, 2022). A positive work-life balance enables expatriates to prioritize their personal and family commitments without sacrificing their professional responsibilities, which directly enhances their overall job satisfaction (Wuryaningrat et al., 2023). Based on these insights, the following hypotheses are proposed:

**H7:** Work life balance mediates the relationship between job security and job satisfaction.

Figure 1 outlined the suggested conceptual model considering the study's objective, the literature review, and the formulation of the hypotheses.

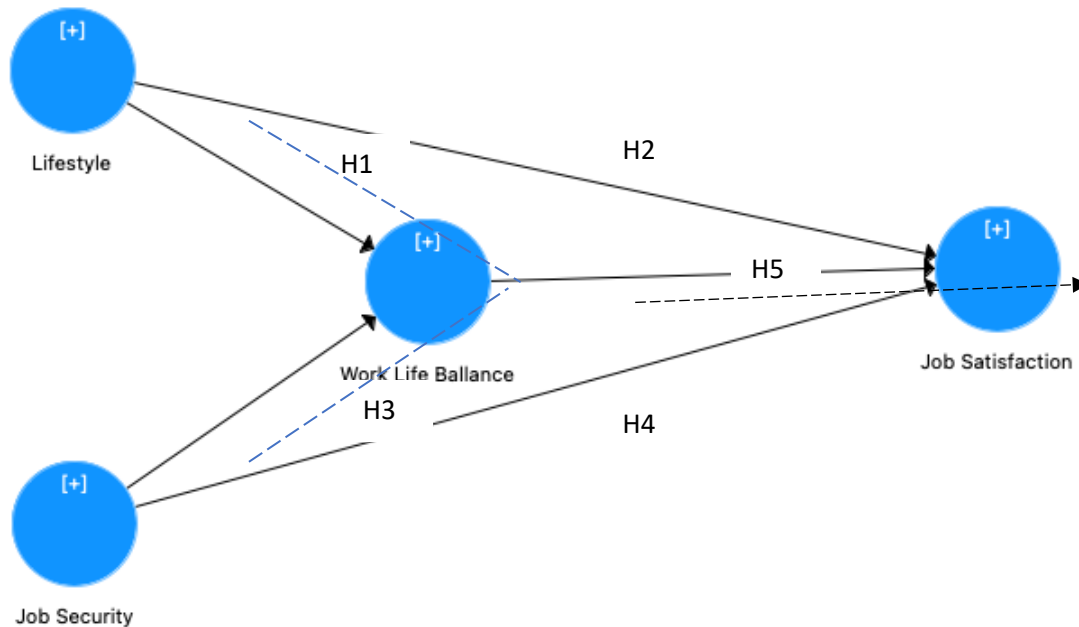


Figure 1. Proposed Conceptual Model

### 3. Research Methods

#### 3.1. Research Design

This study utilizes a quantitative descriptive and correlational research design, which enables a comprehensive analysis of the dynamic relationship between lifestyle, job security, work-life balance, and job satisfaction among Indonesian expatriates in Thailand. To collect the data from the respondents, a quantitative survey is employed. For data analysis, structural equation modeling (SEM) is used to ensure precision and a thorough examination (Hair, Risher, Sarstedt, & Ringle, 2019). This analysis utilizes SmartPLS, which allows for a systematic and comprehensive investigation of the connections among lifestyle, job security, work-life balance, and job satisfaction.

#### 3.2 Sampling

A survey approach was conducted with a sample of 200 Indonesian expatriates working for a global company in Bangkok, Thailand. The sample consisted of both male and female participants, all of whom had been working in Bangkok for over one year. The reason for selecting this sample criterion is to ensure that participants had adequate experience in their expatriate roles to provide relevant insights. The data collection occurred during coffee breaks, when the expatriates had free time between work tasks. Convenience sampling was used, as it is a cost-effective method for gathering data when a specific sample frame is not available and facilitates easy contact with respondents. Before beginning the data collection process, consent was obtained from all participants. Additionally, interviews were conducted when further data was needed to support the research findings.

#### 3.3. Data and Instrumentation

The questionnaire used in this study was self-developed and distributed via Google Forms to streamline the data collection process. The use of an online survey ensured that responses were automatically recorded once participants completed the questionnaire, which expedited the procedure and minimized

data entry errors. The survey was designed with a structured format to gather relevant data, with the components' measurement items adapted from previous studies to ensure validity and reliability. Section A of the questionnaire focused on gathering demographic information from the respondents, including their age, gender, occupation, and the social media platforms they use. Section B contained measurement items related to the study's variables. Specifically, seven items were used to measure lifestyle, five items were used to measure job security, and five items each were used to assess work-life balance and job satisfaction. All measurement items were presented using a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The questionnaire aimed to capture both quantitative and qualitative data that could provide insights into the factors influencing expatriate job satisfaction in Thailand.

### 3.4. Data Analysis

The data analysis process began with verifying the completeness and suitability of the data using SPSS's Descriptive Statistics. This step ensured that the entered data was accurate, the sample size matched the completed questionnaires, and the data was formatted correctly for SPSS. It also helped analyze respondent demographics, including age, gender, and duration of employment in Thailand. Structural Equation Modeling (SEM) was then used for data analysis, a method known for assessing relationships between latent variables and testing theoretical models (Hair, 2014). SPSS was used for demographic analysis and reliability tests, while SmartPLS was employed to test both the measurement and structural models, taking advantage of their flexibility for comprehensive data analysis. Convergent validity was assessed by examining factor loadings, with values above 0.7 deemed satisfactory (Hair, 2014). Discriminant validity was tested using the Fornell-Larcker criterion, cross-loading, and the Heterotrait-Monotrait ratio, ensuring that the variables were distinct from each other. Reliability was checked through Cronbach's alpha, composite reliability, and EVA, with values above 0.7 and 0.50, respectively, indicating acceptable reliability. Finally, structural model testing was conducted using SmartPLS's PLS Bootstrapping, with hypothesis testing based on path coefficients' significance and model fit comparison between the theoretical and empirical models.

## 4. Results and Discussions

### 4.1. Respondents' Demographic Profile

The importance of sample size and design cannot be overstated when assessing the validity of a sample, as highlighted by Buogie and Sekaran (2019). Hair et al. (2019) saying, it is advisable for researchers to consider a sample size of 200 or more due to the higher number of variables and conditions. In this study, a total of 213 respondents participating. Respondents must have lived in Thailand for more than a year in order to be eligible for this study. 200 respondents are qualified for the research, while the remain does not fit the requirements for less than a year of employment. A period of one year was chosen as a benchmark because the work contract and work visa are valid for one year and will continually extended if the work performance meet the employer's expectation. Table 1 outlines the demographic profile of the 200 Indonesian expatriate respondents in Thailand. The majority of participants (57.5%) are between the ages of 30 and 35, followed by those aged 25 to 30 (17.3%) and 35 to 40 (14.5%), with a small portion aged 40 to 45 (4.2%). In terms of gender, females make up a slightly larger portion of the sample at 54.2%, while males account for 39.3%. Regarding tenure, all respondents have worked in Thailand for more than one year, indicating a qualified sample with sufficient expatriate experience.

Table 1. Respondent Profile

Variable	Level	n	%
Age	25-30 YO	37	17.3
	30-35 YO	123	57.5
	35-40 YO	31	14.5
	40-45 YO	9	4.2
Gender	Female	116	54.2
	Male	84	39.3
Tenure	>1 year	200	93.5



#### 4.2 Descriptive Statistic

Table 2 presents the descriptive statistics for the four main variables in the study, each measured on a five-point Likert scale. The data from 200 respondents show that Job Security has the highest mean score ( $M = 4.12$ ,  $SD = 0.84$ ), indicating that most expatriates in the sample generally feel secure in their jobs. Lifestyle follows with a mean of 4.01 ( $SD = 0.87$ ), suggesting a favorable perception of daily living conditions among Indonesian expatriates in Thailand. Both Work-Life Balance and Job Satisfaction share the same mean score of 3.80 ( $SD = 0.87$ ), reflecting a moderately positive perception, though slightly lower than the other variables. The standard deviations across all variables are relatively consistent, indicating a moderate level of variability in respondents' perceptions.

Table 2. Descriptive Statistic

	N	Min	Max	Mean	Std. Dev
Lifestyle	200	1	5	4.01	0.87
Job Security	200	1	5	4.12	0.84
Work-Life Balance	200	1	5	3.80	0.87
Job Satisfaction	200	1	5	3.80	0.87

#### 4.3. Convergent Validity

Figure 2 and Table 3 presents the factor loadings for each indicator within their respective constructs. All factor loadings exceed the acceptable threshold of 0.70, indicating strong convergent validity and confirming that the indicators reliably measure their intended constructs. For Job Satisfaction, the indicators range from 0.759 to 0.849. Job Security indicators show high consistency, ranging from 0.765 to 0.868. Work-Life Balance indicators also demonstrate strong loadings, with values between 0.769 and 0.886. Lastly, Lifestyle indicators load between 0.75 and 0.848. These results suggest that the measurement model has satisfactory convergent validity and all constructs are well-represented by their respective items.

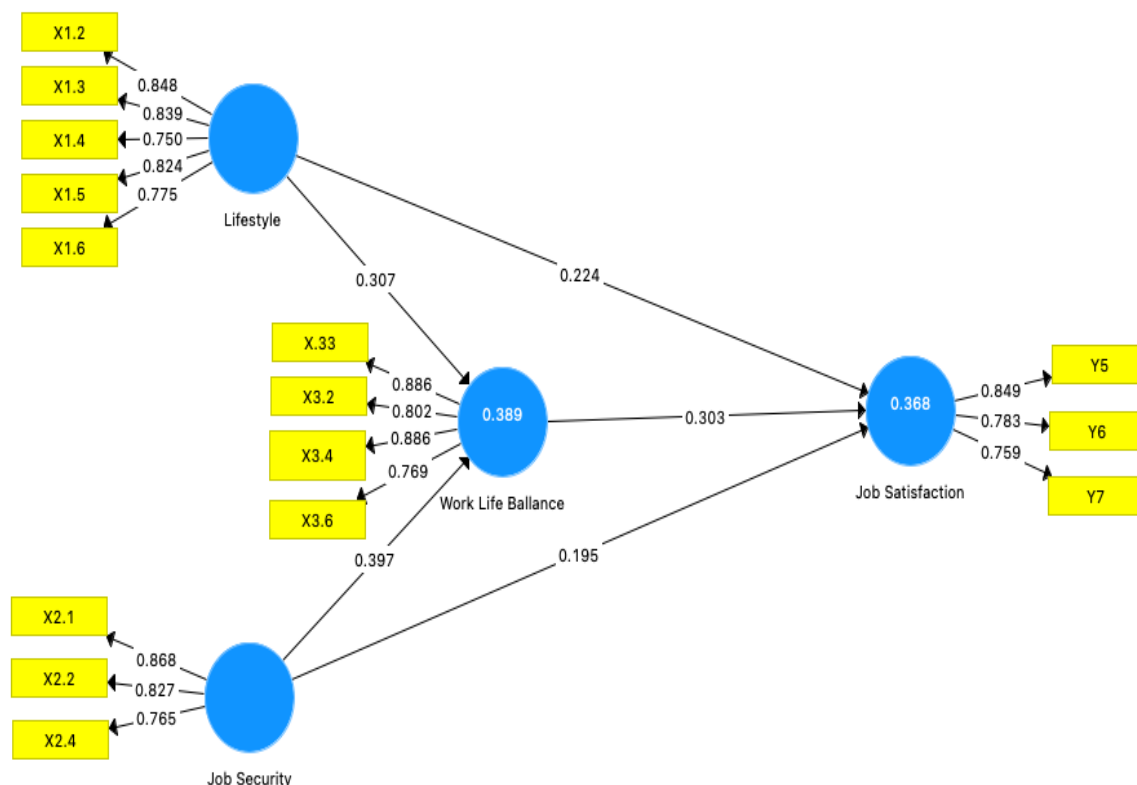


Figure 2. Measurement Model

Table 3. Outer Loading

Variable	Indicator	Factor Loading
<b>Job Satisfaction</b>	Y5	0.849
	Y6	0.783
	Y7	0.759
	Y5	0.849
<b>Job Security</b>	X2.1	0.868
	X2.2	0.827
	X2.4	0.765
	X3.2	0.802
<b>Work Life Ballance</b>	X3.3	0.886
	X3.4	0.886
	X3.6	0.769
	X1.2	0.848
<b>Lifestyle</b>	X1.3	0.839
	X1.4	0.75
	X1.5	0.824
	X1.6	0.775

#### 4.4. Discriminant Validity

To ensure that each construct's measurement items are distinct from those of other constructs, discriminant validity was assessed using the Fornell-Larcker criterion as suggested by Fornell and Larcker. This approach involves comparing the square root of the Average Variance Extracted (AVE) for each construct with its correlations to other constructs. As shown in Table 4, the square root of the AVE for each construct, namely Job Satisfaction (0.798), Job Security (0.821), Lifestyle (0.808), and Work-Life Balance (0.837) exceeds the correlation values in their corresponding rows and columns. This indicates that each construct is more strongly related to its own indicators than to those of other constructs, thereby fulfilling the assumption of discriminant validity. Notably, Work-Life Balance exhibits the highest diagonal value (0.837), demonstrating a strong internal consistency, while its correlations with other constructs remain comparatively lower. These findings confirm that the constructs in this study are empirically distinct from one another.

Table 4. Fornell-Larcker Criterion

Construct	(1)	(2)	(3)	(4)
Job Satisfaction (1)	0.798			
Job Security (2)	0.494	0.821		
Lifestyle (3)	0.494	0.563	0.808	
Work Life Balance (4)	0.533	0.57	0.53	0.837

Furthermore, Table 5 shows that all indicators have higher loadings on their respective constructs than on others, confirming discriminant validity. For example, indicator X1.2 loads highest on Lifestyle (0.848), X2.1 on Job Security (0.868), and X3.3 on Work-Life Balance (0.886). These results indicate that each item distinctly measures its intended construct, meeting the criteria for acceptable discriminant validity.

Table 5. Cross Loading

	Job Satisfaction	Job Security	Lifestyle	Work Life Balance
X.33	0.479	0.567	0.51	0.886
X1.2	0.426	0.403	0.848	0.415
X1.3	0.438	0.526	0.839	0.474
X1.4	0.406	0.538	0.75	0.478
X1.5	0.391	0.387	0.824	0.407

X1.6	0.316	0.392	0.775	0.343
X2.1	0.46	0.868	0.527	0.528
X2.2	0.423	0.827	0.497	0.415
X2.4	0.323	0.765	0.346	0.453
X3.2	0.426	0.282	0.345	0.802
X3.4	0.428	0.53	0.435	0.886
X3.6	0.447	0.479	0.46	0.769
Y5	0.849	0.466	0.413	0.49
Y6	0.783	0.307	0.296	0.397
Y7	0.759	0.388	0.46	0.379

Lastly, table 6 presents the Heterotrait-Monotrait (HTMT) ratios, which are all below the threshold of 0.90, indicating acceptable discriminant validity among the constructs. The highest HTMT value is between Job Security and Work-Life Balance (0.686), while the lowest is between Lifestyle and Work-Life Balance (0.599). Since all values remain well under the recommended limit, this suggests that each construct is empirically distinct and does not excessively overlap with others, thus supporting the overall validity of the measurement model.

Table 6. Heterotrait-Monotrait Ratio

Construct	(1)	(2)	(3)	(4)
Job Satisfaction (1)				
Job Security (2)	0.653			
Lifestyle (3)	0.612	0.68		
Work Life Balance (4)	0.674	0.686	0.599	

#### 4.5. Reliability

Table 7 presents the reliability analysis results, indicating that all constructs meet the recommended thresholds for internal consistency and validity. Cronbach's alpha values for all constructs range from 0.716 to 0.867, exceeding the acceptable minimum of 0.70, which suggests good internal consistency. Composite reliability (both rho\_a and rho\_c) values are also above 0.70 for all constructs, further confirming the reliability of the measurement model. Additionally, the AVE values for all constructs are above 0.50, indicating satisfactory convergent validity. Overall, these results confirm that the measurement items reliably represent their respective constructs.

Table 7. Reliability test Analysis

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.716	0.728	0.84	0.637
Job Security	0.758	0.772	0.861	0.674
Lifestyle	0.867	0.872	0.904	0.653
Work Life Ballance	0.857	0.869	0.903	0.701

#### 4.6. Structural Model

Table 8 displays the results of hypothesis testing, showing that all proposed relationships are statistically significant and positive. Job Security has a significant positive effect on both Job Satisfaction ( $T = 2.481$ ,  $p = 0.013$ ) and Work-Life Balance ( $T = 6.108$ ,  $p < 0.001$ ), supporting H1 and H2. Likewise, Lifestyle significantly and positively influences Job Satisfaction ( $T = 2.383$ ,  $p = 0.018$ ) and Work-Life Balance ( $T = 4.406$ ,  $p < 0.001$ ), validating H3 and H4. Finally, Work-Life Balance significantly affects

Job Satisfaction ( $T = 4.419$ ,  $p < 0.001$ ), supporting H5. These findings confirm that both Job Security and Lifestyle contribute positively to expatriates' Work-Life Balance and Job Satisfaction.

Table 8. Hypothesis Testing Results

	Sample mean (M)	Standard deviation	T statistics ( O/STDEV )	P values
Job Security -> Job Satisfaction	0.205	0.079	2.481	0.013
Job Security -> WBL	0.403	0.065	6.108	0.000
Lifestyle -> Job Satisfaction	0.222	0.094	2.383	0.018
Lifestyle -> WBL	0.306	0.07	4.406	0.000
WBL -> Job Satisfaction	0.3	0.068	4.419	0.000

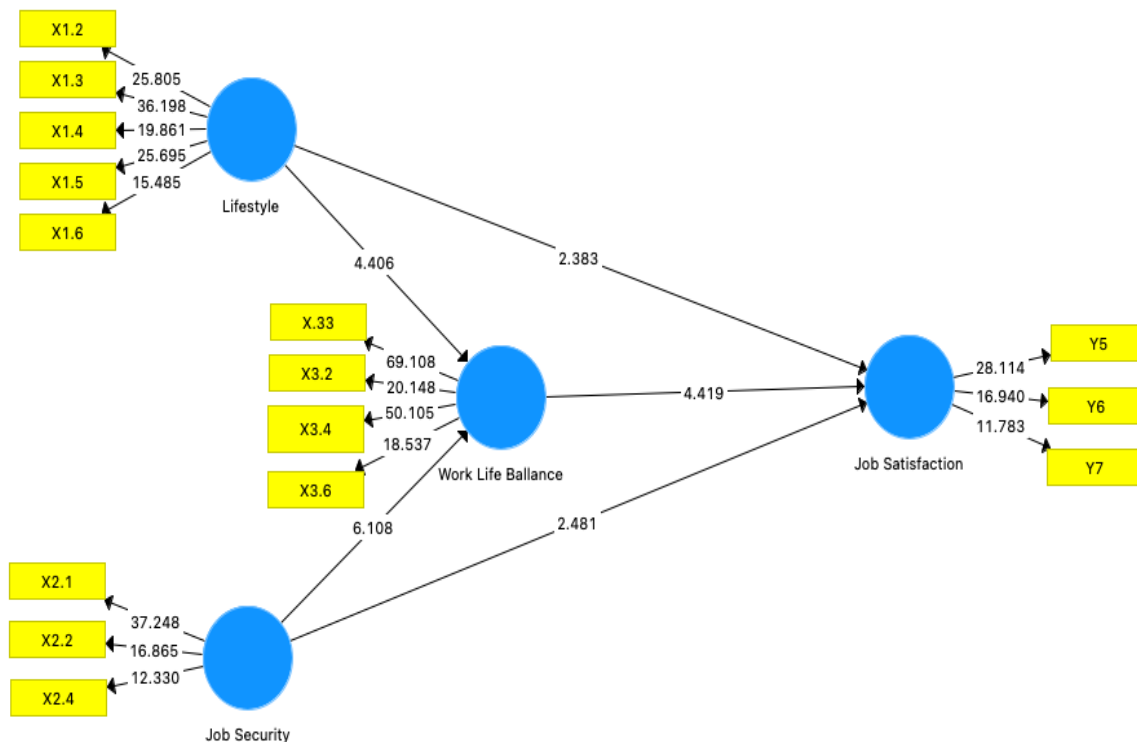


Figure 3. Structural Model

#### 4.7. Mediating effect

The table shows the results of hypothesis testing for indirect effects. For Hypothesis 6 (Job Security -> Work-Life Balance -> Job Satisfaction), the sample mean is 0.12, with a T statistic of 3.643 and a p-value of 0, indicating a significant effect. Similarly, for Hypothesis 7 (Lifestyle -> Work-Life Balance -> Job Satisfaction), the sample mean is 0.092, with a T statistic of 3.1 and a p-value of 0.002, also showing a significant effect. Both hypotheses are supported, demonstrating that Job Security and Lifestyle significantly influence Job Satisfaction through Work-Life Balance.

Table 9. Hypothesis Testing Results for specific indirect effect

	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Security -> WBL -> Job Satisfaction	0.12	0.033	3.643	0.000
Lifestyle -> WBL -> Job Satisfaction	0.092	0.03	3.1	0.002

#### 4.8. Goodness of Fit Model

Furthermore, the Goodness-of-Fit of the model was evaluated. Table 10 presents goodness-of-fit indices for both the saturated and estimated models, with values indicating an acceptable fit. The SRMR is 0.09 for both models, suggesting a good fit. The  $d_{ULS}$  and  $d_G$  are 0.981 and 0.386, respectively, showing

no issues with model fit. The Chi-square value is 480.153 for both, but its interpretation depends on sample size. The NFI is 0.717, indicating an acceptable but not excellent fit. Overall, the models fit the data reasonably well, though some indices, like NFI, could be improved.

Table 10. Goodness-of-Fit Model

	<b>Saturated model</b>	<b>Estimated model</b>
<b>SRMR</b>	0.09	0.09
<b>d_ULS</b>	0.981	0.981
<b>d_G</b>	0.386	0.386
<b>Chi-square</b>	480.153	480.153
<b>NFI</b>	0.717	0.717

#### 4.9 Discussion

The results of hypothesis testing provide significant insights into the relationships between job security, lifestyle, work-life balance, and job satisfaction among expatriates. Firstly, job security was found to have a significant positive effect on both job satisfaction and work-life balance, supporting the hypotheses. This finding aligns with previous research emphasizing the importance of job security in reducing stress and increasing job satisfaction and organizational commitment. Expatriates with secure positions are more likely to feel stable and confident, allowing them to balance their professional and personal lives effectively, which enhances their satisfaction and well-being (Zeytinoglu et al., 2012).

Similarly, lifestyle was shown to significantly and positively influence both job satisfaction and work-life balance, validating the hypotheses. Previous studies have emphasized the role of expatriates' lifestyle, including social integration, leisure, and cultural adaptation, in enhancing their work-life balance and overall job satisfaction. A positive expatriate lifestyle, including engaging in local cultural activities and managing family dynamics, contributes to better mental health and a greater sense of well-being, ultimately leading to increased satisfaction with both work and life (Prestes et al., 2016). In addition, the direct effect of work-life balance on job satisfaction was significant, supporting the hypothesis. This result is consistent with previous research suggesting that a balanced approach to work and personal life is crucial for employees' well-being and job satisfaction. Expatriates who manage their work responsibilities alongside personal commitments, such as family and leisure, report higher levels of job satisfaction and lower stress, leading to improved job performance and retention (Oso et al., 2025).

Finally, the mediating role of work-life balance in the relationships between job security and job satisfaction, and lifestyle and job satisfaction, was examined. The results showed a significant indirect effect, indicating that work-life balance mediates the relationship between job security and job satisfaction. Similarly, lifestyle was found to significantly impact job satisfaction through work-life balance. These findings support the idea that both job security and lifestyle influence job satisfaction through the mediation of work-life balance, reinforcing previous studies that highlight work-life balance as a crucial mediator in enhancing overall job satisfaction, particularly for expatriates. By facilitating a better balance between work and life, both job security and a positive lifestyle reduce stress and enhance the overall job experience for expatriates (Bazzoli & Probst, 2022)

## 5. Conclusion

### 5.1 Conclusions

This study examined the relationships between job security, lifestyle, work-life balance, and job satisfaction among expatriates. The results supported the hypotheses that job security and lifestyle positively influence both work-life balance and job satisfaction. Additionally, work-life balance was found to have a significant impact on job satisfaction, with work-life balance mediating the relationships between job security and job satisfaction, as well as between lifestyle and job satisfaction. These findings underscore the importance of both job security and lifestyle in enhancing the overall well-being and job satisfaction of expatriates, with work-life balance acting as a crucial mediator.

The implications of these findings are significant for organizations managing expatriate employees. Employers should focus on fostering job security and supporting expatriates' lifestyle needs, as these factors contribute not only to job satisfaction but also to work-life balance. Organizations can enhance expatriate retention and performance by creating a supportive environment that facilitates a positive lifestyle and balances work and personal commitments. Furthermore, understanding the role of work-life balance as a mediator can help employers design policies that address both professional and personal needs, leading to a more satisfied and productive workforce.

More specifically, multinational corporations (MNCs), oil and gas companies, international NGOs, and global tech firms, industries that commonly deploy expatriates, should prioritize the development of comprehensive expatriate support programs. These may include cultural adaptation training, family relocation assistance, and flexible work arrangements tailored to expatriate needs. From an HR policy perspective, organizations should establish clear communication channels, offer career development opportunities, and implement mental health and wellness programs that address the unique stressors faced by expatriates. Additionally, incorporating personalized compensation packages that reflect the cost of living and lifestyle preferences in host countries can further strengthen job satisfaction and organizational commitment. By institutionalizing these practices, organizations can ensure long-term engagement and high performance among their expatriate workforce. While the study provides valuable insights, there are limitations to consider. First, the sample used may not be fully representative of all expatriates, as it may be biased toward certain regions or industries. Additionally, the cross-sectional nature of the study limits the ability to draw causal conclusions. Longitudinal studies would be beneficial to better understand the dynamic and long-term relationships between these variables.

## 5.2 Suggestions

Future research should focus on expanding the sample to include a more diverse range of expatriates, incorporating different industries and geographical regions. Additionally, exploring other potential mediators or moderators, such as organizational culture or individual characteristics, could provide a more comprehensive understanding of the factors influencing expatriates' job satisfaction. Investigating these variables over time through longitudinal designs would also help to clarify the causal relationships and offer further insights into how organizations can better support expatriates in their work-life balance and job satisfaction.

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