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Reverse Knowledge Sharing in Work-Life Balance and Organisational Commitment

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ABSTRACT

Purpose – This study aims to analyse the effect of work-life balance on organisational commitment and to evaluate the moderating role of reverse knowledge sharing among administrators of non-profit organisations dominated by the younger generation.

Design/methodology/approach – Data were collected through an online questionnaire from 108 non-profit organisation administrators and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with WarpPLS 8.0.

Findings – Work-life balance positively and significantly affects organisational commitment. However, reverse knowledge sharing does not significantly moderate this relationship.

Research limitations/implications – The cross-sectional design and the regional, youth-dominated sample limit causal inference and generalisability. Non-profit organisations may benefit from supporting time flexibility and building structured knowledge-sharing cultures.

Originality/value – To the authors' knowledge, this study provides one of the first empirical examinations of reverse knowledge sharing as a potential moderator of the relationship between work-life balance and organisational commitment in youth-dominated non-profit settings.

INTRODUCTION

Non-profit organisations (NPOs) play a crucial role in fostering social participation, leadership development, and sustainable community engagement. In recent years, Generation Z has become an increasingly dominant demographic within these organisations, bringing distinctive characteristics such as digital fluency, a preference for meaningful work, openness to innovation, a need for flexibility, and value-driven engagement (Schroth, 2019). Compared with earlier generations, Generation Z places considerable importance on achieving a balance between work and personal life, particularly given the high levels of anxiety and stress they experience when simultaneously managing academic, professional, family, and social responsibilities (Sunaryanto & Idrus, 2025). This situation highlights the relevance of work-life balance (WLB) as an issue worth examining in the NPO context. Consequently, sustaining young members' organisational commitment (OC) has become a critical challenge for NPOs, as the

sustainability of these organisations largely depends on members' willingness to remain actively involved.

Individuals who experience WLB are more likely to maintain positive emotional states and experience lower stress, which enables them to contribute more effectively and demonstrate greater dedication to their work (Karimah et al., 2024). In contrast, an imbalance across multiple roles may lead to role conflict, emotional exhaustion, and a diminished quality of individuals' experiences within the organisation (Sholeha & Alifia, 2025). In NPOs, this issue becomes particularly complex, as organisational activities often demand substantial emotional involvement and time commitment, while typically offering limited or no material compensation.

WLB refers to an individual's ability to manage and fulfil responsibilities effectively across both work and personal domains without compromising their physical and psychological well-being (Hendra & Artha, 2023). This occurs when individuals maintain an appropriate balance between work-related demands and personal and family needs and can therefore meet the expectations of both domains sustainably. When WLB is maintained effectively, it can create harmony between work and personal life and, in turn, strengthen OC (Alfianto, 2021).

Previous studies have shown that employees or volunteers who experience better WLB tend to report higher job satisfaction, stronger psychological well-being, and greater OC (Haar et al., 2014; Karimah et al., 2024; Odile Okokpele et al., 2025; Rihayana et al., 2025). Nevertheless, empirical findings within NPOs remain inconclusive. Abdi and Chalimah (2023), for example, found that although WLB positively influences OC in value-based organisations, the relationship is not always sufficiently strong to explain members' commitment. This suggests that WLB alone may not fully account for OC, particularly in NPOs where participation is driven more by intrinsic motivation than by financial rewards.

One contextual factor that deserves greater attention is intergenerational knowledge exchange. As digital natives, younger members generally possess stronger digital literacy, technological competencies, and innovative perspectives than their senior counterparts (Karimah et al., 2025). Such differences create opportunities for reverse knowledge sharing (RKS), a process in which younger members transfer knowledge, technological skills, and new perspectives to more experienced members (Wang & Noe, 2010). Effective knowledge sharing is an important mechanism for improving organisational learning, collaboration, and innovation (Razmerita et al., 2016). Through reverse mentoring, younger employees can contribute technological competencies, contemporary insights, and generational perspectives to the organisation, facilitating digital adaptation, innovation, and organisational development.

Previous studies have also highlighted the positive consequences of RKS through reverse mentoring practices. Hechl (2017) reported that reverse mentoring was associated with higher affective OC among millennials than traditional mentoring (although the difference was not statistically significant after adjusting for relationship quality and the length and frequency of mentoring), possibly because younger employees may perceive that senior colleagues recognise and value their expertise. Similarly, Gadomska-Lila (2020) argued that reverse mentoring strengthens intergenerational relationships by fostering reciprocal learning and mutual respect among organisational members. These findings suggest that organisations that facilitate cross-generational knowledge exchange may foster stronger emotional attachment and commitment among younger members.

Drawing on these arguments, this study proposes that RKS may strengthen WLB's positive influence on OC. Individuals who successfully maintain WLB are expected to have

greater psychological resources and motivation to share knowledge with senior members. At the same time, organisations that value these contributions are likely to reinforce members' organisational attachment (Nugraha & Hermina, 2024). Despite these theoretical arguments, empirical studies examining RKS's moderating role in the relationship between WLB and OC remain scarce, particularly in Generation Z-dominated NPOs. Therefore, this study aims to investigate the effect of WLB on OC and examine whether RKS moderates this relationship among NPO administrators.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work-Life Balance

WLB refers to the psychological and practical equilibrium that individuals strike when managing the demands of their personal lives and organisational roles (Greenhaus et al., 2003). It has also been described as an individual's ability to maintain the quality of their professional life without compromising the quality of their personal life outside work (Pratiwi et al., 2021). Previous studies have shown that individuals who achieve better WLB tend to experience higher job satisfaction, psychological well-being, and stronger organisational attachment (Haar et al., 2014; Sayekti & Suhartini, 2022). In NPOs, maintaining this balance is often challenging. Volunteers contribute their time and energy without financial compensation, making their commitment sensitive to how they experience their role. Although the literature consistently links WLB to positive outcomes such as job satisfaction and OC, its direct impact on OC in value-based settings remains inconsistent (Karimah et al., 2024). For instance, prior research has shown that although WLB is beneficial, it does not always suffice to sustain volunteer commitment (Abdi & Chalimah, 2023). This indicates that reducing role conflict alone may not ensure volunteer loyalty; therefore, it is important to identify the factors that bridge the gap between personal balance and organisational attachment.

Organisational Commitment

OC is the psychological bond between an individual and their organisation, marked by identification, involvement, and a desire to remain a member (Meyer & Allen, 1991). It also reflects responsibility towards the organisation, as well as loyalty, dedication, and a willingness to contribute actively to achieving organisational goals (Febrianto, 2025). Although this concept includes affective, continuance, and normative dimensions, commitment in non-profit settings is largely driven by affective and normative motives. Without a salary, volunteer engagement relies on value alignment and a sense of moral duty. OC has also been recognised as a key predictor of organisational effectiveness, employee retention, and long-term participation (Mowday et al., 1982). For youth-led organisations, this intrinsic loyalty is essential for institutional sustainability. This commitment is not just a personal trait but is also shaped by the organisational environment. Understanding the specific organisational climates that foster this bond is key to explaining why some young administrators are more committed than others.

Reverse Knowledge Sharing

RKS shifts traditional knowledge management by facilitating the upward transfer of insights, digital skills, and innovative ideas from younger, less tenured members to their more experienced counterparts (Wang & Noe, 2010). This concept has become increasingly important as organisations adapt to technological change and promote organisational learning through knowledge exchange (Razmerita et al., 2016). Harshani et al. (2024) reported that reverse mentoring positively affects work engagement, with knowledge sharing mediating this

relationship, suggesting that cross-generational knowledge exchange can strengthen individuals' positive attachment to the organisation. In youth-driven non-profits, practising RKS can create an inclusive learning environment. When an organisation integrates younger members' expertise, it validates their contributions and deepens their connection to the institution. Previous studies have suggested that reverse mentoring and RKS may strengthen intergenerational collaboration and increase younger members' affective commitment by recognising their competencies (Gadomska-Lila, 2020; Hechl, 2017). Despite this potential, empirical studies on RKS in non-profit contexts remain rare. Investigating how RKS moderates the relationship between WLB and OC represents a significant gap in current organisational behaviour literature.

Work-Life Balance, Reverse Knowledge Sharing, and Organisational Commitment

Theoretically, WLB is assumed to promote a positive state that fosters organisational attachment. However, as Abdi and Chalimah (2023) noted, empirical findings are mixed; achieving role equilibrium alone does not always explain variance in OC within voluntary settings. This study proposes that RKS acts as a boundary condition. When organisations facilitate intergenerational knowledge exchange and validate younger members' intellectual contributions, they provide more than role balance alone. They offer a more meaningful organisational experience that strengthens members' sense of value and belonging (Gadomska-Lila, 2020). By linking personal well-being with an environment of mutual collaboration, RKS is hypothesised to strengthen the relationship between WLB and OC, particularly within the value-driven context of youth-led non-profits.

Hypotheses Development

Based on the established theoretical framework and existing empirical evidence, the study proposes the following hypotheses:

H1: Work-life balance exerts a positive influence on the organisational commitment of non-profit administrators.

H2: Reverse knowledge sharing moderates the relationship between work-life balance and organisational commitment, such that the influence of work-life balance is intensified at higher levels of reverse knowledge sharing.

RESEARCH METHODOLOGY

Research Design

Using a quantitative paradigm, this study employs an explanatory research design to empirically investigate the relationship between WLB and OC while testing the moderating influence of RKS. This quantitative approach was selected to systematically test latent variable relationships, relying on structured, perception-based data to support analytical rigour.

Population and Sample

The target population comprises administrators of youth-dominated NPOs. This population was prioritised because these individuals are most directly exposed to the dynamics of WLB, knowledge exchange, and OC, given their involvement in high-level decision-making. This study used criterion-based purposive sampling. To qualify, participants were required to be (1) active NPO administrators, (2) engaged in organisational duties throughout the study period, (3) experienced in inter-member coordination, and (4) involved in organisational workflows that facilitate intergenerational knowledge exchange. The final sample consisted of 108

respondents, which is considered sufficient for Partial Least Squares Structural Equation Modelling (PLS-SEM).

Data Collection Method

Data were gathered through online surveys distributed to young administrators within NPOs. The survey instrument employed closed-ended items measured on a five-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The authors adopted an online distribution format for three reasons. First, administrators are geographically dispersed across the Pekalongan region and its surroundings, so an online survey streamlined logistics and enabled efficient, low-cost reach. Second, the target population is dominated by Generation Z members who are digitally fluent and accustomed to online communication, which supports a satisfactory response rate. Third, online self-administration with full anonymisation reduces social desirability pressure when reporting commitment and knowledge-sharing behaviour. No interviews or other qualitative methods were employed at this stage because this study adopts an explanatory quantitative design aimed at testing latent-variable relationships and generalising patterns across administrators; in-depth interviews are proposed as a follow-up phase in future mixed-method research to triangulate mechanisms.

Measurement of Variables

The measurement scales used in this study were adapted from previous studies and adjusted to the NPO context.

1. WLB was measured using a three-dimensional scale—encompassing time, involvement, and satisfaction balance—based on the framework of Greenhaus et al. (2003).
2. RKS was operationalised through a three-item instrument that captures organisational openness, intergenerational knowledge exchange, and the strategic use of younger members’ insights (Wang & Noe, 2010). The instrument was adapted to measure organisational practices related to RKS rather than individual behaviour.
3. OC was measured using a three-item scale that reflects the affective, continuance, and normative dimensions of the Meyer and Allen (1991) framework, adapted to the specific organisational and role-based context of non-profit administrators.

All scales were translated from English into Bahasa Indonesia, reviewed by two management scholars for content relevance to the volunteer context (e.g., “work” was reframed as “organisational duties”), and pilot-tested with 30 administrators outside the main sample; the authors revised ambiguous wording before the main fieldwork. This study assessed construct validity and reliability in WarpPLS 8.0. Convergent validity required standardised factor loadings above 0.60 and an average variance extracted (AVE) above 0.50; discriminant validity was checked using the Fornell-Larcker criterion and the heterotrait–monotrait ratio (HTMT), while common method bias was screened using full collinearity variance inflation factors (VIFs), with values below 3.30 considered acceptable. Reliability required both Cronbach’s alpha and composite reliability above 0.70.

Data Analysis Technique

Data were analysed using PLS-SEM in WarpPLS 8.0. This method was selected because it suits latent variable models with moderation effects and does not impose strict normality requirements. The analysis followed three stages: (1) assessing the measurement model to verify construct validity and reliability; (2) evaluating the structural model to examine path

relationships; and (3) analysing the moderating role of RKS in the relationship between WLB and OC. Statistical significance was determined using bootstrapping procedures at the 5% significance level.

Ethical Consideration

This research adhered to established ethical standards for academic inquiry. Participation was entirely voluntary, and all responses were anonymised to ensure confidentiality and used solely for academic purposes. No personally identifiable information was collected, so participants remained anonymous.

RESULTS AND DISCUSSION

Results

Table 1 presents the demographic and organisational profiles of the 108 participating non-profit administrators. The sample was predominantly male ($n = 70$; 64.8%), while female participants accounted for 35.2% ($n = 38$). The age distribution shows strong youth representation, with 29.6% of respondents aged 20–25 years and 23.1% under 20 years. Regarding educational attainment, just over half held a senior high school qualification (50.9%), followed by bachelor's degree holders (28.7%). In terms of marital status, 60.2% of the respondents were single. Organisational tenure and engagement metrics suggest considerable experience within the sample: 34.3% of participants have been active for more than six years, and 53.7% held executive board positions. In addition, 60.2% of the participants engage in organisational activities frequently, although 45.4% reported a weekly commitment of fewer than five hours. This profile suggests that the respondents possess sufficient organisational depth and active involvement, providing a reasonable empirical foundation for evaluating the study's core constructs.

Table 1. Respondents' Characteristics

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	70	64.8
	Female	38	35.2
Age	< 20 years	25	23.1
	20–25 years	32	29.6
	26–30 years	7	6.5
	31–35 years	20	18.5
	36–40 years	13	12.0
	over 40 years	11	10.2
Education Level	Senior High School	55	50.9
	Bachelor's Degree (S1)	31	28.7
Marital Status	Single	65	60.2
	Married	43	39.8
Organisational Role	Executive Board	58	53.7
Weekly Activity Hours	< 5 hours	49	45.4

Source: Primary data (2026)

Table 2 presents the measurement model's psychometric properties. The results confirm that all constructs meet the established criteria for validity and reliability. Factor

loadings for all indicators range from 0.678 to 0.877, consistently exceeding the recommended threshold of 0.60. Convergent validity is robustly supported, as the Average Variance Extracted (AVE) for all variables surpasses the minimum benchmark of 0.50. In terms of reliability, both Composite Reliability and Cronbach's Alpha values exceed 0.90 across all constructs. Full collinearity VIF values remain well below the 3.30 threshold, indicating no critical multicollinearity and suggesting that common method bias does not threaten the model's validity.

Table 2. Measurement Model Assessment Results

Construct	Loading Factor	Composite Reliability	Cronbach's Alpha	AVE
Work-Life Balance	0.693–0.845	0.939	0.926	0.631
Reverse Knowledge Sharing	0.678–0.848	0.939	0.927	0.633
Organisational Commitment	0.678–0.877	0.938	0.925	0.630

Source: Data derived from primary sources (2026)

The structural model was evaluated for its ability to explain the relationships between the latent constructs. Table 3 presents the model fit indices. The Average Path Coefficient (APC), Average *R*-squared (ARS), and Average Adjusted *R*-squared (AARS) are 0.355, 0.460, and 0.450, respectively, all significant at $p < 0.05$. Multicollinearity indices (average block VIF, AVIF = 1.864; average full collinearity VIF, AFVIF = 2.178) remain below the conservative threshold of 3.30. The Goodness of Fit (GoF) value of 0.577 suggests a strong fit. The coefficient of determination (R^2) for OC is 0.460, indicating that WLB and its interaction with RKS explain 46.0% of the variance. The Q^2 value of 0.464 (> 0) indicates that the model has predictive relevance.

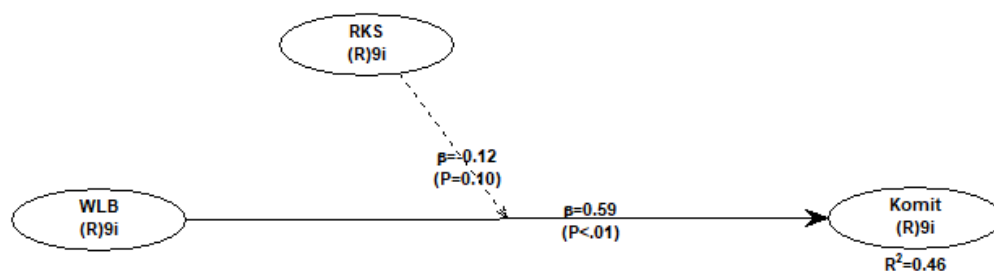
Table 3. Structural Model Evaluation Results

Indicator	Value	Criteria	Status
APC	0.355	$p < 0.05$	Met
ARS	0.460	$p < 0.05$	Met
AARS	0.450	$p < 0.05$	Met
AVIF	1.864	≤ 3.30	Met
AFVIF	2.178	≤ 3.30	Met
GoF	0.577	> 0.36	Large
R^2 Organisational Commitment	0.460	-	Moderate
Q^2 Organisational Commitment	0.464	> 0	Predictive Relevance

Source: Primary data processed using WarpPLS 8.0 (2026)

Figure 1 illustrates the structural model estimation results. WLB has a positive and significant effect on OC ($\beta = 0.592$, $p < 0.001$). Meanwhile, the moderating effect of RKS on the WLB-OC relationship is negative but not statistically significant ($\beta = -0.119$, $p = 0.102$).

Figure 1. Structural Model Result (WarpPLS 8.0)



Source: Primary data processed using WarpPLS 8.0 (2026)

Table 4 presents the structural model analysis results. H1, which posited that WLB positively influences OC, was empirically supported ($\beta = 0.592$, $p < 0.001$). H2 proposed that RKS moderates the relationship. The interaction effect resulted in a path coefficient of -0.119 ($p = 0.102$). Since the p -value exceeds the conventional significance threshold of 0.05, the moderating effect was not statistically significant. H2 is therefore not supported.

Table 4. Hypothesis Testing Results

Hypothesis	Path	Path Coefficient (β)	p -value	Decision
H1	Work-Life Balance $\rightarrow$ Organisational Commitment	0.592	< 0.001	Supported
H2	Reverse Knowledge Sharing $\times$ Work-Life Balance $\rightarrow$ Organisational Commitment	-0.119	0.102	Not Supported

Source: Primary data processed using WarpPLS 8.0 (2026)

Discussion

The empirical findings show that WLB is a significant positive predictor of OC ($\beta = 0.592$; $p < 0.001$). This result is consistent with Greenhaus et al. (2003), which suggests that role equilibrium is a critical mechanism for mitigating inter-role conflict and enabling individuals to allocate cognitive and emotional resources more effectively to organisational goals. This study aligns with the findings of Nugraha and Hermina (2024), Haar et al. (2014), and Karimah et al. (2024), reinforcing the view that WLB supports commitment, a link often attributed to lower job-related stress and greater role satisfaction. In NPOs, where participation is voluntary and financial incentives are absent, maintaining WLB is especially important for sustaining administrators' willingness to contribute over time.

However, the study found no support for RKS's moderating role ($\beta = -0.119$; $p = 0.102$). Although the interaction term had a negative coefficient, it was not statistically significant. One plausible explanation lies in the organisational maturity of the NPOs studied. Intergenerational knowledge exchange appears to occur in an ad hoc, informal manner rather than being embedded within the organisational culture. This finding diverges from Hechl (2017) and Gadowska-Lila (2020), who reported positive effects of structured reverse mentoring. The discrepancy may reflect contextual differences: those authors examined formal, organisation-sponsored programmes, whereas the voluntary NPOs studied here are less formal. These findings suggest that OC among non-profit administrators is strongly associated with their ability to maintain WLB. At the same time, RKS remains a potential organisational practice whose effectiveness may depend on stronger institutional support and a more collaborative organisational culture. Three interrelated factors may help explain this result.

The first factor is organisational culture and formality. Intergenerational exchange in the studied non-profits may remain ad hoc and informal, without scheduled reverse-mentoring sessions, standard operating procedures, or recognition systems. In Indonesian volunteer settings where seniority norms remain strong, younger members may hesitate to proactively instruct seniors, while seniors may be less receptive to upward feedback. This contrasts with Harshani et al. (2024), who showed that knowledge sharing mediates the link between reverse mentoring and work engagement only when exchange is facilitated.

The second factor is sample size and statistical power. The sample is relatively small ($n = 108$) and homogeneous—predominantly aged 25 years or younger, high-school educated, and single—which may restrict variance in RKS perceptions and limit power to detect a small interaction effect.

The third factor is theoretical mechanism. From a conservation-of-resources perspective, administrators who achieve WLB may allocate recovered resources to personal recovery or core duties rather than to extra discretionary sharing. Hence, RKS may function more as a direct cultural resource than as an amplifier of the WLB–commitment link.

In practical terms, this suggests that non-profits could institutionalise RKS through regular reverse-mentoring schedules, a simple digital knowledge repository, training for seniors on receiving upward feedback, and explicit appreciation of youth contributions, before expecting a moderating effect.

CONCLUSION

This study shows that WLB significantly predicts OC among administrators in NPOs. The findings indicate that an individual's ability to maintain a healthy balance between personal life and organisational duties is strongly associated with OC, reflected in loyalty and a willingness to contribute sustained effort to the organisation. However, RKS did not support this relationship as a boundary condition.

The findings offer important managerial implications for the non-profit sector. To foster higher OC, management should prioritise a supportive environment that facilitates role balance through flexible time management, proportional task distribution, and a supportive culture. In addition, RKS could be elevated from informal, sporadic interactions to a structured, institutionalised mechanism—for example, monthly reverse-mentoring sessions where younger administrators share digital skills, a shared drive or chat-based knowledge repository, brief training for senior members on giving constructive responses to upward input, and public recognition of youth contributions—so that knowledge exchange becomes part of organisational routines rather than depending on individual initiative.

This study has certain limitations. First, the cross-sectional research design restricts the ability to establish definitive causal relationships. Second, the sample was drawn purposely from a specific non-profit network in the Pekalongan area ($n = 108$, youth-dominated), which may limit generalisability to other regions or organisation types. Third, all data rely on self-reported online questionnaires, so biases such as social desirability and common method variance cannot be fully ruled out. However, VIFs indicate no critical collinearity and anonymity was assured. Fourth, the use of brief, adapted three-item scales—while valid and reliable here—may not capture the full dimensionality of WLB, RKS, and OC. Fifth, the study did not control for external factors such as leadership style and organisational culture. Future research should use longitudinal designs to trace causality, larger and more diverse multisite samples, and mixed methods that combine surveys with interviews or focus group discussions to explore why no moderating effect was found and how informal sharing becomes institutionalised. Alternative analytical approaches, such as multilevel models or moderated mediation, and the inclusion of transformational leadership, organisational culture, and intrinsic motivation as antecedents, mediators, or moderators could further strengthen validity and explanatory power.

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