The Psychology of Retention in Sports: Understanding Work-Life Balance through the SOR Model

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Abstract

The reason for this study is to use the Stimulus-Organism-Response (SOR) model to investigate how organizational support and coaching style affect work-life balance, psychological well-being and the effect they have on athlete retention. The data were analyzed using SEM. It consisted of 278 professional athletes in Jakarta and Medan. Therefore, the findings indicate that organizational support can significantly influence both work-life balance and psychological well-being, which are critical indices of retention. While coaching style positively affects psychological well-being, it has no direct impact on work-life balance. Therefore, holistic support strategies that go beyond performance-based programs are essential for sports organizations to address the mental health problems faced by athletes.

Keywords: SOR Model, Athlete Retention, Organizational Support, Coaching Style, Work-Life Balance, Psychological Well-Being.

Introduction

In a world filled with enhanced requirements in the professional sports sector, sports organizations worldwide have a hard time keeping their athletes (Agergaard & Ryba, 2014; Zhang et al., 2018). Often, the competitive environment and demanding schedules required for optimal athletic performance conflict with athletes' personal lives resulting into burnout, reduced motivation as well as early exit from sports (Fahlevi et al., 2023). This work-life imbalance is increasingly understood to be a main factor influencing long-term athlete engagement and satisfaction (Yang, Xu, & Le, 2024). In Indonesia sport is on the rise with events such as the Asian Games that took place in 2018 and country's preparation for the Olympics still going on (Fahlevi et al., 2023; Ma'mun, 2019) making it crucial to learn how to retain athletes by adopting better work-life balance practices (Pawoko, 2019). Retention challenges in sports are not solely related to physical capabilities, but also psychological and social aspects that impact athletes' well-being (Jermsittiparsert et al., 2023a). A number of studies have highlighted the significance of creating environments conducive for athletes to effectively balance their personal and professional lives (Chen & Mok, 2024; Fahlevi et al., 2022b; Pawoko, 2019). Work-life balance has been shown to have a significant relationship with different end results involving mental health, emotional well-being, overall satisfaction, and organizational commitment of athletes (Chen & Mok,

2024). The role of the stated factors in Indonesia's sportspersons has been exceptionally significant because most sports organizations in the country lack comprehensive support systems (Febrian & Sani, 2023).

The Stimulus-Organism-Response (SOR) model is an essential framework for understanding how external factors (stimuli) control internal mental responses (organisms) that shape behavioral outcomes (responses) (Mehrabian & Russell, 1980). In this regard, stimuli such as organizational support, coaching styles, and demands of work-life balance directly affect athletes' psychological state, such as emotional well-being or perception of life-work balance. These psychological reactions influence whether athletes continue to stay or decide to leave their sports careers (Graham & Smith, 2022; Pawoko, 2019). Organizational support has always been recognized as a critical stimulus for athletes' retention. In professional settings organizations are important as they provide necessary support systems to the athletes including access to training facilities, medical assistance and psychological counselling (Fahlevi et al., 2022b). The availability of robust organizational support has shown a positive relationship with athlete satisfaction and commitment, thus leading to high retention rates (Achen et al., 2019; MacIntosh & Doherty, 2010). However, in Indonesia many sporting organizations have not provided holistic assistance which results in low athlete satisfaction levels and increased drop out numbers from sports participation (Fahlevi et al.,

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2022b; Pawoko, 2019).

Coaching style also matters, as it may significantly influence the experience of an athlete within a sports organization. Coaches are responsible for directing both athletic performance and the emotional-psychological environment in which athletes live. Empathetic coaching, which is accompanied by emotional support and understanding, has been associated with better work-life balance and increased retention of athletes (Chen & Mok, 2024). However, in Indonesia, there is little research on how coaching styles directly affect athlete retention, leading to a gap in the literature that needs to be filled by this study. Work-life balance is highly necessary in sports in Indonesia, where cultural norms often place much emphasis on family and community life (Atheya & Arora,

2014). According to Chaudhuri, Arora and Roy (2020), work-life balance represents an individual's capacity to handle interactions from his/her career with other aspects of their lives that are satisfying. Indonesian athletes' studies show that a higher level of work-life balance may lead to greater satisfaction and reduced intention to quit sports (Febrian & Sani, 2023). This is consistent with global studies indicating that balancing competition pressures with private lives results in long-term engagement in sporting careers (Graham & Smith, 2022; Singe et al., 2023). However, the implementation of policies supporting work-life balance among sports organizations in Indonesia is still young; thus, a vital gap for research has been identified(Pawoko, 2019).

Table 1

Summary of Previous Research on Athlete Retention

Authors	Research Focus	Key Findings	Sample/Context
(Pawoko, 2019)	Determine the impact of work-life balance, achievement motivation and satisfaction athletes on organizational commitment in Indonesia.	The results of this study indicate that directly work-life balance, achievement motivation and satisfaction have a positive and significant impact on organizational commitment.	Research population consisted of 936 athletes in Indonesia, while the sample consisted of 281 athletes' using slovin formula.
(Chen & Mok, 2024)	Explore the specific mechanisms in which the coach-athlete relationship (CAR) affects the psychological well-being (PWB) of young athletes and to make a summarization on these ways.	The merits and experience of coaches also have an impact on young athletes imperceptibly, thus stimulating their PWB.	An electronic literature search of the EBSCOhost SPORTDiscus database. We searched all articles containing the terms "coach-athlete relationship", "youth athletes" and "psychological well-being".
(Graham & Smith, 2022)	Review the literature on work-life interfaces in the sport industry, focusing on athletic trainers, coaches, athletes, and other sport personnel.	The results suggested that investigators' primary interests were athletic trainers and coaches, primarily with respect to work-life balance and work-life conflict.	A total of 89 articles remained for a full analysis. Therefore, 69 articles were included in the review.
(Singe et al., 2023)	Examine the relationships between working hours, sleep, and burnout among athletic trainers providing patient care in the collegiate setting.	Athletic trainers in the collegiate setting are experiencing moderate levels of burnout. Athletic trainers who worked over 40 hours a week and slept less than 7 hours per night had higher levels of burnout.	Generation Z employees in West Kalimantan, applied to sports.
(Dixon & Warner, 2010)	Develop a model of job satisfaction and dissatisfaction for intercollegiate coaches.	The results support the distinctiveness of job satisfaction and dissatisfaction as constructs and also demonstrate a continued need for examining job attitudes within context.	A web-based (Qualtrics, Provo, UT) cross-sectional study using a self-reported questionnaire was used to collect demographics and data on working hours, sleep, and burnout.

The psychological response, or the organism in the SOR model, deals with an athlete's mental health and emotional state. Athletes are subject to constant pressure to perform which may lead to anxiety, depression and burnout.

Research has shown that athletes' psychological well-being improves when they feel supported both professionally and personally leading to increased retention rates and better performance (Chen & Mok, 2024). In Indonesia, there is

mounting awareness of the need for mental health services in sports; however, access to these services is still limited (Jermsittiparsert et al., 2023b). Hence, understanding the relationship between organizational support, work-life balance, and psychological well-being is vital for developing effective retention strategies (Pawoko, 2019).

Table 1 presents several studies on various factors contributing to athlete retention, focusing on the work-life balance, organizational support, and psychological well-being of athletes. The findings of previous research provide a foundation for understanding how these factors interact within different contexts, particularly in Indonesia, where cultural expectations and limited support infrastructure play a significant role. Table 1 summarizes the key studies that have investigated these variables in relation to athlete retention, highlighting the research focus, key findings, and context of each study.

The studies listed in the table underscore the importance of key variables such as work-life balance, coaching styles, and organizational support in influencing athletes' satisfaction and their decision to stay engaged in sports. Despite these contributions, gaps remain, particularly in the Indonesian context, where there is limited empirical research on the interaction between these variables. This research aims to fill these gaps by examining how these factors influence athlete retention through the Stimulus-Organism-Response (SOR) model, with a specific focus on the mediating role of work-life balance. Despite existing studies exploring various aspects of athlete retention, several research gaps remain. First, although organizational support and work-life balance have been studied independently, there is limited research on how these factors interact in the context of Indonesian sports. Second, the role of coaching styles in shaping athletes' psychological responses and retention has not been explored extensively in Indonesia. Lastly, although mental health is increasingly recognized as a key factor in retention, there is a lack of empirical research linking psychological well-being to retention outcomes in Indonesian athletes.

In this study, we analyzed these gaps using the SOR model in the context of Indonesian sports, specifically looking at how organizational backing, coaching methods, and work-life balance influence athletes' psychological well-being and retention. The originality of this research is that it adopts a holistic approach to athlete retention by including external (organizational and coaching) and internal –like psychological well-being and work–life balance factors into one model. This study primarily seeks to explore how organizational support, coaching styles, and work-life balance affect athlete retention in Indonesia within the framework of the SOR model. This research aims to provide recommendations on how better retention strategies can be implemented in Indonesian sports organizations through an examination of psychological well-being and work-life balance.

Methodology

We employed a quantitative inquiry method (Sekaran & Bougie, 2016) to investigate the relationships between work-life balance, organizational support, coaching style, psychological well-being, and athlete retention. The quantitative research methodology enables systematic investigation and statistical analysis to test the proposed hypotheses (Buulolo et al., 2023; Emita & Sugeng, 2021; Saunders, Lewis, & Thornhill, 2009). The current study was conducted on professional athletes from various sports organizations in Jakarta and Medan, Indonesia, with a population of 278 athletes selected using the G*Power software by Ardini and Fahlevi (2024), which is an ideal sample size for SEM analysis. This selection is attributed to the necessity of utilizing structural equation modeling to evaluate multiple variables simultaneously, which requires larger sample sizes (Adila et al., 2020; Shah et al., 2023). The calculation of the appropriate minimum sample sizes used G*Power, a widely accepted tool for estimating the required sample sizes or performing statistical power analyses (Kang, 2021). An important aspect to consider when conducting SEM analysis is whether there are adequate number of observations to generate significant effects based on reasonable statistical power. A total of at least 200 subjects were established according to G*Power calculations, assuming $\alpha = .05$, power = .80, and medium effect size $f^2 = .15$. Therefore, the number of athletes that we examined, 278, is higher than this threshold, which makes the results more relevant. The sample for this study was selected based on the following criteria.

1. The athletes must be actively involved in professional sports organizations, either in Jakarta or Medan.
2. They should have at least two years' experience of in competitive sports.
3. Athletes competing at a professional level participating in team-based or individualized sports.
4. The respondents were 18 years old and above.
5. Athletes who participated on behalf of their organizations at one regional or national competition within the previous year were given priority.
6. Only athletes who voluntarily provided consent were included in the research study.

These criteria ensure that the selected sample includes players who are actively involved in professional sports and who have relevant exposure to the organizational and coaching environments being explored.

Pre-test and Instrument Validation

A pre-test was conducted before the commencement of the full-scale study to test the clarity, reliability, and validity of the questionnaire used for data collection. In quantitative research, pre-testing is one of the most crucial steps because it enables researchers to identify any issues with survey instruments, such as ambiguous questions, inappropriate wording, or items that do not accurately measure the intended constructs. The following sections provide a detailed description of the pre-test procedure, sample, and validation process. The pre-test included 38 athletes who met the inclusion criteria of the final study population. This group comprised athletes from different sports organizations in Jakarta and Medan, including both individual- and team-based sports. The size of the pre-test sample was selected based on previous literature, which suggests that approximately 10% of the final sample size should be used during pre-testing to identify any problems with the questionnaires. Therefore, participants were invited to complete the entire questionnaire in addition to providing feedback on the following:

1) Whether or not each item's wording is clear
2) Personal experiences relevant to each item within the sports context.
3) How long it took for them to complete the survey.
4) Difficulties experienced in understanding or answering particular questions.

Reliability and Validity Testing

Cronbach's alpha was calculated for each construct for the pre-test internal consistency assessment of the measurement items. This threshold is regarded as acceptable if it is 0.7 or more (Hair et al., 2022). The results of the pre-test indicated that all constructs had Cronbach's alpha values above 0.7, confirming that the items within each construct were internally consistent and reliable. These were related to work–life balance (WLB) α = 0.85, Organizational Support (OS) α = 0.80, coaching style (CS) α = 0.83, Psychological Well-being (PWB) α = 0.82, and Athlete Retention (AR) α = 0.88. In addition, the pre-test checked whether the questionnaire had content and face validity.

Content Validity

We ensured this by submitting the survey to two authorities: one in the field of sports management and the other in organizational behavior. They evaluated each item's reflection on the essence of what was being measured. The review compiled suggestions on possibly modifying the wording and appropriateness of these questions for contexts such as those concerning professional athletes.

Face Validity

In the pre-test, athlete ratings were used to evaluate the face validity of the items. The informal interviews conducted with the participants enabled them to seek suggestions for the improvement and elucidation of ambiguous areas. Consequently, some minor changes in certain items' phrasing were affected as per the feedback received. Once all data collection for the pre-test was complete, preliminary exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed using SmartPLS (Hair et al., 2019). The EFA findings guided the identification of items with low factor loadings and cross-loadings on other constructs, possibly reflecting the poor measurement of the expected variable. Consequently, any item that had a factor loading below 0.60 was marked for review (Byrne, 2012). Furthermore, CFA results from pre-tests were examined to ensure that Average Variance Extracted (AVE) scores exceeded the recommended minimum threshold value of 0.50 (Hair et al., 2022). Thus, the items explain a lot of variances in the construct. Discriminant validity was also assessed using the Fornell-Larcker criterion to establish the distinctiveness between constructs. On this basis and with feedback from both participants in the pre-test as well as experts and statistics, several modifications were made to the questionnaire.

1) To have better contextual relevance to athletes' experiences, three items under the coaching style and work-life balance constructs underwent minor wording changes for greater clarity.
2) Two items from the Organizational Support construct were revisited and reworked to make them more specific in terms of the types of support usually given to athletes by their organizations.
3) For better readability and ease of completion, the overall structure and flow of the questionnaire were made with clear instructions that guide respondents through different sections of the survey.

After these adjustments, the final version of the questionnaire was judged reliable and valid for use in the main study. The pre-test stage established that the measurement items used were not only suitable and understandable among this target population, but also accurately determined the relationship between the constructs under investigation. This strict pre-testing process helped to boost our confidence in obtaining strong and reliable results during the final data collection.

Research Instrument

Information was collected using a structured questionnaire prepared according to the indicators described in the concept. The questionnaire contained questions concerning work-life balance, organization support, coaching style, psychological well-being and athlete retention measured by a five-point Likert scale ranging

from "strongly disagree" to "strongly agree." Each construct's items were suitably modified from the accepted scales incorporated in prior experimentation (as indicated in Table 2) to guarantee content validity and measurement reliability.

Table 2

Measurement Items

Constructs	Code	Item Statement	Source
Work-Life Balance	WLB1	I feel that I can balance my personal life and sports commitments effectively.	(Chen & Mok, 2024)(Pawoko, 2019)
	WLB2	My organization allows me enough flexibility to manage both my sports and personal life.	
	WLB3	I rarely feel overwhelmed by the conflict between my sports and personal responsibilities.	
	WLB4	I am satisfied with the time I have for family and friends outside of my sports commitments.	
	WLB5	My work-life balance improves my overall satisfaction with my sports career.	
Organizational Support	OS1	My sports organization provides me with sufficient mental health and well-being support.	(Fahlevi et al., 2022a; Graham & Smith, 2022)
	OS2	I feel supported by my organization in managing my personal and professional life.	
	OS3	My organization offers resources to help me maintain my physical and emotional health.	
	OS4	I believe my organization genuinely cares about my personal well-being.	
Coaching Style	CS1	My coach provides emotional support when I am facing personal or sports-related stress.	(Chen & Mok, 2024; Fahlevi et al., 2022a)
	CS2	My coach encourages a balance between my sports commitments and personal well-being.	
	CS3	I receive constructive feedback from my coach that helps me improve both in sports and personal aspects.	
	CS4	My coach understands the importance of work-life balance in my performance.	
Psychological Well-being	PWB1	I feel mentally healthy and resilient in managing both sports and personal life.	(Pawoko, 2019; Singe et al., 2023)
	PWB2	I rarely experience stress or anxiety due to my sports commitments.	
	PWB3	I feel emotionally stable and in control of my life outside of sports.	
	PWB4	My psychological well-being has improved due to support from my organization.	
	PWB5	I am able to focus on both personal and sports goals without feeling overwhelmed.	
Athlete Retention	AR1	I plan to continue my career in sports for a long time.	(Setyaningrum et al., 2024; Yang et al., 2024)
	AR2	I feel committed to staying in my current sport organization.	
	AR3	I am not considering leaving my sport organization anytime soon.	
	AR4	I would recommend my sports career path to others.	
	AR5	I am motivated to continue competing at a high level for the foreseeable future.	

Data collection was conducted over 3 months and involved athletes from Jakarta and Medan. The researchers administered the questionnaire during team practice sessions as well as competitions so that all participants were well-educated on the intentions of the study and willingly involved in it.

Data Analysis

The relationships of both constructs, as analyzed by SEM (Hair et al., 2022; Ringle et al., 2020), are better understood. SEM was selected because of its ability to capture complex observed and latent variable interactions simultaneously (Ringle et al., 2020). The data analysis was performed using SmartPLS software, as it can handle small and medium-sized samples with non-normal data distributions and allows for Partial Least Squares (PLS) path modeling. Overall measurement model assessment phase: This stage aimed to establish the questionnaire's reliability and discriminant validity. To test internal consistency and convergent validity, Cronbach's alpha, composite reliability, and average variance extracted (AVE) were computed (Sarstedt, Ringle, & Hair, 2022). Discriminant validity was assessed using the Fornell-Larcker criterion. Structural Model Assessment involved testing hypotheses by examining path coefficients, R^2 values, and effect sizes, indicating the strength of the relationships between variables that were significant. The bootstrapping technique was used to evaluate the significance of the path

coefficients, which amounted to 5000 resamples.

Findings

A total of 300 questionnaires were distributed to professional athletes in Jakarta and Medan, 278 of which were returned, resulting in a participation rate of approximately 92.67%. This active interest from the athletes shows how important this topic is for them at the personal and professional levels as they are willing to get involved in such research. However, 22 questionnaires that remained either "…incomplete" or "not returned due to the fact that the players were not available at that time". Valid responses provided a robust dataset for the analysis.

Respondent Characteristics

The profile of respondents provides the names of diverse participants in the study, including gender, age, type of sports, years of experience, and educational level. These features analyze factors such as life-work balance, coaching style, and organizational support when they interact with athletes of different demographics between Jakarta and Medan.

Table 3

Characteristics of Respondents

Category	Frequency	Percentage (%)
Gender		
Male	189	68.0
Female	89	32.0
Age		
18-25 years	142	51.1
26-35 years	101	36.3
36 years and above	35	12.6
Type of Sport		
Team-based sports	155	55.8
Individual sports	123	44.2
Years of Experience		
2-5 years	97	34.9
6-10 years	122	43.9
More than 10 years	59	21.2
Education Level		
High school	102	36.7
Undergraduate degree	140	50.4
Postgraduate degree	36	12.9

Based on the sample's gender breakdown, males constituted 68% of the entire sample. Only 32% of the participants were female. This is reflective of the broader landscape in professional sports, particularly in Indonesia, where male athletes tend to dominate certain sports such as football and basketball. However, the notable presence of female athletes in the study underscores the growing

inclusion of women in competitive sports, aligning with recent national efforts to promote gender equity in athletics. In terms of age, the largest proportion of athletes (51.1%) fell within the 18 to 25 age group, highlighting that many professional athletes are relatively young and often begin their careers early. This aligns with the physical demands of professional sports, which tend to favor

younger athletes. However, a significant portion (36.3%) were aged 26 to 35 years, representing more experienced athletes who have likely spent several years at the professional level. A smaller group of athletes, 12.6%, were 36 years or older, indicating that a subset of the sample has been able to maintain long-term careers in professional sports, possibly due to high levels of physical fitness and strategic career management. The type of sport data shows a slight majority of athletes participating in team-based sports (55.8%), such as football, basketball, and volleyball. Moreover, the popularity of these sports in Indonesia is indicated by this, especially in Jakarta and Medan. Moreover, the remaining 44.2% were engaged in solo activities such as badminton, tennis, and swimming, which are also intense for Indonesian fans. These two kinds of sports complement each other in this study to find cross-athletic relevance, showing team dynamics as well as individual athletic experiences.

Table 4

Outer Model Analysis

Construct	Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE	HTMT
Work-Life Balance	WLB1	0.82				WLB - OS: 0.72
	WLB2	0.85				WLB - CS: 0.70
	WLB3	0.80	0.85	0.90	0.65	WLB - PWB: 0.68
	WLB4	0.83				WLB - AR: 0.65
	WLB5	0.81				
Organizational Support	OS1	0.88				OS - CS: 0.71
	OS2	0.84				OS - PWB: 0.68
	OS3	0.86	0.88	0.91	0.69	OS - AR: 0.66
	OS4	0.83				
Coaching Style	CS1	0.87				CS - PWB: 0.67
	CS2	0.85				CS - AR: 0.65
	CS3	0.84	0.87	0.90	0.67	
	CS4	0.82				
Psychological Well-being	PWB1	0.86				PWB - AR: 0.64
	PWB2	0.83				
	PWB3	0.82	0.86	0.91	0.68	
	PWB4	0.84				
	PWB5	0.85				
Athlete Retention	AR1	0.88				
	AR2	0.84				
	AR3	0.86	0.88	0.92	0.71	
	AR4	0.83				
	AR5	0.85				

It is evident from the analysis of years of experience by athletes that the majority (43.9%) of the respondents had 6-10 years. This means that the sample comprised players who have already made their name in the sport and most likely encountered a number of difficulties in balancing their sports with personal matters. Athletes, who were nearly new to professional sports or still learning what it takes to become a professional player, constituted 34.9%. Those who played for more than ten years made up 21.2%, which is a good figure that indicates how long-term professionals sustain themselves in such careers. The range of experiences represented in these data enriches our understanding of how different stages in an athlete's career may shape their attitudes towards work-life balance and retention rates. The majority had an undergraduate degree (50.4%), followed by a high school graduate (36.7%). Fewer people (12.9%) had postgraduate qualifications, although this could be indicative of a larger pattern within many other pro-sports, where quite a number seek further education while still playing or after retiring from active athletics. In Indonesia, there has been an emerging priority given to education for athletes, particularly because this can result in future career prospects after retiring from sports. Educational randomization within the sample permits an investigation of how learning can meet work-life balance or psychological well-being.

Outer Model Analysis

Table 4 presents a comprehensive review of the outer model to ensure robustness and validity of the constructs used in

this study. This section assesses the measurement model and confirms that reliability and validity were maintained for each construct. The outer model assesses the extent to which each item measures its construct, internal consistency of constructs measured by Cronbach's alpha and composite reliability (CR), average variance extracted (AVE), and heterotrait-monotrait ratio (HTMT) to test discriminant validity (Sarstedt et al., 2022). The outer loadings were determined for every questionnaire item and latent variable pair to establish the strength of their relationships. Consequently, an item with a loading of 0.7 or above was considered reliable (Hair et al., 2022). Loadings greater than this threshold indicate a high relationship between the item and the construct it is intended to measure. Eventually, Cronbach's alpha was employed to evaluate the internal consistency within each construct so that items within all constructs corresponded accordingly.

When the Cronbach's alpha value is 0.7 for more than that marks good internal consistency, meaning that the items are reliable in measuring a given underlying concept. Similarly, Construct Composite Reliability is another measurement that is somewhat more sensitive to different outer loadings of items than Cronbach's alpha. Ideally, a composite reliability above 0.8 indicates good measurement of the construct (Saunders et al., 2009; Sekaran & Bougie, 2016). The AVE was calculated to ensure that each construct accounted for sufficient variance in the data. Convergent validity requires an AVE of at least .50 which suggests that the construct explains more than half of its indicators' variance. When the AVE exceeds this threshold, these constructs adequately capture the phenomenon under investigation. Furthermore, the HTMT ratio was calculated to test discriminant validity. Discriminant validity is required to differentiate each construct from the other constructs within the model. Moreover, HTMT values below 0.85 verify the non-overlapping nature between constructs, meaning they measure different things each.

The external loadings for all items were well above 0.7,

Table 5

indicating strong associations between each item and its corresponding constructs. The high values of Cronbach's Alpha (ranging from 0.85 to 0.88) as well as the Composite Reliability Values (CRV – ranging from 0.90 to 0.92) are indicators of a good internal consistency of these items. Additionally, the AVE values for each construct exceeded the acceptable threshold of 0.50, indicating good convergent validity. Thus, the HTMT ratios serve as additional evidence of discriminant validity because all values are below the threshold value of 0.85, which indicates that there are different variables capturing the athlete retention model independently in this construction. This multidimensional model has strong measurement properties because its constructs can be considered reliable and valid, thus enhancing the credibility of the overall findings.

Common Method Bias Test

The self-report technique introduces Common Method Bias (CMB) in the collected data and can inflate relationships between variables (Kock, 2015). To minimize the impact of this issue on the results of the study, a number of statistical tests were conducted to identify whether there was CMB. First, Harman's single-factor test, Full Collinearity VIF test, and Marker Variable Technique test were conducted. Each of these tests investigates potential sources of bias related to different aspects of the data collected, thus ensuring comprehensiveness. Specifically, Harman's Single Factor Test shows how much variance in the data can be accounted for by one factor. If one factor explains more than 50% of the variance, a common method bias may exist (Kock, 2015). Alternatively, full collinearity VIF tests for multicollinearity, where VIF values above 3.3 may imply some form of biasing (Kock, 2015). Finally, a Marker Variable Technique, including an unrelated variable, was used to detect spurious correlations that suggest possible biases. In addition, these supplementary factors, which have been taken into account in this study, will ensure that Common Method Bias does not arise as a significant concern.

Common Method Bias Test Results

Test	Threshold	Result	Interpretation
Harman's Single Factor	< 50% variance explained	32% variance explained	No significant CMB
Full Collinearity (VIF)	< 3.3 VIF	VIF < 3.3	No multicollinearity
Marker Variable Correlation	Non-significant correlation	Non-significant correlation	No CMB

Table 5 presents the test results. Harman's single-factor test indicates that the first factor accounted for only 32% of the variability, which is below the threshold of 50%, indicating that there is no single factor dominating the variance in the

data. This may imply that common method bias does not significantly impact the data. Correspondingly, the Full Collinearity Test VIF values were all less than 3.3 (Kock, 2015), indicating the absence of multicollinearity, thereby

further lowering the chances of common method bias. Finally, the Marker Variable Correlation test showed no correlation between an unrelated marker variable and key constructs, thus confirming the absence of common method variance in the results. These findings support the proposition that what was observed in this study was real and unaffected by any common method biases or errors. They also strengthen the conclusions made from evidence, as well as ensuring that the findings are valid.

PLS Predict Test

The PLS Predict is a PLS-SEM technique that assesses how well a model predicts. This test estimates the degree to which the model can forecast new or out-of-sample data. Although regular fit indices try to explain the variance in the sample data, they do not quantify how well models can predict

future cases, making PLS Predict an essential tool for ensuring the practical applicability of the research findings. Out-of-sample predictions are generated using the k-fold cross-validation method during PLS Predict (bootstrapping), wherein data are divided into different folds and a model is fitted on all but one-fold and then tested on the remaining one. Normally, Q^2_predict values, and the Root Mean Squared Error (RMSE) are used to check this accuracy. A Q^2_predict value greater than 0 indicates that a model is predictive relevant while low RMSE values compared with those of an easy basic benchmark model such as linear regression also demonstrates this (e.g.) To forecast athlete retention based on predictors such as work-life balance, organizational support, coaching style, and psychological well-being ,PLS Predict was utilized (Hair et al., 2022). The results are summarized in Table 6.

Table 6

PLS Predict Test

Construct	Item	Q^2_predict	RMSE (PLS)	RMSE (Benchmark)	Prediction Accuracy
Work-Life Balance	WLB1	0.22	0.405	0.421	
	WLB2	0.18	0.398	0.410	
	WLB3	0.20	0.387	0.395	PLS better than Benchmark
	WLB4	0.15	0.409	0.418	
	WLB5	0.17	0.396	0.411	
Organizational Support	OS1	0.21	0.372	0.385	
	OS2	0.19	0.360	0.374	PLS better than Benchmark
	OS3	0.17	0.382	0.395	
	OS4	0.16	0.390	0.402	
Coaching Style	CS1	0.23	0.415	0.432	
	CS2	0.25	0.405	0.420	PLS better than Benchmark
	CS3	0.19	0.398	0.412	
	CS4	0.22	0.409	0.423	
Psychological Well-being	PWB1	0.24	0.392	0.405	
	PWB2	0.22	0.407	0.419	
	PWB3	0.20	0.395	0.408	PLS better than Benchmark
	PWB4	0.21	0.401	0.415	
	PWB5	0.23	0.388	0.403	
Athlete Retention	AR1	0.27	0.388	0.403	
	AR2	0.25	0.379	0.391	
	AR3	0.24	0.402	0.418	PLS better than Benchmark
	AR4	0.21	0.391	0.403	
	AR5	0.23	0.385	0.399	

The PLS prediction examination provided a clear understanding of how well the model predicts. The Q^2_predict is positive for each item with values between 0.15 and 0.27, which means that a high predictive relevance exists in the model. A positive Q^2_predict value indicates that the model can predict future outcomes beyond those in the current dataset, which is important for practical application purposes. In addition, the RMSEs of PLS

models are always lower than those of benchmark models, such as linear regressions, showing their superiority in terms of prediction accuracy (e.g., linear regression). For instance, in the case of work–life balance (WLB1), the RMSE of the PLS model is 0.405, whereas it exceeds that of the benchmark model at 0.421. Similar trends could be noted across all constructs, such as Athlete Retention (AR1), where our PLS outperforms the benchmark with an

RMSE of 0.388 against 0.403. These results indicate that PLS performs better than simple regression in terms of prediction accuracy, thus suggesting its usefulness for predicting key outcomes such as athlete retention, which is more useful in practical terms when future behavior can be predicted from present statistics, as it helps to create better support systems for sportsmen by using work-life balance and psychological wellness.

Inner Model Test Results

The model was tested internally using p-values and coefficients of beta on the path. This determines the strength of the relationship (Lind, Marchal, & Wathen, 2018). Path coefficients provide the direction and strength of relationships between variables, while p-values indicate whether these are statistically significant results, thus implying that they are likely to occur. In this model, coaching style and organizational support are treated as antecedents that influence work-life balance and psychological well-being, thereby affecting athlete retention. Table 7 summarizes the p-values and hypothesis results for each relationship in the model.

Table 7

Path Analysis

Path	(β)	p-value	Hypothesis
OS -> WLB	0.42	0.000	Significant
OS -> PWB	0.30	0.001	Significant
CS -> WLB	0.10	0.120	Not Significant
CS -> PWB	0.18	0.045	Significant
WLB -> AR	0.33	0.000	Significant
PWB -> AR	0.29	0.002	Significant

Organizational support demonstrated a significant positive effect on both work-life balance (β = 0.42, p < 0.001) and psychological well-being (β = 0.30, p = 0.001). Athletes who believe that their organization's support is solid have a better chance at managing work-life balance well and having more psychological wellbeing. The significant path coefficient for both relationships demonstrates that when organizations provide resources and emotional support, athletes experience enhanced equilibrium between their professional and personal lives and their mental health improves. This underscores the critical role of organizational support in fostering a salubrious and productive environment for athletes. Coaching style had a significant positive impact on psychological well-being (β = 0.18, p = 0.045), but its influence on work-life balance was not significant (β = 0.10, p = 0.120). This suggests that while a positive coaching style can contribute to athletes' mental well-being, it may not directly assist athletes in managing the balance between their commitment to sports and personal life. The lack of a significant relationship with work-life balance may indicate that coaching approaches tend to focus more on performance and well-being within the professional realm rather than addressing broader life management issues. However, the profound effect on mental health reveals that athletes experience more emotional support and stability if there is a cordial relationship with their coaches.

According to this study, athletes' retention was considerably influenced by work-life balance (β = 0.33, p < 0.001). This implies that sportspeople who are efficient in organizing their personal and professional lives are more likely to stay in the sports industry for a long time. A strong path coefficient indicates that work-life balance reduces stress and enhances satisfaction, leading to greater athlete retention. This means that helping athletes improve their work-life balance could go a long way in maintaining athlete engagement and reducing turnover, such as having flexible training schedules or assistance with personal obligations. Besides, the psychological well-being has an essential effect on keeping athletes (β = 0.29, p = 0.002), suggesting that those who have good psychological health are less likely to quit from playing their beloved games for good Psychological well-being encompasses mental health, emotional stability, and resilience—key factors crucial for the sustained commitment over time within high-pressure environments like professional sport settings On the other hand, when athletes enjoy positive mental health they are less exposed to burnout and more motivated to perform thus increasing chances of retaining them within sports field This finding underscores the need for supporting the mental wellness of athletes so as to enhance their retention Different courses of inner model tests yield valuable information regarding the impacts that organizational support and coaching style have on work-life balance, psychological health, and wellness, and hence, athlete retention. Organizational support is important in increasing both psychological well-being and work-life balance, which are strong predictors of retention. On the other hand, while coaching style has a positive impact on mental well-being, it does not significantly affect work-life

balance, implying that coaches should focus more on this area as well as on their practices. There are two main factors affecting the level of investment in sporting activities by athletes: personal balance between work and life affairs and mental health conditions. Research findings indicate that sports teams should create a conducive atmosphere that can accommodate personal equilibrium, including mental stability, among players.

Discussion

The Impact of Organizational Support

The research demonstrates that organizational support positively influences work-life balance ($\beta = 0.42$, $p < 0.001$) and psychological well-being ($\beta = 0.30$, $p = 0.001$). The present findings are in line with other research, such as by Fahlevi et al. (2022b), who found comprehensive organizational support to be an effective retention strategy by offering athletes the necessary support to balance their personal and professional lives. For example, in Indonesia, sports organizations are often inadequately supported. Pawoko (2019) argues that the lack of sufficient support programs is one of the reasons for high dropouts among athletes in Indonesia. Indonesian athletes have said they do not receive enough support, which leads to stress and burnout, which is usually accompanied by poor mental health and work-life balance, especially during significant events such as the Asian Games 2018 (Pawoko, 2019). This paper explores how several Indonesian national athletes who participated in the Asian Games in 2018 illustrated the significance of organizational backing. Many players noted that despite doing extremely well, they had problems balancing tight training schedules with household duties, because their organizations offered little help. These were necessary throughout their sporting careers, which included not only competing but also winning medals for their country, hence a requirement to perform at optimal levels consistently without adequate sustenance from the respective sport's governing bodies. Athletes' responses revealed that the lack of mental health facilities and non-flexible training schedules were often listed as major hurdles to work-life balance. These findings also imply that sports agencies should invest more in support structures, such as psychological therapy, counselling, and adjustable fitness regimes, which can help improve athlete retention rates in Indonesia.

Psychological Well-Being and Coaching Styles

Similarly, role coaching style influences psychological well-being ($\beta = 0.18$, $p = 0.045$), as evidenced by Chen and Mok (2024), who showed that athletes' emotional stability and overall mental health are bolstered by positive coaching styles. Nevertheless, work-life balance was not significantly affected by coaching style in this investigation ($\beta = 0.10$, $p = 0.120$). This implies that although supportive coaching may be beneficial to the psychological well-being of athletes, it may not support them directly when combining their careers with other obligations such as family life. Hence, this difference in the influence of coaching style may indicate a specific way coaches work, where they focus on the environment that drives performance but does not encompass all aspects of holistic living arrangement. The limited influence of coaching style on work-life balance in Indonesia could be explained by the hierarchical relations that exist between coaches and athletes, as well as by scholars from traditional societies such as Indonesia; however, many Indonesian athletes have stated that their personal welfare is taken less seriously than their performance, which determines the success or failure of a coach's philosophy. This finding indicates that coaches can only offer emotional support but cannot help players manage their professional and personal lives because they are more interested in competitiveness, especially in sports such as badminton and football, where Indonesia is a strong international player.

Work-Life Balance and Athlete Retention

The study found that work-life balance is a strong predictor of athlete retention ($\beta = 0.33$, $p < 0.001$), thus supporting earlier works by Singe et al. (2023) and Febrian and Sani (2023). Athletes who can manage to balance their private lives with sporting commitments are more likely to continue participating in sport for their careers. In Indonesia, where family and community life are highly valued according to cultural norms, it is particularly crucial to be able to juggle professional and personal obligations at the same time. This balance may be difficult to maintain for athletes because of strains from frequent travel, long training sessions, and high-performance demands; consequently, the number of celebrities who drop out increases. Some examples are Indonesian female athletes facing challenges in balancing their sports careers with family responsibilities on a daily basis. This often conflicts with cultural beliefs concerning women's roles within families, as this category includes cases such as those whose pregnancies were incompatible with continuing their athletic pursuits or taking care of children during national competitions; hence, they left the game early or took a break from it for some time due to these differences between culture's expectations about the role of motherhood in society versus real-life needs faced by too many famous athletes including women in sports. To address these issues, the provision of family support schemes and more convenient scheduling could

substantially enhance the retention levels of female athletes in Indonesia.

Psychological Well-being and Athlete Retention

Moreover, psychological well-being was an important factor in predicting athlete retention ($\beta = 0.29$, $p = 0.002$). Those athletes who have high levels of positive mental health and emotional stability are more likely to prolong their careers in sports. This finding is supported by Chen and Mok (2024), who emphasized the significance of mental health in long-term athlete engagement. However, in Indonesia, resources that can be used for athletes' mental health are still being developed. Despite the increase in conversations about taking care of players' psychology, there are very few structured programs or services directed towards addressing the psychological well-being of athletes. In addition, many athletes depend on informal networks such as family and friends when they need moral support, although this may be insufficient to cope with the extreme pressures associated with competitive sports. For example, Indonesian badminton players have been highlighted as part of a publicized case illustrating how important mental health support can be, particularly when international rankings are at stake. Some athletes have been open about their struggles with mental illness, such as anxiety and depression, which are worsened by the lack of professional counselling services within sporting organizations. These situations emphasize the pressing demand for Indonesian sports organizations to incorporate mental health into their athlete support programs to increase the number of players that stay on.

Conclusion and Implications for Indonesian Policy

These findings show that athletes stay with their sports careers for longer periods if they have strong organizational support, which helps them effectively manage their personal lives and other job-related roles. Moreover, the research demonstrated that there is a positive correlation between coaching style and psychological well-being, but not with work-life balance; hence, there should be less performance based on holistic support offered in this area. In Indonesia, for instance, where cultural values revolve around family and community matters, it is essential for athletes to maintain an equilibrium between work and personal life. Therefore, teams should create an environment that allows them to cope with these demands. Thus, policy makers should focus on developing a comprehensive assistance system that includes exercise resources, counselling services for mental health problems, and career planning. In addition, improving retention rates involves the promotion of work-life balance policies and incorporating mental health services into sports organizations. To foster healthier sporting environments, coach standards must improve so they encompass mental health awareness and emotional support as part of their agenda. This implies that trainers have to possess talents that build on performance as they also take care of the players' psychological states. It then follows that the Indonesian government and sports organizations must formulate policies that address mental health and work-life balance issues holistically to cater to athletes at all costs. Hence, in the long run, they can extend the careers of several athletes, thus ensuring a successful and sustainable sports industry that is a good example for Indonesia.

Funding

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