Volume 3, No. 7 July 2025
p-ISSN 3032-3037 | e-ISSN 3031-5786

ADVANCES IN SOCIAL HUMANITIES RESEARCH

The Effect of Work-Life Balance on Employee Performance with the Role of Organizational Commitment as an Intervening Variable

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Abstract
The vaping product retail industry has shown significant growth in recent years. However, amidst increasing market demand, employee performance at PT. *Sentra Jaya Sejahtera* has experienced considerable fluctuations. This condition indicates the need for an appropriate strategy to improve employee performance by identifying the factors that influence it. This study aims to analyze the effect of *work-life balance* on employee performance, with the role of *organizational commitment* as an intervening variable. This study uses a quantitative approach with a population consisting of all employees of PT. *Sentra Jaya Sejahtera*. Data analysis was carried out using the Structural Equation Modeling (SEM) method, assisted by SmartPLS 4.0 software. The results indicate that: 1) *Work-life balance* has a positive and significant effect on employee performance; 2) *Work-life balance* has a positive effect on *organizational commitment*; 3) *Organizational commitment* has a positive and significant effect on employee performance; 4) *Organizational commitment* mediates the effect of *work-life balance* on employee performance.
Keywords: work life balance, employee performance, organizational commitment

Introduction

A decline in employee performance can have a significant impact on the company's overall performance. Declining employee performance not only affects individual productivity, but it can also hinder the achievement of the organization's overall goals. This is due to the central role of employees in carrying out the company's operations and strategy. As stated by Windika & Frianto (2023), employee performance has a significant influence on the quality of human and organizational resources.

Employee performance is the main indicator in assessing the effectiveness and efficiency of human resources in an organization. This performance reflects the extent to which employees are able to fulfill the assigned tasks and responsibilities in accordance with the set standards. Optimal performance not only increases productivity but also contributes to job satisfaction and employee retention. Conversely, low performance can lead to declining morale, increased turnover, and financial losses. Therefore, research on employee performance has high relevance in the field of human resource management. This is an important basis for designing an effective performance improvement strategy. According to Nurwahyuni (2019), optimal employee performance depends on the balance between work demands and personal life. Therefore, it is important to understand the

factors that affect employee performance, one of which is *work-life balance*. Imbalances in this aspect can lead to stress, fatigue, and ultimately decreased productivity.

Maintaining a *work-life balance* is an increasingly challenging task in today's fast-paced modern era. Technological developments, such as remote work and the use of mobile devices, have kept many people connected to work even outside of working hours (Esti & Hartono, 2024; Jayasingam et al., 2023; Sheppard, 2016; Sirgy & Lee, 2018). As a result, the boundaries between the world of work and personal life have become blurred, making individuals feel as if they are constantly *"working"* endlessly. This condition is further exacerbated by the culture of overtime work, where many employees have to work extended hours. The time available for personal life and responsibilities outside of work becomes very limited. This imbalance can cause stress and tension in household life, as well as lead to a decrease in performance at work (Febri, 2024). Therefore, it is important for organizations to pay attention to work policies that support *work-life balance* so that employee productivity and well-being are maintained.

In modern work dynamics, the issue of *work-life balance* is becoming increasingly important because the boundaries between work and employees' personal lives are increasingly difficult to separate. Technology that allows for work flexibility often causes employees to feel connected to work, even outside of working hours. This condition can affect the overall well-being of employees and have a direct impact on their performance. Studies show that employees who are able to maintain *work-life balance* tend to have more productive and sustainable performance. Mardiani & Widiyanto (2021) revealed that a good *work-life balance* can significantly improve employee performance because employees feel more satisfied, motivated, and focused on carrying out their duties.

Similar findings were also expressed by Kurniawati & Mulyanto (2024), who stated that effective *work-life balance* implementation can increase employee engagement, which in turn positively impacts their performance. In this context, PT. *Sentra Jaya Sejahtera*, as a company trying to improve its competitiveness, realizes the importance of holistic human resource management. Therefore, companies need to understand and manage the relationship between *work-life balance* and employee performance to ensure that each individual can make their best contribution. This study is important to provide a more complete picture of how *work-life balance* contributes to improving performance in the work environment of PT. *Sentra Jaya Sejahtera*.

PT. *Sentra Jaya Sejahtera* is a company engaged in the distribution and retail of vaping products. This company provides various vaping needs, including liquids, devices, atomizers, coils, batteries, and other accessories, through a network of 33 outlets in Greater Jakarta as well as e-commerce platforms such as Tokopedia, Shopee, Bukalapak, and WhatsApp. In addition to serving individual customers, PT. *Sentra Jaya Sejahtera* also accepts purchases from resellers throughout Indonesia. Based on the data obtained, there was a decrease in employee performance as seen from the KPI results.

Based on the data displayed in the table, KPIs at PT. *Sentra Jaya Sejahtera* have experienced fluctuations over the past year. Some months show an increase, such as February (3.31) and March (3.32), while in certain periods, such as May (2.83) and

December (2.85), there is a significant decrease. This trend indicates that the company's performance is unstable and influenced by various internal and external factors. The results of interviews with company leaders revealed that some of the main factors contributing to KPI instability are employee attendance rates, uneven distribution of workloads, and changes in company strategies to adjust to market dynamics. In months with significant declines, such as May and December, the company faced additional challenges, such as increased production targets, delays in raw material supplies, and higher workload pressures due to business policy adjustments.

This phenomenon indicates that there are challenges in human resource management that need to be addressed immediately. Therefore, the company has implemented various strategies to mitigate the negative impact of fluctuations in KPIs, including employee training programs, the implementation of a more flexible work system, and the strengthening of a work culture that supports *work-life balance*. With these measures, it is hoped that employee performance can be more stable in the long term, thus maintaining the company's KPIs at an optimal level.

This research is supported by several previous studies on the effect of *work-life balance* on employee performance, although there are still various differences. For example, Saleem et al. (2023) found that *work-life balance* has a significant effect on employee performance. This research provides a comprehensive understanding of the interaction between digitalization, *work-life balance*, and employee performance. Organizations are expected to invest in digitalization initiatives while maintaining *work-life balance* to ensure employee adaptability and skill development, which ultimately leads to optimal employee performance.

Research conducted by Udin et al. (2023) shows that *work-life balance* has a positive and significant effect on employee performance. When employees have a good *work-life balance*, they tend to be more satisfied and productive, showing higher performance. In addition, when employees have time for activities outside of work, such as praying, maintaining physical health, and spending time with family, they tend to feel fulfilled in their lives, which further increases their performance.

Research conducted by Preena & Preena (2021) found that *work-life balance* has a positive and significant effect on employee performance in shipping companies in Sri Lanka. In today's modern world, it is important to have the right strategies and policies regarding *work-life balance* in organizations. Another study conducted by Syamsu, Syam et al. (2024) agrees that *work-life balance* positively influences employee performance. The balance of personal and work life is an important need for every employee that can affect mood, focus, and actions at work.

In contrast, some research has found differing results. Indraswara et al. (2024) stated that *work-life balance* has a negative and significant effect on employee performance. Similarly, Ardiansyah & Surjanti (2020) found a negative and significant effect of *work-life balance* on employee performance, suggesting that companies may need to consider other factors to improve employee performance.

Research by Badrianto & Ekhsan (2021) also reported that *work-life balance* negatively and significantly affects employee performance. They recommended that agencies pay closer attention to and control employee activities, encourage responsible attitudes by providing attention and motivation, as seen at the North Sulawesi Provincial Small and Medium Business Cooperative Office. Ardiansyah & Surjanti (2020) concurred that employees who can balance work and personal life do not necessarily improve performance.

This presents a research gap in prior studies: while Zohra et al. (2023), Udin et al. (2023), and Preena & Preena (2021) show a positive and significant influence of *work-life balance* on employee performance, Indraswara et al. (2024) and Ardiansyah & Surjanti (2020) report significant negative effects. Although previous research has extensively discussed the relationship between *work-life balance* and employee performance, the mixed results indicate inconsistencies that reveal a research gap. Some studies found a significant effect, while others show an indirect or insignificant effect. This discrepancy suggests the need to consider other variables that can clarify or mediate the relationship.

In this context, *organizational commitment* is considered a potential intervening variable. A good *work-life balance* can increase *organizational commitment*, which is employee attachment and loyalty to the organization, directly encouraging performance improvement. Research by Windika & Frianto (2023) shows that *organizational commitment* mediates the relationship between *work-life balance* and employee performance, where a beneficial *work-life balance* increases *organizational commitment*, which subsequently positively impacts employee performance.

Therefore, this study aims to examine *organizational commitment* as an intervening variable in the relationship between *work-life balance* and employee performance to provide a more comprehensive and strategic understanding in human resource management at PT. *Sentra Jaya Sejahtera*.

Research Method

The study used a descriptive quantitative approach with explanatory (causal) research to explain the cause-and-effect relationship between variables (Ferdinand, 2024). The population consisted of all employees of PT. *Sentra Jaya Sejahtera*, including divisions such as administration, distribution, and retail. Given the relatively small population, all employees were used as the sample through saturated sampling, a non-probability technique where the entire population is sampled.

Primary data were collected through field observations and interviews at PT. *Sentra Jaya Sejahtera*. The researcher observed relevant activities and conducted interviews using pre-prepared questions, recording the sessions for accuracy. Additionally, questionnaires were distributed for data collection.

Quantitative data were analyzed using SmartPLS 4.0 software, implementing descriptive analysis and model testing with Structural Equation Modeling (SEM).

Results and Discussion

Validity Test

Validity testing is carried out with reference to the Pearson Correlation value (r-count) and its level of significance. An item is said to be valid if the r-value is greater than the r-table and the significance value is less than 0.05 (5%). The results of the instrument test are as follows:

Table 1. Validity Test Results

Items	rcount	rtable	Description
X1	0,958	0,361	Valid
X2	0,948	0,361	Valid
X3	0,951	0,361	Valid
X4	0,916	0,361	Valid
X5	0,951	0,361	Valid
Z.1	0,846	0,361	Valid
Z.2	0,913	0,361	Valid
Z.3	0,898	0,361	Valid
Z.4	0,750	0,361	Valid
Z.5	0,777	0,361	Valid
Y.1	0,966	0,361	Valid
Y.2	0,978	0,361	Valid
Y.3	0,962	0,361	Valid
Y.4	0,954	0,361	Valid
Y.5	0,983	0,361	Valid

Source: processed data

Based on the results of table 1 testing 20 statements in the questionnaire tested on 30 non-respondents, all items were declared valid. This is evidenced by the fact that all r-calculated values exceed 0.361 and significance below 0.05, which indicates that every statement in the instrument is suitable for use in this study.

Reliability Test

After the validity test of the research instrument was carried out, then a reliability test was carried out which was seen from the value of Cronbach's Alpha. An item statement is said to be reliable if Cronbach's alpha value > 0.7. The results of the reliability test can be seen from the following table:

Table 2. Reliability Test Results

Variable	Cronbach Alpha	Description
Work life balance (X)	0,832	Reliable
Organizational Commitment (Z)	0,811	Reliable
Employee Performance (Y)	0,836	Reliable

Source: processed data

Referring to the table above, the results of the reliability test showed that the entire value of Cronbach's Alpha exceeded 0.7. This indicates that each instrument in the research variable is declared reliable and has met the reliability test criteria. Thus, the research model is considered feasible and can be continued to the survey stage of the intended respondents.

Data Quality Test Results (Outer Model)

Convergent Validity

The validity test in the study was carried out by looking at the values of convergent validity and discriminant validity. The convergent validity of the measurement model with reflective indicators is evaluated through the correlation between item scores or component scores obtained using PLS software. A reflective indicator is said to be of good quality if the correlation value with the measured construct exceeds 0.70. However, according to (Hair et al., 2022), in the context of exploratory research or the early stages of instrument development, a loading value between 0.50 to 0.60 is still acceptable. In this study, the researcher set a loading factor value threshold of 0.70 as the minimum criterion to ensure the strength of the relationship between the indicator and its construct. The results of convergent validity are as follows:

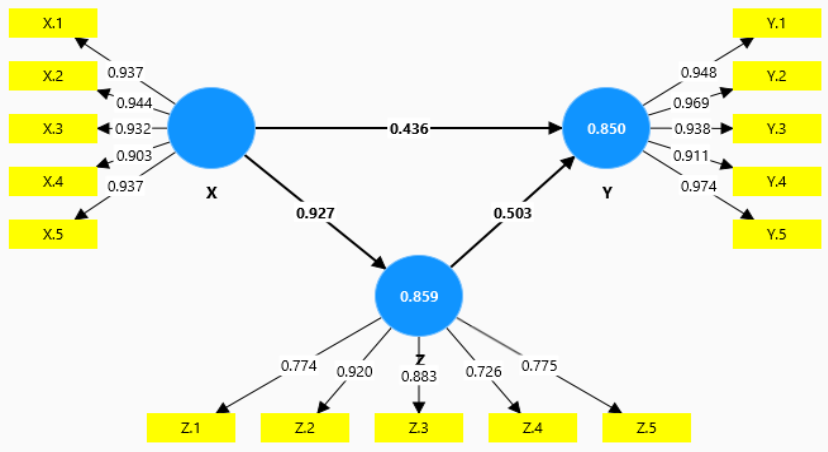

Figure 1. Outer Loading Test Results

Source: processed data

From Figure 1 above, it can be seen that there is an outer loading result > 0.70, then the outer loading results in the Table below:

Table 3. Outer Loadings (Measurement Model)

Indicator	Model
X1	0,937
X2	0,944
X3	0,932
X4	0,903
X5	0,937
Z.1	0,774
Z.2	0,920
Z.3	0,883
Z.4	0,726
Z.5	0,775
Y.1	0,948
Y.2	0,969
Y.3	0,938
Y.4	0,911
Y.5	0,974

Source: processed data

Based on the results of data processing using SmartPLS software, it can be observed that the values on the outer model shown in Table 3 show the correlation between each indicator and the latent construct that it measured has met the convergent validity criteria.

This is shown by the value of the loading factor (outer loading) which is entirely above the recommended minimum threshold, which is >0.70.

Discriminant Validity

After conducting a convergent validity test and the test results have been qualified, the outer model test is also seen from the discriminated validity value. Discriminant validity is one of the important aspects of construct validity testing, which aims to ensure that a construct is completely different from other constructs in the built model.

Table 4. Discriminant Validity

	Work Life Balance (X)	Employee Performance (Y)	Organization Commitment (Z)
X.1	0.937	0.822	0.827
X.2	0.944	0.832	0.858
X.3	0.932	0.807	0.824
X.4	0.903	0.877	0.909
X.5	0.937	0.854	0.888
Y.1	0.822	0.948	0.848
Y.2	0.844	0.969	0.842
Y.3	0.856	0.938	0.895
Y.4	0.905	0.911	0.855
Y.5	0.847	0.974	0.858
Z.1	0.683	0.692	0.774
Z.2	0.883	0.932	0.920
Z.3	0.935	0.855	0.883
Z.4	0.553	0.572	0.726
Z.5	0.650	0.570	0.775

Source: processed data

From the table above, it can be seen that some loading factor values for each indicator of each latent variable still have a loading factor value that is not the largest than the loading value when connected with other latent variables. This means that each latent variable has a good discriminant validity where some latent variables still have a highly correlated measure with other constructs.

Reliability dan Average Variance Extracted (AVE)

The validity and reliability criteria can also be seen from the reliability value and the Average Variance Extracted (AVE) value of each construct. Construct is said to have high reliability if the value is 0.70 and AVE is above 0.50. The values of Composite Reliability and AVE are as follows:

Tabel 5. Composite Reliability dan Average Variance Extracted (AVE)

	Composite reliability	Average variance extracted (AVE)
Work Life Balance	0.962	0.866
Employee Performance	0.972	0.899
Organization Commitment	0.906	0.670

Source: processed data

Based on the results presented in Table 5, it can be concluded that all constructs in this research model have met the reliability criteria required in the analysis of the measurement model. This is indicated by the composite reliability (CR) value for each

construct that is above the minimum threshold of 0.70. This value indicates that the indicators used to measure each construct have a high internal consistency and are able to represent the construct. The average variance extracted (AVE) value also shows satisfactory results, which is greater than 0.50. AVE values that exceed this threshold reflect that the proportion of indicator variance that can be explained by latent constructs is greater than the variance error.

R-Square Test (R2)

Table 6. Nilai R-Square

	R-square	R-square adjusted
Employee Performance (Y)	0.850	0.847
Organization Commitment (Z)	0.859	0.858

Source: processed data

Based on the results of structural model analysis, it is known that the R-square value for the organizational commitment variable is 0.859, which means that 85.9% of the variation in organizational commitment can be explained by the work-life balance. This value is very high and reflects that the work-life balance plays an important role in shaping employees' loyalty and emotional attachment to the organization. Meanwhile, the R-square value for employee performance of 0.850 indicates that 85% of variations in employee performance can be explained by a combination of work-life balance and organizational commitment. This value shows that the research model has a very strong predictive power on employee performance. Overall, these results indicate that the conceptual model used in the study is able to explain the relationship between variables well and is relevant in the context of HR management.

Hypothesis Testing Results

Hypothesis testing can be seen from the probability value (p value) and the statistical t-value (t-calculate) compared to the t-table value. The t-table for the alpha value of 5% is 1.96. So the hypothesis will be accepted if the t-statistic > t-table (1.96) and p-value < 0.05 (at alpha 5%) and vice versa.

Table 7. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X -> Y	0.436	0.421	0.111	3.912	0.000
X -> Z	0.927	0.926	0.016	57.994	0.000
Z -> Y	0.503	0.518	0.103	4.864	0.000

Source: processed data

In PLS testing statistically each hypothetical relationship is carried out using simulations. In this case, the bootstrap method is carried out on the sample. Testing with bootstrap is also intended to minimize the problem of research data abnormalities. The results of the test with bootstrapping from SmartPLS analysis stated that the Work life balance (X1), and Organizational Commitment (Z) to Employee Performance (Y) are as follows:

1. The Effect of Work Life Balance on Employee Performance

The results of data analysis show the original sample value of 0.436 and the P.Values value of 0.000. The T.Statistical value of 3.912 is greater than the t-table value (1.960) and the P.Values value is smaller than 0.05, which means that Work Life Balance (X) has a positive and significant effect on Employee Performance (Y). This means that the better the Work Life Balance of employees, the more Employee Performance will increase. Thus, the first hypothesis can be accepted.

2. The Effect of Work Life Balance on Organizational Commitment
   The results of data analysis show the original sample value of 0.927 and the P.Values value of 0.000. The T.Statistical value of 57.994 is greater than the t-table value (1.960) and the P.Values value is less than 0.05, which means that Work Life Balance (X) has a positive and significant effect on Organizational Commitment (Z). Thus, the second hypothesis can be accepted.
1. The Effect of Organizational Commitment on Employee Performance
   The results of data analysis show the original sample value of 0.503 and the P.Values value of 0.000. The T.Statistical value of 4.864 is greater than the t-table value (1.960) and the P.Values value is smaller than 0.05, which means that Organizational Commitment (Z) has a positive and significant effect on Employee Performance (Y). Thus, the third hypothesis can be accepted.

Mediation Test Results

Influence analysis is carried out to analyze the strength of influence between variables, both direct, indirect, and total influences.

Table 8. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X -> Z -> Y	0.466	0.479	0.094	4.954	0.000

Source: processed data

The results of data analysis obtained an original sample value of 0.466 and a P.Values value of 0.000 show that when the work life balance increases, organizational commitment also increases, and employee performance also increases. This indicates that the T.Statistical value of 4.954 is greater than the ttable (1.960) and the P.Values value is less than 0.05 which means that the Work life balance to Employee Performance through Organizational Commitment is accepted.

The Effect of Work Life Balance on Employee Performance

The Work-Life Balance (X1) results have an original sample value of 0.436 with a P-Values value of 0.000. In addition, the T-statistic value of 3.912 exceeded the t-table value at a significance level of 5% (1.960). So, it can be concluded that Work-Life Balance has a positive and significant effect on Employee Performance (Y). This means that the better the work-life balance and personal life, the higher the performance they can achieve. Conceptually, these findings indicate that Work-Life Balance is one of the important factors that affect employee work performance. A work-life balance allows

employees to have enough time, energy, and mental space to perform their roles optimally. When this balance is achieved, employees tend to be more focused, motivated, and have lower levels of stress, which has a direct impact on increased work productivity. In addition, many respondents consciously set boundaries not to do office tasks outside of working hours, as well as take advantage of breaks and weekends to carry out personal activities such as exercising, gathering with family, meeting friends, or pursuing hobbies. This activity has been proven to have a positive effect on mood, energy, and work morale. One of the respondents even stated that "taking a walk with a view of the sea" after a tiring day of work can restore the spirit to welcome the next job.

These findings also reinforce the results of previous studies conducted by Zohra Saleem et al. (2023) and Preena & Preena (2021), which stated that employees with a good Work-Life Balance show higher work performance. In addition, research by Udin (2023) also concluded that Work-Life Balance significantly increases work motivation, which ultimately contributes to overall organizational performance. Thus, this study not only shows a positive relationship between WLB and EP, but also provides empirical evidence regarding the importance of work-life balance management for employee and organizational success. These findings make an important contribution to the human resource management literature, while also providing practical input for organizations to create a more balanced, healthy, and productive work environment.

The Effect of Work Life Balance on Organizational Commitment

The results of the data analysis showed that the work-life balance (X1) had a positive and significant effect on organizational commitment (Z), with an original sample value of 0.927, a p-value of 0.000, and a t-statistic of 57.994. This statistical T-value far exceeds the t-table value (1.960), as well as the P-Value, which is well below the significance level of 0.05, indicating that the influence is statistically significant. Thus, the fourth hypothesis is acceptable, namely that the better the work-life balance that employees have, the higher their level of commitment to the organization.

This is also supported by qualitative findings from open questionnaire data. Many respondents described that work-life balance is the main foundation in maintaining work morale and loyalty to the workplace. One respondent said, "I use a digital calendar to schedule work time and time with family." This strategy reflects a conscious effort to divide time fairly, which in turn promotes job satisfaction. In addition, respondents also highlighted the importance of maintaining the boundaries between work and personal life. One respondent revealed, "I set clear work time limits and try not to bring work home." Personal policies like this not only have an impact on life balance, but also on the positive perception of the company that allows for such flexibility.

These findings are in line with the study of Anggreni & Budiani (2021) which states that employees with a good work-life balance will have high job satisfaction and strong loyalty. Ardiansyah & Surjanti (2020) also emphasized that support for work-life balance can create a dedicated workforce. The results of this research are in line with various previous studies. Anggreni and Santi Budiani (2021) stated that employees who

are able to maintain a work-life balance will have higher levels of job satisfaction, which ultimately strengthens their emotional bond and loyalty to the organization. This shows that work-life balance is not only a factor of individual well-being, but also an important indicator of organizational attachment and commitment.

The Effect of Organizational Commitment on Employee Performance

Based on the results of data analysis, the original sample value was 0.503, the P-Value was 0.000, and the T-statistic was 4.864, which is greater than the t-table value of 1.960. A P-Value that is much smaller than 0.05 indicates that the influence of Organizational Commitment on Employee Performance is positive and statistically significant. Thus, it can be concluded that hypothesis 5 is accepted, namely the higher the commitment of the employee organization, the higher the performance they produce. These results are in line with responses from an open-ended questionnaire that showed that many employees feel motivated to make their best contributions due to an emotional attachment to their workplace. They revealed that the sense of being valued, the comfort of the work environment, and good relationships with colleagues and superiors encourage them to work to the maximum. Some respondents said that they felt responsible for the work that had become a part of their lives, and they wanted to make sure that the work was done properly. This attachment reflects affective commitment, where employees feel emotionally connected to their organization, thus encouraging them to maintain quality of performance.

Others show a form of normative commitment, which is a commitment that comes from a feeling of moral obligation to serve and complete work as well as possible. They stated that work is a form of professional devotion and obligation that must be carried out with full responsibility. This kind of attitude is an intrinsic force that strengthens work ethic and discipline in completing tasks. These findings are consistent with previous research by Fironika and Marginingsih (2023) which stated that organizational commitment is an important factor in encouraging employee performance improvement. Employees with high commitment will feel more responsible and motivated to give their best work. Likewise, Windika Putri and Frianto (2023) emphasized that organizational commitment is not just an attitude, but also a major predictor in achieving optimal performance in the work environment. Thus, it can be concluded that organizational commitment plays an important role in shaping employee behavior and performance.

The Effect of Work Life Balance on Employee Performance Through Organizational Commitment

The results of the data analysis show that the influence of work-life balance on employee performance through the mediating variable of organizational commitment is statistically significant. This is evidenced by the original sample value of 0.466 and the P-Values value of 0.000. The T-statistic value obtained was 4.954, which exceeds the t-table value of 1.960 at a significance level of 5%. Thus, the hypothesis that organizational

commitment mediates the relationship between work-life balance and employee performance is accepted.

These findings reinforce the results of previous research, as stated by Zohra Saleem et al., (2023) and Udin (2023) who show that an effective work-life balance can increase organizational commitment, which in turn contributes positively to improving employee performance. Organizational commitment in this context acts as a psychological mechanism that links positive perceptions of work-life balance with dedication and optimal work performance. In line with this, Badrianto & Ekhsan (2021) assert that an organization's attention and appreciation for employee well-being contributes to increased employee loyalty and commitment, which then encourages them to show their best performance as a form of reciprocity for the treatment received from the organization.

The results of the open-ended questionnaire support these findings by showing that most respondents are able to manage their work time and personal lives well through effective scheduling and priority management. This helps reduce stress and maintain psychological balance, thereby increasing work morale and motivation. On the other hand, some respondents also reported that there were obstacles in maintaining this balance, especially during periods of high workload, which had an impact on the increased risk of fatigue.

Conclusion

The research concluded that work-life balance positively and significantly influences both employee performance and organizational commitment; employees with better work-life balance tend to exhibit higher performance and greater commitment to the organization. Additionally, organizational commitment itself positively and significantly affects employee performance, indicating that stronger commitment leads to improved performance. Importantly, this study found that organizational commitment mediates the relationship between work-life balance and employee performance, meaning work-life balance enhances performance both directly and indirectly through increased organizational commitment. For future research, it is recommended to explore other potential mediating or moderating variables, such as job satisfaction or leadership style, to provide a more comprehensive understanding of the factors shaping employee performance.

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