

Work-Life Balance on Performance with Organizational Commitment As an Intervening Variable

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ABSTRACT

This study aims to determine the mediating effect of organizational commitment on work life balance on the performance of SPBU Employees 14,283,681 in Pangkalan Kerinci. Using saturated method with SmartPLS, we collected 34 sample. The data were analyzed using Structural Equation Modeling. The results showed Work life balance and organizational commitment is positively related on employee performance. This means that organizational commitment plays a mediating role. This research recommends that companies increase employee organizational commitment so that they can mediate increased employee performance.



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INTRODUCTION

The success of an organization greatly affects the quality of its human resources (HR). Human resource management is not only an administrative role, but also a business partner that contributes to the achievement of company goals. The success of an organization often depends on how well human resources are managed and empowered to achieve their maximum potential. The quality of human resources in an organization is seen from the extent to which human resources can complete their duties properly. The activities and activities carried out by an employee are very important in relation to his performance. Good employee performance is seen from how the responsibilities carried out during work. By looking at performance, we can assess the achievements that have been achieved by workers. In accordance with the opinion of Sinambela (2012), showing the performance of an employee is very important because these results can be used to measure the extent to which the employee has expertise in carrying out the tasks assigned to him.

Performance is important, because the degree of success of a manager in managing resources in his organization is visible. Good employee performance will help achieve organizational goals. Conversely, if employees are ineffective, then the Organization has difficulty in achieving its goals. Public Fuel Filling Stations (SPBU) play a vital role in meeting the fuel needs of motorized vehicles in an area. SPBU 14.283.681 Pangkalan Kerinci Pelalawan Regency is under the ownership of PT. Jalur Mega Karya located on Jln. Sultan Syarif Hasyim Simpang Tiga Lintas Timur KM 55 District Pangkalan Kerinci, Pelalawan Regency, Riau. There are 34 employees who work at gas station 14.283.681. Researchers used all employees as objects in this study with the saturated sampling method. With a population of 34 people, of course, it cannot be separated from the existing problems.

Performance is a real basis for an organization because without performance, organizational goals cannot be achieved. (Ary & Sriathi, 2019). If the level of quality of a company's human resources is high, employee productivity will increase and will affect the progress of the organization. Employee performance is the result of tasks and responsibilities that individuals are able to complete well within a certain period as measured by the values and standards set by the company.

Based on data provide by the manager of SPBU 14.283.681, year to year there are several employees who get SP (Warning Letter). In 2019 there were 2 employees who received SP (6.45%), in 2020 there were 4 people who received SP (12.5%), in 2021 no employees received SP, in 2022 there were 5 people who received SP (15.15%), and in 2023 there were 2 people who received SP (5.5%).

By interviews, warning letters given by managers to employees who commit offenses can directly affect their performance and affect their work-life balance. Balanced engagement in work and personal life can have an impact on the frequency of receiving Warning Letters by employees at gas stations. Employees who experience an imbalance of engagement, such as being too attached to work without enough time for personal life, may

be prone to burnout, stress, and work errors. This may increase their likelihood of receiving a Warning Letter for violating company policies or procedures.

Three factors that influence performance, the first factor includes individual aspects such as skills, competencies, family history, professional background, social standing, and demographic details (Gibson, James. L, Ivancevich J. M, Donnelly Jr, 1987). The second factor relates to psychological elements which include perception, role, attitude, personality, motivation and job satisfaction. While the third factor concerns organizational aspects.

Nadira (2019) found that the most important factor determining an employee's success in their career is work-life balance. As many as 56% of staff members said that this was the most important factor in determining their success, compared to factors such as salary, rewards, autonomy, advancement, social impact, and job status. One of the reasons why employees feel attached to the company is because they have a successful career.

According to Fauzan (2023), Self-Determination Theory has a close link to this research. This theory explains that humans have a need to establish secure relationships and attachments with others. This also applies to the relationship between employees and their work. This theory also suggests that humans have basic psychological needs that must be met in order to feel positively attached or engaged in the activities they do. By meeting employees' basic psychological needs, leaders can improve employees' engagement and their performance at work.

Organizational commitment is able to provide encouragement to employees to be able to work more and feel satisfied with their work which has an impact on increases, salaries, giving achievements and also comfort at work. It can also be seen that the smallest indicator is sustainable commitment, which means that employees feel they want to stay in the company because of their own desires. Organizational commitment has a beneficial and meaningful impact on performance, while at the same time, organizational commitment can serve as a mediating variable between work-life balance and employee performance at the Bank (Putri & Frianto, 2023).

LITERATURE REVIEW

According to Dinc (2017) Employee performance has a strong relationship with their work performance, which is related to organizational goals, which are assessed through performance appraisals related to job duties, and also related to the ability of employees to carry out their work effectively. Many factors can have an impact on the performance of workers, and one of them is work-life balance (Hikmah & Chudzaifah, 2022).

Border Theory is a theory proposed by Clark (2000), in an article entitled "Work/Family Border Theory: A New Theory Of Work/Family Balance". This theory explains how individuals maintain a balance between the time and roles they have in their work life and personal life. This theory emphasizes the importance of the boundary

between work life and personal life, and how individuals manage the boundary to achieve the desired balance.

Experts say that work-life balance is a balance in which a person can allocate time to work and live their personal life so that they can do two things at once. According to Chaitra, R., Kumar, A., & Murthy, R., (2016), one of the things that is very important for employees to achieve success is to maintain balance in their work life. This is supported by research by Shakil Ahmad et al (2011), work life balance has a significant positive effect on employee performance.

In today's competitive environment, the need for work-life balance continues to increase. Organizations continue to actively try to increase job satisfaction, organizational commitment, and reduce stress levels through the implementation of work-life balance policies.

Low organizational commitment can be caused by low work-life balance. In accordance with the results of Arif & Farooqi's research (2014), work-life balance and organizational commitment are both important because both have a significant role in organizational performance and family welfare.

According to Putri & Frianto (2023), it is very important for employees to have a level of organizational commitment to their company. Employees who show high commitment tend to carry out their tasks with passion and feel deeply involved in organizational activities. On the other hand, low levels of commitment can cause individuals to feel marginalized and less loyal to the organization they work for. Based on the research results (Ardiansyah & Surjanti, 2020), by applying statistical analysis and evaluating the interview results, it can be agreed that there is a correlation between the level of commitment and performance. More specifically, the higher the commitment of employees while working, the more it encourages an increase in their performance.

It is recommended for companies to prioritize creating a balance between work life and personal life for employees. The company is expected to improve its human resource management system optimally, with the aim of creating a work-life balance that supports the formation of organizational commitment and in turn, can improve employee performance. In turn, it can improve employee performance (Putri & Frianto, 2023) This is supported by research by Ardiansyah & Surjanti (2020), The balance between work and life has a considerable impact on performance through the level of employee commitment. Thus, it can be suggested that commitment to the organization in the corporate environment can act as an intermediary between aspects of work-life balance and performance outcomes.

METHODOLOGY

The research was conducted at SPBU 14.283.681, located on Jalan. Sultan Syarif Hasyim Simpang Tiga Lintas Timur KM 55 District Pangkalan Kerinci, Pelalawan Regency, Riau. The research process was carried out from October to the completion of the research. Using saturated method with SmartPLS, we collected 34 sample. The data were analyzed

using Structural Equation Modeling According to Sugiyono (2015), quantitatively oriented positivistic research is used to explore a specific population or sample. Information is obtained through research tools and analyzed with quantitative or statistical approaches to test the hypotheses.

RESULTS AND DISCUSSION

Characteristics of Respondents

This section describes the data obtained from respondents. Descriptive data describes the situation or condition of respondents which can be used as additional information in this study.

TABLE 1. Characteristic Response

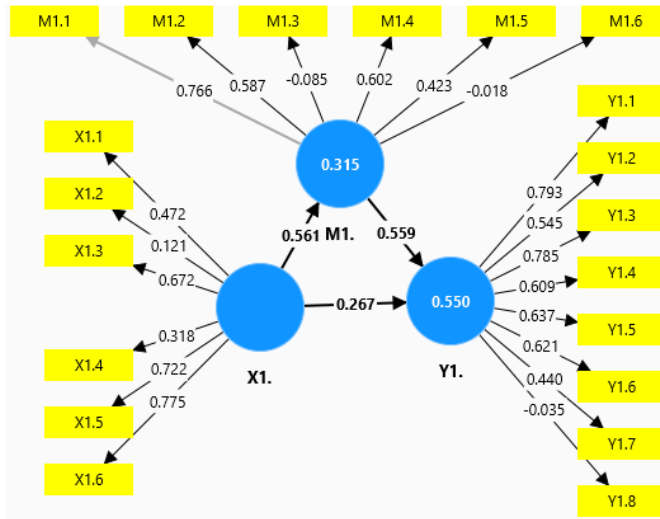
Gender	Total (people)
Man	20
Woman	14
Age (year)	Total (people)
<20	3
20-30	15
30-40	10
>40	6
Education	Total (people)
High School	25
Diploma	5
S1	4
Merried Status	Total (people)
Merried	20
Unmerried	14

Source: Data Process 2023

Data Quality Test

Based on Figure 1, it can be explained that there are several invalid indicators. Table 2 below clearly summarizes the valid and invalid indicators.

FIGURE 1. Output SmartPLS 4.1.0.3



Source: Data Process 2023

TABLE 2. Loading Factor Values for all constructs

Indicator	X1	Y1	M1
X1.1	0,472		
X1.2	0,121		
X1.3	0,672		
X1.4	0,318		
X1.5	0,722		
X1.6	0,775		
Y1.1		0,793	
Y1.2		0,545	
Y1.3		0,785	
Y1.4		0,609	
Y1.5		0,637	
Y1.6		0,621	
Y1.7		0,440	
Y1.8		-0,035	
M1.1			0,766
M1.2			0,587
M1.3			-0,085
M1.4			0,602
M1.5			0,423
M1.6			-0,018

Source: Data Process 2023

Table 2 explains that there are several indicators that must be removed to analyze subsequent data. Indicators that are smaller than 0.5 must be eliminated because they do not have the requirements for further data processing.

TABLE 3. Composite Realibility

	Composite Reliability (rho_c)	Average variance Extracted (AVE)	Keterangan
X1	0,790	0,562	Reliabel
Y1	0,836	0,507	Reliabel
M1	0,748	0,507	Reliabel

Source: Data Process 2023

It can be seen in TABLE 2. that all variable values in reliability testing both using Composite reliability and Average variance extracted. has a composite reliability value above 0.7 and an AVE value above 0.5. Therefore, it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

R-Square

R-Squares explains the effect of certain exogenous latent variables on endogenous latent variables whether they have a substantive effect. R-squares values of 0.67, 0.33 and 0.19 indicate strong, moderate and weak models (Gozali and Latan, 2015).

TABLE 3. R-Square Result

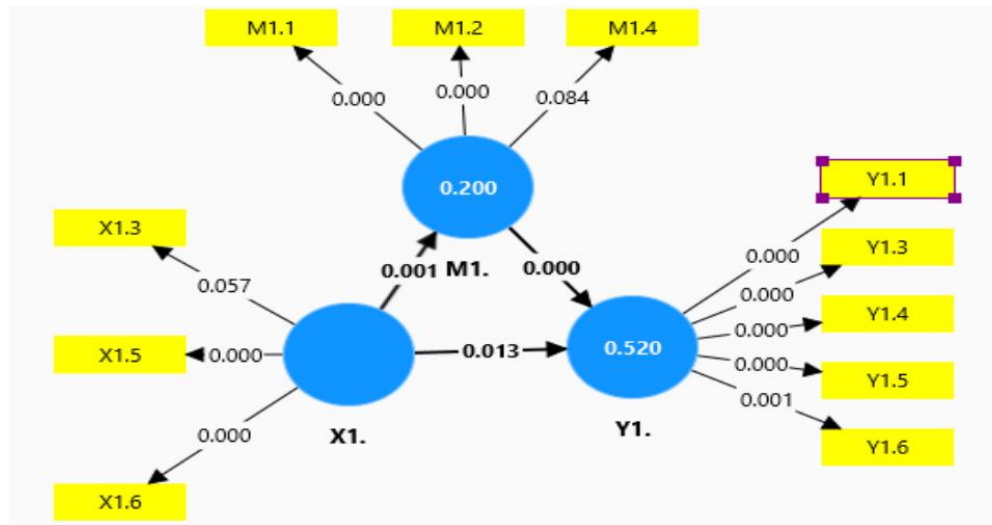
	R Square	R-Square Adjusted
Y1	0,520	0,488

Source: Data Process 2023

Based on TABLE 3. the R-Square value of 0.520 indicates that the model tested is able to explain the work life balance variable affects the performance variable by 52.0%. And the rest is influenced by other variables outside the variables in this study. This value is categorized as moderate, so it can be concluded that the independent variable exerts a moderate influence and level on the dependent variable.

Path Coefficient Result

To find out whether a hypothesis is accepted or rejected, it can be done by paying attention to the significance value between constructs, t-statistics and p-values. In the bootstrap resampling method used in this study, the hypothesis is accepted if the significance value of t is greater than 1.96 and the p value is less than 0.05.



Source: Data Process 2023

TABLE 4. Path Coefficient Result

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
X1. -> Y1	0,323	0,337	0,130	2,480	0,013
M1. -> Y1	0,517	0,535	0,126	4,104	0,000
X1. -> M1	0,448	0,506	0,140	3,207	0,001
X1.-> M1. -> Y1	0,231	0,267	0,094	2,466	0,014

Source: Data Process 2023

Based on TABLE 4., the determination of whether the hypothesis is accepted or rejected is explained as follows. First, The work life balance construct has a t-statistic value of 2.480 greater than 1.96, and a p-value of 0.013 smaller than 0.05. therefore, the first hypothesis which states that there is an effect of work life balance on employee performance is proven. Second, the organizational commitment construct has a t-statistic value of 4.104 greater than 1.96, and a p-value of 0.000 smaller than 0.05. Therefore, the second hypothesis which states that there is an effect of organizational commitment on employee performance is proven. Third, the work-life balance construct has a t-statistic value of 3.207 greater than 1.96, and p-values of 0.001 smaller than 0.05. Therefore, the third hypothesis which states that there is an effect of work life balance on organizational commitment is proven. Fourth, work life balance affects performance with organizational commitment as an intervening variable. It is known that the relationship between work life balance and employee performance is significant with a t-statistic value of 2.466 more than 1.96. This shows that organizational commitment mediates the effect of work life balance on employee performance.

Discussion

Work life balance positively affects employee performance. The first hypothesis which states that there is an effect of work life balance on employee performance is proven. Work life balance is very important in an organization (Lahamid et. al, 2023). Employees who have a balance between work and personal life tend to experience lower levels of stress and fatigue. In the environment of SPBU 14,283,681, where work can be very demanding both physically and mentally, reducing stress and fatigue can increase employee energy and focus. Employees who are not exhausted will be more efficient and productive in carrying out their tasks. In line with research by Putri & Frianto (2023), employees have a balance of social life outside the company and can fulfill their responsibilities to the company without neglecting their responsibilities to their families, so that this balance can encourage employees to have good performance. The theoretical implications of this study support the hierarchy of needs theory. Abraham Maslow argued that a person's perception of five basic categories of basic needs determines the level of human needs. According to this study, employees should have a balance between their work and personal life in the workplace. This is associated with the social needs of employees.

This study shows that there is an influence of work-life balance on organizational commitment. This result is also supported by research by Anggreni & Budiani (2021) which explains that there is a close relationship between work-life balance and organizational commitment in banking employees. The results of this study are reinforced by research by Arif & Farooqi (2014), stating that work life balance has a positive impact on increasing employee commitment. The more balanced an employee's life is between work and personal life, the more it will allow employees to think more clearly. The existence of organizational policies that involve employees in balancing their personal and professional lives so that employees feel in harmony with their organization (Foanto et al., 2020). Work-life balance is one of the factors that influence organizational commitment seen from the perspective of social exchange theory. Work-life balance increases employee organizational commitment within the company (Sakthivel & Jayakrishnan, 2012).

Organizational commitment has an effect on employee performance which can be proven in this study. The interview results show that commitment has a relationship with performance variables where the higher the intensity of employee commitment when working, the impact will trigger increasing employee performance. High organizational commitment makes employees more loyal, which means less turnover. Employees with more experience are usually more productive and have the ability to handle difficult situations better, which benefits overall performance. Badrianto & Ekhsan (2021), stated that considering the importance of organizational commitment for the company, it is expected to maintain the organizational commitment of its employees by analyzing employee needs, both work needs and requests for certain material or social rewards that employees expect.

It is known that the relationship between work life balance and employee performance can be proven. In accordance with the Social Exchange Theory, it emphasizes the existence of a reciprocal effect, where employees will repay the kindness that has been done by the organization because it has helped employees by making policies that can support the balance between personal life and work so that it creates a desire to repay the kindness that has been done by committing to the organization Cropanzano & Mitchell (2005) in Foanto et al., (2020). A good work life balance can improve employee performance by increasing organizational commitment. By feeling appreciated, reduced stress, and more satisfied, employees will be more committed to the organization and motivated to work better. Organizational commitment is a key variable that links work life balance and employee performance, which shows that attention to work life balance is beneficial not only for employee well-being but also for the operational success of the company.

CONCLUSION

Based on the results of this study, it can be concluded that, first, work life balance affects employee performance. The results of this study prove that work-life balance is still not enough to explain its impact on employee performance. Second, organizational commitment affects employee performance. This means that the higher the commitment of employees, the resulting performance will increase. Third, work-life balance affects organizational commitment. This means that the better the level of work-life balance that employees have, the lower the rate of leaving the company. Fourth, the effect of work-life balance on performance with organizational commitment as an intervening variable. From this study, employees who have a good work-life balance can increase their commitment to the organization, which in turn can provide maximum work results and provide positive value for achieving organizational goals.

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