

# The Role of Organizational Commitment to Mediate the Influence of Work Life Balance on Employee Performance

(Study on Rural Banks in Denpasar, Badung, Gianyar and Tabanan)

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## Abstract

This research was intended to test the mediating role of organizational agreement on the influence of work life balance on Employee Performance at Rural Banks in Denpasar, Badung, Gianyar and Tabanan. The most important thing in this research was that there was no researches that specifically using organizational commitment which was broken down into dimensions which were then used as latent variables to act as mediators. This research was done on Rural Banks in Denpasar, Badung, Gianyar, and Tabanan. The population used in this study was BPR employees located in Denpasar City, Badung Regency, Gianyar, and Tabanan (Sarbagita). Using the Slovin formula and after rounding up, the number of samples in the study was 219 employees. The data was collected through questionnaires, tabulated and processed using descriptive and inference statistical analysis techniques. The data was collected through questionnaires, tabulated and processed using descriptive and inference statistical analysis techniques, 3.0. The results of this study found that the direct effect between variables showed a significant effect. The balance between work and life has a positive and significant impact on employee performance, contract retention, continuity retention, and regulatory retention. Emotional commitment has had a significant positive impact on employee performance. Continued involvement has had a significant positive impact on employee performance. Normative commitments have had a positive and significant impact on employee performance. Emotional commitment played a role in matching work-life balance results with employee performance. Renewal contracts played a role in facilitating the relationship between work-life balance and employee performance. Normative commitments mediate the relationship between work-life balance and employee performance. The theoretical implications of the study are the literature on organizational involvement and mediation, inherited from previous studies, in which a model was developed that integrates many key variables within the organization and can address the performance issues that employees answer. The purpose was to enhance it organization or company. The practical impact of the investigation can be taken into account when making decisions about regional banks in Denpasar, Badung, Gianyar and Tabanan.

**Keywords :** organizational commitment, work life balance, BPR employee performance

## I. INTRODUCTION

In an increasingly sophisticated and rapidly evolving business world, every company needs to expand its competitive advantage over all its competitors. One of the key factors in creating a competitive advantage is the utilization of the company's there is human resources.

Rural Banks (BPR) operate in the traditional way or on the principles of Shariah, which does not provide payment services. Based on this definition, BPR's business activities are more restricted than those of commercial banks. The main income of BPR is interest income. BPR acts as an intermediary for small and medium-

sized enterprises (MSMEs) that do not have access to the services of commercial banks. BPR is a corporate financial institution. They are located throughout the village and are not available to other financial institutions. BPR is preferred over commercial banks in most local communities because of the convenience and speed of service (Hidajat, 2020).

Harjanto (2019) found that one of the weaknesses of BPR is low capital and incompetent human resources (HR). HR plays an important role in improving iBPR iperformance iand ideveloping ithe iBPR iindustry. iTherefore, OJK has issued Financial Services Authority Regulation (POJK) No. 47 / POJK.03 / 2017 with respect to its obligation to provide the created education and training resources. It is for human resource development of BPR and Sharia BPR. HR is very important for BPR because BPR is a service company. The quality of a BPR loan depends heavily on the employee's performance in conducting a credit check and the employee's own integrity. The current phenomenon of performance degradation is known from the results of an interview with the BPR director in the Sarbagita region, who was used as an informant. It was pointed out that the five directors interviewed at BPR did not have a structured long-term work plan according to the set time. In that case, the work skills of the next employee are not yet optimal, and the time it takes to complete the BPR goal is not very convincing to be flexible. BPR is a financial services company whose main business is to raise funds in the form of deposits and distribute the funds in the form of loans. The performance of BPR employees is reflected in the success of the business in raising and distributing funds. Marketers play an important role in the introduction of consumer financial products. However, all BPR employees are involved in providing the service. Table 1 shows that marketing manager goals have not been met in the last two years.

**Table 1.** *Achieving average savings, credit, and time deposit goals*

Work unit	Year 2019 (%)	Year 2020 (%)
Savings	93.57	92.38
Credit	95.73	90.04
Deposit	97.12	94.21

Source: PT. Pedungan BPR

Based on Table 1.1 above, staff performance has not been met for the past two years and is on a downward trend. This decline indicates a weak performance of BPR employees' duties. Completion of a task in question is a measure of performance based on the ability to perform work in terms of achieving work outcomes, dealing with problems, and performing work well (Koopmans, 2014). As shown in Table 1.1, the outcome of BPR work appears to be declining from 2019 to 2020.

Working in a bank is a job that is closely tied to a stressful environment, as it requires concentration, neutralization of negative emotions, and the need to answer a variety of customer questions. (Kan and Yu, 2016). Today's banking is more customer-centric, providing customers with superior service, innovation and speed of service. Bank employees play an important role in providing quality service to their customers. Bank workers experience high levels of stress due to job demands (George and Zakkariya, 2015). Working as a bank clerk can cause work stress, which can affect the home and cause, stress at home (Riordan and Riordan, 2013). High stress levels can cause employee fatigue (Burg Brown, 2013). Employee fatigue makes important and meaningful work become unpleasant and unsatisfying. At this point, the energy turns into fatigue, and performance declines.

Having a great job and a balanced life (work life balance) is often considered to spend the length of time at office and at home, in the sense of being able to be fully engaged at work as well as at home (Riordan and Riordan, 2013). Work life balance means getting a

balance between work and home life activities for each individual (Riordian and Riordan, 2013). Gregory and Milner (2009) found that the balance between work and life included concerns about colleagues, time management, role conflicts, and family. The balance between work and life includes three important factors: total working hours, household responsibilities, and childcare. If the role of the family is properly recognized

Purohit and Patil (2013) states that employees who can manage working hours and take care of their homes have work engagement with the organization to enable them to perform their ever-increasing job performance capabilities. I found. Deivasigamani and Sankar (2014) suggest that work-life balance refers to the balance of roles between work and personal life with minimal role conflict. An imbalance between work and life results in poor employee performance and frequent absenteeism (Frone et al., 1997). A worker who experiences a home-work imbalance endangers the family environment, which is a major area of his life. The company does not pay enough attention to the balance between work and life, and people are looking for ways to meet their individual needs.

The balance between work and life has been shown to reduce the desire for exercise, increase performance and increase work satisfaction (Cegarra Leiva et al., 2012). As the environment and employee values change, employees' desire for work-life balance continues to grow. Employers need to meet the needs of their employees by providing a set of additional services that may be sufficient to keep them productive (Thornthwaite, 2004). Fortune magazine lists companies on the list of "100 Best Companies to Work For" aimed at helping employees manage their work and family responsibilities (Muse et al., 2008). Some empirical studies show these practical terms.

Creating work-life balance has become one of the most important managerial strategies to ensure employee performance and organizational performance improvement (Kim,

2014). This study will not only examine the effect of work life balance on employee performance, but also explain how work life balance affects employee performance. This study includes the variable organizational commitment as a mediating variable between work life balances on employee performance to explain how work life balance affects employee performance. Balancing work with life does not mean that employee focus is divided between work and life. Work-life balance actually increases employee commitment to the organization (Malone and Issa, 2013; Sakthivel and Jayakrishnan, 2012).

Organizational commitment is a personal value, where organizational commitment often refers to loyalty to the company or commitment to the company. Organizational commitment is born from the relationship and exchange between two parties: employees and the organization (Allen and Meyer, 1996). A good understanding of these relationships enables organizational administrators to understand HR better and manage them in a way that increases their productivity and generates a sustainable competitive advantage (Yao et al., 2018). Olivier (2018) states that business leaders need to motivate and understand their employees, so that employees will give their best for their organization and get the expected results.

Several previous studies have combined the three dimensions of organizational commitment into one construct (Ardiansyah and Surjanti, 2020; Pradhan et al., 2016; Sakthivel and Jayakrishnan, 2012; Zhou et al., 2020). This study connects each dimension of organizational commitment with other variables separately. Colquitt et al. (2018: 63) mentions that the three types of organizational commitment occur for different reasons. Affective commitment occurs for emotional reasons, continuity commitment occurs because employees need the company, and normative commitment occurs because employees feel they have an obligation to the company. Tayfun & Atir, (2014) found that work life balance has a positive effect on affective commitment and normative commitment, but has a negative

effect on continuity commitment. Kaplan and Kaplan (2018) found that affective commitment has a positive effect on employee performance, but continuity commitment and normative commitment have no effect on employee performance.

Business and economic activities in Bali tend to be concentrated in Denpasar City and spread to other districts directly bordering Denpasar City, including: Badung, Gianyar, and Tabanan Regencies (Rahyuda et al, 2018). The four regencies/cities namely Denpasar City, Badung Regency, Gianyar Regency, and Tabanan Regency are often called the Sarbagita region. The Sarbagita area is also a tourism location that is of interest to domestic and international tourists. The Sarbagita region has a very large role in supporting economic growth in the Province of Bali (Kusumawati and Wiksuana, 2018) and because of its future development into a metropolis. Business activities that are centered in the Sarbagita area cause financial services that support business to be concentrated in this area.

Based on the description above, the authors are very interested in conducting research related to work-life balance, affective commitment, continuance commitment, normative commitment and employee performance at PT Bank Perkreditan Rakyat in Denpasar, Badung, Gianyar, and Tabanan.

## II. LITERATURE REVIEW

### *Work-life balance*

It is a challenge to harmonize work with other areas of life (Lewis et al. 2007). Activities related to work, social relationships, and personal enjoyment must be balanced. Lazar et al. (2010) Associate work-life balance with personal life-the balance of time and effort invested in work. Hayman (2005) found that the balance between work and life can be measured from the following aspects. Interference with work Private life (WIPL), Interference work with private life (PLIW), Improvement of personal life at work (WPLE)

### *Employee performance*

Empirical study by Koopmans et al. (2014) states that when assessing talent performance, it should be based on the performance of core tasks that focus on the individual's overall ability, attitude, accuracy, expertise, and creativity in performing the task. I am saying. Employee performance evaluation is Koopmans et al. It is measured using three criteria. (2014) That is, (1) task performance, (2) contextual performance, and (3) adaptive performance. Organizational obligations

### *Organizational Commitment*

According to Robbins and Judge (2013: 75), an organization's commitment indicates how well employees are aware of the organization, its goals, and their desire to maintain membership. Organizational commitment is not only employee loyalty to the company, but also the willingness of employees to strive to achieve the main goals of the organization, and members who are committed to the organization will be more able to survive as part of the organization than members who are not. Meyer and Allen (1991) and Colquitt et al. (2018: 63) says that organizational commitment consists of 3 dimensions, namely: Affective commitment, Continuance commitment, normative commitment.

### *Affective commitment*

Affective commitment is an emotional attachment to the organization and belief in the values of the organization. Some of the emotional reasons for staying with your current organization include feelings about the camaraderie, the atmosphere or culture of the company, and a sense of pleasure in completing work assignments. This type of emotional reasoning creates affective commitment, which is defined as the desire to remain a member of the organization because of emotional attachment to, and involvement with, the organization. Simply put, employees stay in the company to do what they want (Colquitt et al., 2018: 63). Emotional attachment to an organization means accepting the values of the

organization and voluntarily staying with the organization.

### ***Continuance commitment***

A going concern obligation (a going concern obligation) is the receipt of financial benefits from the continued presence of an employee as a member of an. Employees are benefiting from the organization that employs him because the organization has paid him enough. He felt that his family would be miserable if he left the organization. Some of the cost-based reasons are to stay in the organization, such as salary, benefits, and promotion issues. This type of reasoning creates an obligation of continuity. This is defined as the desire to remain a member of the organization because it is aware of the cost of leaving the organization. In other words, the employee needs the company, so the employee stays at the company. (Colquitt et al., 2018: 63).

Continuous engagement is the result of calculating the time and energy lost when an employee quits his job. You can't just quit your job by investing in it. According to Meyer et al. (2002) Commitment to continuity can be an emotional burden on workers if they understand that there is no alternative.

### ***Normative commitment***

Normative commitments must remain members of the organization for moral or ethical reasons. Employees find it difficult to leave the organization and want to remain a member of the organization. Some of the commitment-based reasons to stay in today's organization, including feeling, debt to your boss, colleagues, or company. These reasons give rise to normative commitment which is defined as the desire to remain a member of the organization because of a sense of obligation. Normative commitment means that employees remain in the company because they feel obliged to do so (Colquitt et al., 2018: 63).

## **III. HYPOTHESIS**

Several empirical studies have shown that worklife balance experiences are positively related to employee performance (Harrington

and Ladge, 2009; Parkes and Langford, 2008). Worklife balance contributes to improving performance in employee roles (Magnini, 2009). The experience of psychological wellbeing and harmony in life helps employees concentrate on their work, resulting in better performance. Dissanayaka and Ali (2013), Asima and Nilawati (2014), Foanto et al., (2020), found a positive and significant relationship between worklife balance and employee performance.

**H1 :** Work life balance positive and significant effect on employee performance

Fayyazi and Aslani (2015) found that employees with work life conflict and decreased job satisfaction had a high intention to quit, only if they had a low level of continuance commitment. Qureshi et al. (2019) found that work family conflict reduces continuance commitment. Several previous studies have found that work life balance has a significant positive effect on continuance commitment (Biwott et al., 2015; Choo et al., 2016).

**H2:** Work-life balance has a positive and significant effect on continuity efforts

The work-life balance experience meets the psychological needs of employees to maintain a balance between work and life. Several empirical studies have found that employees' work-life balance experiences contribute to their positive corporate value and emotional involvement (Muse et al., 2008). Similarly, family and family disorders are negatively associated with emotional attachment (Allen et al., 2000; Netemeyer et al., 1996; Streich et al., 2008). Several previous studies have shown that the balance between work and life has a significant positive impact on emotional commitment (Asima and Nilawati, 2014; Foanto et al., 2020; Tayfun and Atir, 2014; Ali et al., 2010; Kim, 2014; Biwott et al., 2015; Choo et al., 2016).

**H3 :** Work life balance positive and significant effect on affective commitment

Ali et al. (2010) explained that employees who are able to balance between home and work responsibilities will feel more satisfied at work

and can produce good relationships with their colleagues. These feelings can increase a sense of moral obligation to the company. Employees may compare the facilities offered by the bank.

**H4:** *Work life balance* positive and significant effect on normative commitment

*Affective commitments* have a positive relationship with attendance at work (Meyer and Allen, 1991). In addition, there is a positive relationship between affective commitment and employee performance (Pane and Fatmawati, 2017; Kaplan and Kaplan, 2018; Nurandini and Backgrounduva, 2014; Martini et al., 2018; Foanto et al., 2020; Kim, 2014).

**H5:** *Affective commitment* positive and significant effect on employee performance  
Nurandini and Backgrounduva (2014) found a positive effect of continuance commitment on employee performance. Continuance commitment arises because employees need the company, so employees will maintain their performance so that the company also maintains employee positions. The positive effect of continuance commitment on employee performance was also found by Martini et al., (2018)

**H6:** *Continuance commitment* positive and significant effect on employee performance  
Allen and Meyer (1990) stated that normative commitment has a positive influence on employee performance. Martini et al., (2018), Pane and Fatmawati (2017), Nurandini and Backgrounduva (2014) found that normative commitment has a significant positive relationship to employee performance. Normative commitment is the employee shows a high responsibility because of the employment contract between the employee and the company. This also shows that employees have a very high normative commitment to continue to work in carrying out their duties and work in accordance with the job description and existing standard operating procedures.

**H7:** *Normative commitment* has a positive and significant effect on employee performance

The results of a study linking work life balance variables to employee performance through

affective commitment were carried out by Asima and Nilawati (2014), Kim (2014) and Foanto et al. (2020) who found similar results that work life balance directly has no significant effect on employee performance; but work life balance has a significant effect on affective commitment; and affective commitment has a significant effect on employee performance.

**H8:** *Affective commitment* mediates the effect of work-life balance on employee performance.  
Testing of continuance commitment as a mediation of the relationship between work life balance and employee performance has not been carried out in previous studies. Ardiansyah and Surjanti (2020) found that organizational commitment significantly mediates work life balance and employee performance. Ardiansyah and Surjanti (2020) use organizational commitment as a construct consisting of affective commitment, continuance commitment, and normative commitment.

**H9:** *Continuance commitment* mediating influence between work life balance and employee performance.

Testing of normative commitment as a mediation of the relationship between work life balance and employee performance has not been carried out in previous studies. Ardiansyah and Surjanti (2020) found that organizational commitment significantly mediates work life balance and employee performance. Ardiansyah and Surjanti (2020) use organizational commitment as a construct consisting of affective commitment, continuance commitment, and normative commitment.

**H10:** *normative commitment* mediating effect between work-life balance and employee performance.

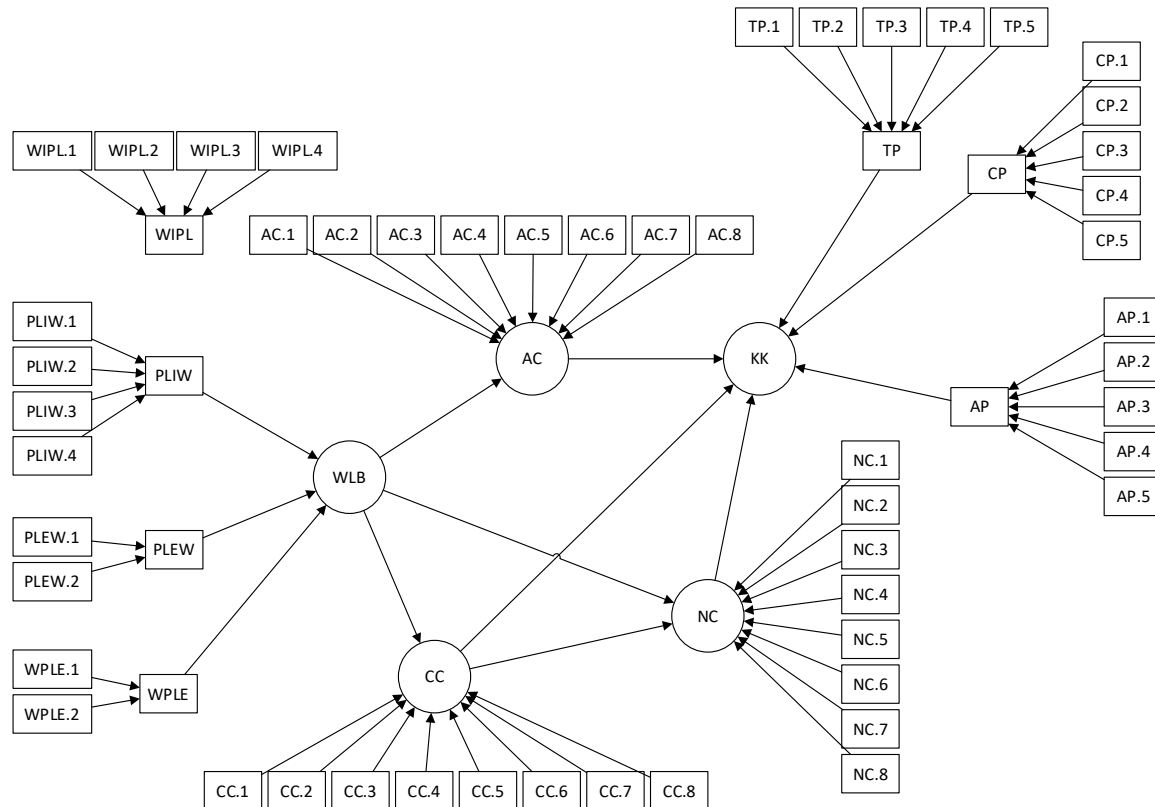
## IV. RESEARCH METHODS

This research uses a quantitative causal relationship design to analyze the effects between extrinsic and endogenous variables through hypothesis testing. This study examines attachments that mediate the effects of extrinsic variables on intrinsic variables. The data was collected through questionnaires, tabulated and processed using descriptive and inference statistical analysis techniques. Descriptive

analysis was performed using the SPSS program and inference analysis was performed using the SmartPLS program. 3.0

It was conducted at regional banks in Denpasar, Badung, Gianyar and Tabanan. The subjects of the survey are BPR employees in Denpasar, Badung, Gianyar and Tabanan. After rounding up, based on Slovin's calculations, the sample

size of the research was 219 employees. Inference analysis techniques were used to test the empirical models and hypotheses proposed in this study. The analytical method used is the partial least squares (PLS) model. Figure 1 shows the research model analyzed based on the variable research of the conceptual framework.



## V. RESULTS AND DISCUSSION

Based on the results of data collection, it can be described about the characteristics of the respondents who became the sample of this

study classified into, gender, religion, age group, years of service, and education level. The profiles of respondents in this study are shown in Table 2

**Table 2.** Characteristics of Respondents

No	Variable	Classification	Amount	Percentage
1	Gender	Woman	102	46.6
		Man	117	53.4
		Total	219	100.0
2	Age	< 30 Years	68	31.1
		30 - < 40 Years	53	24.2
		40 – < 50 years	50	22.8
		> 50 Years	48	21.9
		Total	219	100.0

3	Last education	SD	-	-
		junior high school	-	-
		high school	79	36.07
		PT	140	63.93
		Total	219	100.0
4	Length of Work (Years)	1-4 Years	63	28.77
		5-8 Years	56	25.57
		9-13 Years	64	29.22
		>14 Years	36	16.43
		Total	219	100.0
5	Number of children	0-1	78	35.68
		2-3	90	41.03
		>4 Years	51	23.29
		Total	219	100.0
6	The number of dependents	1-3 Children	101	46
		4-6 Kids	71	32.42
		>7 Kids	17	21.58
		Total	219	100.0
7	Total Income	< IDR 1,000,000	-	-
		Rp. 1.000.000 – < Rp. 2,000,000	-	-
		Rp. 2.000.000 – < Rp. 3,000,000	12	9.6
		Rp. 3,000,000 – < Rp. 4,000,000	145	66.2
		> IDR 4,000,000,-	53	24.2
		Total	219	100.0

Source: Data processed, 2021, Appendix 2

Based on Table 2, it is known that there are more male respondents, namely 53.4%, the age of respondents less than 30 years is more that is equal to 31.1%, the last education of respondents

More, who have the last education of tertiary education, namely 63.9%. Based on the length of work, respondents with 2 years of work more

that is equal to 8.7%. Respondents who have 4 more children are 23.3%, respondents who have 4 dependents are 17.8%. Respondents with total income ranging from Rp. 3,000,000 to Rp. 4,000,000 were more, namely 66.2%.



### **Evaluation of measurement model /inner model**

Testing the structural model is done by looking at the goodness of fit (GoF) test or the R-square value, which is the feasibility of a variance-based PLS, model. R<sup>2</sup> value of each endogenous variable in this study

**Table 3.** Endogenous Variable R<sup>2</sup> Value

Variable	R Square
<i>Affective commitment</i> (R <sup>2</sup> Y1.1)	0.673
<i>Continuance commitment</i> (R <sup>2</sup> Y1.2)	0.659
<i>employee performance</i> (R <sup>2</sup> Y1.3)	0.938
<i>normative commitment</i> (R <sup>2</sup> Y1.4)	0.660

The value of *Q* square predictive is relevant shown as follows:

$$\begin{aligned}
 Q^2 &= (1-R^2Y1.1)(1-R^2Y1.2)(1-R^2Y1.3)(1-R^2Y2) \\
 &= 1-((1-0.673)(1-0.659)(1-0.938)(1-0.660)) \\
 &= 1-(0,327)(0,341)(0,062)(0,340) \\
 &= 1-0.002350 \\
 &= 0.9976
 \end{aligned}$$

Based on the above calculations, 99.76% are related to employee performance variables as explained by emotional commitments, continuous commitments, normative commitments, and work-life balance variables, and the remaining 0.24% is not included in the model which is explained by each variable.

### **Outer Model**

#### **Composite Reliability**

**Table 4** Composite Reliable Variable

	Cronbach's Alpha	Composite Reliability	Description
<i>Affective commitment</i>	0.878	0.911	<i>Reliable</i>
<i>Continuance commitment</i>	0.863	0.907	<i>Reliable</i>
<i>employee performance</i>	0.968	0.970	<i>Reliable</i>
<i>normative commitment</i>	0.874	0.909	<i>Reliable</i>
<i>work life balance</i>	0.919	0.934	<i>Reliable</i>

Source: Processed data,

Table 4 informs that the work life balance, Affective commitment, Continuance commitment, Normative commitment, and employee performance variables meet

composite reliability because the value is above the recommended number, which is above 0.70 which already meets the reliable criteria.

Table 5

#### **Discriminant Validity Research variable**

	air conditioning	CC	KK	NC	WLB
<i>Affective Commitment</i>	<b>(0.819)</b>				
<i>Continuance Commitment</i>	<b>0.829</b>	<b>(0.842)</b>			
<i>Employee performance</i>	<b>0.720</b>	<b>0.722</b>	<b>(0.772)</b>		
<i>Normative Commitment</i>	<b>0.807</b>	<b>0.809</b>	<b>0.815</b>	<b>(0.816)</b>	
<i>Work Life Balance</i>	<b>0.720</b>	<b>0.712</b>	<b>0.763</b>	<b>0.712</b>	<b>(0.798)</b>

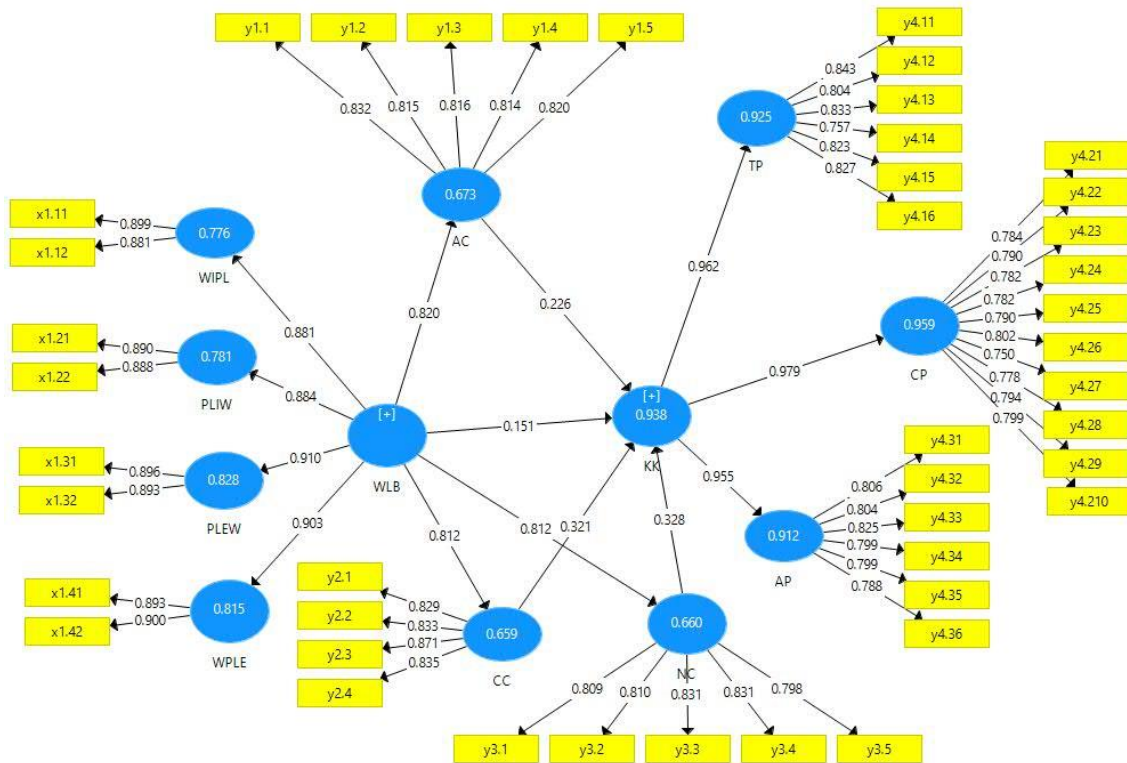
Source: Data processed

From Table 5, then all the roots of the AVE (Fornell-Larcker Criterion) for each construct are greater than their correlations with other variables. Because all latent variables have the AVE Root value > Correlation between other constructs, the discriminant validity requirements for this model have been met.

### Structural Model Evaluation

This study uses structural equations using the PLS approach. The results of testing the research model can be seen in Figure 3

Figure 3



### Hypothesis Testing Results

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing

the hypothesis is the value contained in the output result for inner weight. Table 5.14 provides the estimated output for testing the structural model.

**Table 6. Result for Inner Weight**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Note:
AC -> KK	0.226	0.226	0.046	4.855	0.000	Sig
CC -> KK	0.321	0.323	0.042	7.689	0.000	Sig
NC -> KK	0.328	0.326	0.042	7,886	0.000	Sig
WLB -> AC	0.820	0.817	0.034	23,871	0.000	Sig
WLB -> CC	0.812	0.809	0.034	23,940	0.000	Sig
WLB -> KK	0.151	0.151	0.039	3.853	0.000	Sig
WLB -> NC	0.812	0.810	0.035	23,499	0.000	Sig

Source: Data processed, 2021

**Table 7. Indirect Effect Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Note:
WLB -> AC -> KK	0.185	0.185	0.039	4.705	0.000	Sig
WLB -> CC -> KK	0.261	0.261	0.035	7.445	0.000	Sig
WLB -> NC -> KK	0.266	0.264	0.033	7,980	0.000	Sig

Source Data processed, 2021

### **1. Testing Hypothesis 1: The effect of work life balance on employee performance**

Hypothesis 1 states that work-life balance has a positive effect on employee performance. The results of the parameter coefficient test between work life balance on employee performance show a positive relationship with a coefficient value of 0.151 with a t-statistic value of 3.853 and significant at = 0.05 the t-statistic value is above the critical value of 1.96, thus H1 received.

### **2. Testing Hypothesis 2: The effect of work-life balance on affective commitment**

Hypothesis 2 states that work life balance has a positive effect on affective commitment. The results of the parameter coefficient test between work life balance and Affective commitment show a positive relationship with a coefficient value of 0.820 with a t-statistic value of 23.871 and significant at = 0.05 the t-statistic value is above the critical value of 1.96, thus H2 received.

### **3. Testing Hypothesis 3: The effect of work-life balance on continuance commitment**

Hypothesis 3 states that work life balance has a positive effect on Continuance commitment. The results of the parameter coefficient test between work life balance and Continuance commitment show a positive relationship with a coefficient value of 0.812 with a t-statistic value of 23.940 and significant at = 0.05 the t-statistic

value is above the critical value of 1.96, thus H3 received.

### **4. Testing Hypothesis 4: The effect of work-life balance on normative commitment**

Hypothesis 4 states that work life balance has a positive effect on normative commitment. The results of the parameter coefficient test between work life balance and normative commitment show a positive relationship with a coefficient value of 0.812 with a t-statistic value of 23,499 and significant at = 0.05 the t-statistic value is above the critical value of 1.96, thus H4 received.

### **5. Hypothesis Testing 5: The effect of affective commitment on employee performance**

Hypothesis 5 states that Affective commitment has a positive and significant effect on employee performance. The results of the parameter coefficient test between Affective commitment to Employee Performance show a positive relationship with a coefficient value of 0.226 with a t-statistic value of 4.855 and significant at = 0.05 the t-statistic value is above the critical value of 1.96, thus H5 is accepted. .

### **6. Hypothesis Testing 6: The effect of continuance commitment on employee performance**

Hypothesis 6 states that Continuance commitment has a positive and significant effect on employee performance. The results of the parameter coefficient test between

Continuance commitment to Employee Performance show a positive relationship with a coefficient value of 0.321 with a t-statistic value of 7.689 and significant at  $\alpha = 0.05$  the t-statistic value is above the critical value of 1.96, thus H6 is accepted. .

#### ***7. Hypothesis Testing 7: The effect of normative commitment on employee performance***

Hypothesis 7 states that normative commitment has a positive and significant effect on employee performance. The results of the parameter coefficient test between normative commitment to employee performance show a positive relationship with a coefficient value of 0.328 with a t-statistic value of 7.886 and significant at  $\alpha = 0.05$  the t-statistic value is above the critical value of 1.96, thus H7 is accepted. .

#### ***8. Hypothesis Testing 8: The role of affective commitment mediates the effect of work-life balance on employee performance***

Hypothesis 8 states that Affective commitment mediates the effect of work life balance on employee performance. The results of the parameter coefficient test between the effect of work life balance on employee performance mediated by affective commitment show a positive relationship with a coefficient value of 0.185 with a p value of 0.000 and significant at  $\alpha = 0.05$ , thus H8 is accepted.

#### ***9. Hypothesis Testing 9: The role of continuance commitment in mediating the relationship between work-life balance and employee performance***

Hypothesis 9 states that Continuance commitment mediates the relationship between work life balance and employee performance. The results of the parameter coefficient test between the effect of work life balance on employee performance mediated by Continuance commitment show a positive relationship with a coefficient value of 0.261 with a p value of 0.000, thus H9 is accepted.

#### ***10. Hypothesis Testing 10: The role of normative commitment in mediating the relationship between work-life balance and employee performance***

Hypothesis 10 states that normative commitment mediates the relationship between work-life balance and employee performance. The results of the parameter coefficient test between the effect of work life balance on employee performance mediated by normative commitment indicate a positive relationship with a coefficient value of 0.266 with a p value of 0.040, thus H10 is accepted.

## **VI. CONCLUSIONS**

Based on the results of the research discussion, it can be concluded as follows:

1. *Work life balance* positive and significant effect on employee performance. This means that the higher the employee's work life balance, the employee's performance will increase.
2. *Work life balance* positive and significant effect on affective commitment. This means that the higher the work life balance of employees, the affective commitment of employees will increase.
3. *Work life balance* positive and significant effect on continuance commitment. This means that the higher the employee's work life balance, the employee's continuance commitment will increase.
4. *Work life balance* positive and significant effect on normative commitment. This means that the higher the employee's work life balance, the employee's normative commitment will increase.
5. *Affective commitment* positive and significant effect on employee performance. This means that the higher the affective commitment felt by the employee, the employee's performance will increase.
6. *Continuance commitment* positive and significant effect on employee performance. This means that the higher the continuance commitment felt by the

employee, the employee's performance will increase.

7. *normative commitment* positive and significant effect on employee performance. This means that the higher the normative commitment felt by employees, the employee's performance will increase.
8. *Affective commitment* partially mediate the effect of work-life balance on employee performance. This means that affective commitment mediates the effect of work life balance on employee performance.
9. *Continuance commitment* partially mediate the relationship between work life balance and employee performance. This means that continuance commitment mediates the relationship between work life balance and employee performance.
10. *normative commitment* partially mediate the relationship between work life balance and employee performance. This means that normative commitment mediates the relationship between work life balance and employee performance.

## VII. RESEARCH IMPLICATIONS

### *Research Implication*

The results of this study are expected to provide both theoretical and practical implications.

### *Theoretical Implications*

The theoretical implications that can be given from this research are: The value of this research can complement the human resource literature and will add new knowledge about evaluating the influence of a variable on other variables based on the strength of the value of the relationship model of four variables namely work-life balance, affective commitment, continuance commitment, normative commitment and employee performance. The findings of this study have strengthened previous research conducted by several researchers such as support for the direct or indirect effect of each exogenous construct on the existing endogenous constructs.

### *Practical Implications*

Based on the results of the highest influence value, the effect of work-life balance on affective commitment has the highest coefficient value, namely 0.820. This means that the better the work-life balance of employees, the affective commitment of employees will increase. *Affective commitment* is an emotional attachment to a BPR or employer that can cause employees to want to stay with the BPR. Work-life balance has a positive effect on employees' affective commitment to the BPR. Work-life balance experiences create feelings of loyalty to the BPR and increase affective commitment. Employees become very attached to their BPR when their needs and expectations are met. Work-life balance experiences meet the psychological demands of employees to maintain a balance between work and life. Several empirical studies have found that employees' experiences of work-life balance contribute to their favorable evaluation of BPR and affective commitment. Similarly, work-family disturbances and family-work disturbances were negatively related to affective commitment.

Based on the indirect effect test the effect of work-life balance on employee performance mediated by normative commitment has the highest coefficient value of 0.266. This means that normative commitment mediates the relationship between work life balance and employee performance partially. This indicates that when employees have a good work-life balance and are supported by a normative commitment, this will improve employee performances

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