

## Performance Improvement Through Wofk Life Balance, Affective Commitment and Continuous Commitment

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**Abstract.** *This study aims to analyze the role of Work-Life Balance in enhancing human resource (HR) performance at KPPBC TMP Tanjung Emas, with Affective Commitment and Continuous Commitment as mediating variables. The research employs an explanatory research method to explain causal relationships between variables. The study population consists of all HR personnel at KPPBC TMP Tanjung Emas, totaling 253 individuals, with 155 respondents selected using a non-probability sampling technique with the convenience sampling method. Data collection was conducted through a closed-ended questionnaire using a Likert scale from 1 to 5, where 1 represents "Strongly Disagree (STS)" and 5 represents "Strongly Agree (SS)." Data analysis in this study was carried out using the Partial Least Square (PLS) method. The findings indicate that Work-Life Balance has a positive and significant effect on both Affective Commitment and Continuous Commitment. Furthermore, both Affective Commitment and Continuous Commitment positively and significantly impact HR Performance. These results confirm that maintaining a balance between work and personal life plays a crucial role in strengthening employee commitment, which ultimately leads to improved performance. Therefore, organizations should focus on strategies to enhance Work-Life Balance to strengthen employee commitment and improve overall HR performance.*

**Keywords:** *Affective Commitment; Continuous Commitment; Work-Life Balance.*

### 1. Introduction

The era of globalization and massive technological advances demands organizations to remain competitive and productive. One of the key factors to achieve this goal is optimal HR performance. Competition in providing services and convenience for service users is inevitable for an organization, including government organizations (Hendrawati, 2023).

Government agencies as representatives of the state, compete to create innovations that make it easier for the community. This is because the state has an obligation to serve every citizen and resident to meet their basic needs within the framework of public services, so that the country's human resources at that time were required to provide maximum service to the entire community without exception (Bewinda et al., 2023). This impact does not only apply to the private sector. Government agencies are also not immune from the pressures of global change. Human Resources in the organization play a major role in determining the success or failure of an organization (Hendrawati, 2023).

The performance capability of each human resource in each agency is the main thing for achieving organizational goals, because The success of every organization is closely related to the performance of its human resources (Armstrong & Taylor, 2020). So it is not surprising that every organization has targets given to each of its human resources according to their field of work.

As an entity responsible for supervision and services in the field of customs and excise, in general the performance value of KPPBC TMP Tanjung Emas in 2023 was good. However, if you look at the performance graph of KPPBC TMP Tanjung Emas at the end of 2023, it is lower than the performance value achieved in the same period in 2022.

The decline in the Organizational Performance Value (NKO) at KPPBC TMP Tanjung Emas from 113.37 in 2022 to 112.19 in 2023, although it looks small, reflects a potential decline in HR performance significant. It is solely to achieve the goals of the organization will be achieved. HR performance does not only depend on their abilities and skills, but also on other supporting factors such as the balance between work life and social life (Sirgy & Lee, 2018).

Work-life balance is now a major issue in modern human resource management (Alfi Anita Zain & Churiyah, 2022). Work-life balance refers to the ability of employees to maintain a balance between the demands of their work and personal life (Oktosatrio & Liu, 2019). Employees who are able to manage their time and energy between work and personal life tend to be happier, healthier, and more productive (Syafitri Andra et al., 2022). Research shows that an imbalance between work and personal life can lead to stress, burnout, and decreased performance (T. Liu et al., 2021).

In recent decades, many organizations have begun to recognize the importance of developing policies and practices that support work-life balance and enhance employee affective commitment (T. Liu et al., 2021). Previous research has shown that organizations that successfully create a balanced and supportive work environment tend to have more productive, more satisfied, and more loyal employees (Thevanes & Harikaran, 2020).

In addition to requiring its human resources to achieve organizational goals, organizations would also be better off considering balance social life of its human resources (Irma et al., 2020). The results of the study (Nurhasanah et al., 2023) that work life balance has an impact on human resource performance. Work life balance is related to individuals who have enough time to have a balance in work and personal life, such as being able to spend time with family members, free time to relax, communicate with coworkers, and be able to complete their work well (Ekasari et al., 2022).

Research related to the role of work-life balance and human resource performance still leaves a very interesting controversy to analyze. Susanto et al., (2022) found that work-life balance has a positive effect on employee performance. Then, (Basyah et al., 2024) stated that employees who are able to balance the demands of their work and personal lives show better performance. These results are supported by research (Zuhriatusobah et al., 2023) which states that Work-Life Balance has a significant effect on Employee Performance. However, the results of this study contradict several research results including by (Hye Kyoung Kim, 2019) showing that there is no direct influence between work-life balance and performance. These results are reinforced by the results of research (Purwaningsih et al., 2024), it was found that Work-Life Balance has no effect on Employee Performance. Then, other studies also state the same thing that Work-Life Balance has no effect on Performance Employees (Eshun & Segbenya, 2024). The research controversy can be summarized in the following table:

Research Gap Overview of Work-Life Balance Research Results on Employee Performance Thus, in this study, commitment is proposed as a mediating variable to describe the gap. As in Kuhal's study, the factor that can affect human resource performance is commitment (Kuhall et al., 2020a). Individual commitment is often seen as a way to see whether the individual really thinks about and prioritizes his work and organization (Avoyan & Ramos, 2020). Every individual in every organization will try to give all the effort they have in order to help the organization achieve its organizational goals. Likewise, organizations are now increasingly aware of the importance of the role of their human resources in achieving goals.

Organizational commitment is a condition where human resources believe in and accept the goals of the organization and will not leave the organization (Newman & Sheikh, 2012). So it is hoped that with commitment from organization towards its human resources, human resources can give their best in their performance.

The performance of State Civil Apparatus (ASN) is influenced by two important dimensions of organizational commitment: affective and continuance commitment (Anggraini & Fauzan, 2022; Elisa et al., 2023; Goller & Dewi, 2020; Nisa et al., 2022). Affective commitment shows the emotional bond of ASN to their organization, where they feel proud and have a strong sense of belonging to their organization (Nisa et al., 2022). ASN who have high affective commitment tend to be more motivated, enthusiastic, and willing to contribute more to the success of the organization (Elisa et

al., 2023). ASN who continue to be committed may remain in the company because they feel there is no better alternative or because they have spent a lot of time and energy in their current workplace (Anggraini & Fauzan, 2022).

This study only analyzes two of the three dimensions of commitment, namely continuance commitment and affective commitment. One of the three components of organizational commitment is affective commitment, in addition to normative and continuance commitment. Affective commitment is the emotional connection that an employee has to the company where they work (Kuhail et al., 2020b). Employee involvement, loyalty, and willingness to strive to achieve organizational goals are signs of this commitment (Mcgee et al., 1987). Affective commitment can arise because of the need to rely on past activities of the organization and create an environment where employees feel accepted and supported (Asif et al., 2019).

Continuance commitment, also known as continuance commitment, is a person's belief to remain in an organization because they consider the costs they will incur if they leave it (Makarim & Nurrahman, 2024). Individual and organizational production can be affected by long-term commitment, one component of organizational commitment (Chigeda et al., 2022). Good organizational commitment can be an important component in creating retention programs and reducing the desire to leave the company (Khalid, 2020). Two components of long-term commitment are the perception that there is no alternative job, self-sacrifice, and a lot of money (Guoyan et al., 2023).

KPPBC TMP Tanjung Emas is equipped with main office facilities including service rooms, information rooms, meeting rooms, prayer rooms, and other facilities to support tasks and functions and provide smooth services to the community. The main task of KPPBC TMP Tanjung Emas is to carry out part of the duties of the Ministry of Finance in the field of customs and excise, as well as to secure government policies related to the flow of goods and the collection of import duties, excise, and other state levies in accordance with applicable regulations. The functions of KPPBC TMP Tanjung Emas include Trade Facilitator, Industrial Assistance

## **2. Research Methods**

The type of research used in this study is an explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of work-life balance, affective commitment, continuance commitment and HR performance.

## **3. Results and Discussion**

### **3.1. Respondent Description**

The respondents of this study were 155 employees of the KPPBC TMP Tanjung Emas Semarang Office with the criteria of being married or previously married and having more than 5 years of work experience. Respondent data were obtained from the results of distributing questionnaires. The research was carried out by distributing research questionnaires on October 20-28, 2024. This description contains relevant information about how the characteristics of respondents are viewed from the aspects of gender, age, education, and length of service. The results of processing questionnaire data related to respondent descriptions are presented in Table 4.1.

Table 4.1 Overview of Respondent Characteristics

No	Characteristics	Total Sample n=155	
		Amount	Percentage (%)
1.	Gender		
	Man	125	80.65
	Woman	30	19.35
2.	Age		
	21 - 30 years	67	43.2
	31 - 40 years	54	34.8
	41 - 50 years	24	15.5
	51 - 60 years	10	6.5
3.	Education		
	High School/Vocational School	4	2.6
	Diploma	64	41.3
	Bachelor degree	75	48.4
	Postgraduate S2	12	7.7
4.	Years of service		
	5 - 10 years	58	37.4
	11 - 20 years	72	46.5
	21 - 30 years	18	11.6
	> 30 years	7	4.5

Source: researcher data processing (2024)

This table presents information on the demographic characteristics of the 155 respondents who participated in the study. The data are classified into four main aspects, namely gender, age, education level, and length of service. In terms of gender, the majority of respondents

were male, totaling 125 people or 80.65% of the total sample, while female respondents numbered 30 people or 19.35%.

In terms of age, respondents were divided into four groups. The 21-30 age group dominated with 67 people (43.2%), followed by the 31-40 years old as many as 54 people (34.8%). Meanwhile, the 41-50 age group consists of 24 respondents (15.5%), and the 51-60 age group is the least with 10 respondents (6.5%). Overall, these data show that most respondents are in the productive age range.

Based on education level, most respondents have a Bachelor's degree (S1) as many as 75 people (48.4%) and Diploma as many as 64 people (41.3%). Meanwhile, respondents with a high school/vocational high school education background numbered 4 people (2.6%), and those with a Postgraduate degree (S2) as many as 12 people (7.7%). This reflects that the majority of respondents have a secondary to high level of education.

From the aspect of work experience, most respondents have work experience between 11-20 years, with a total of 72 people (46.5%). The group with a work experience of 5-10 years is 58 people (37.4%), while those with a work experience of 21-30 years are 18 people (11.6%). The group with a work experience of 5-10 years is 58 people (37.4%) working more than 30 years is the least, with only 7 respondents (4.5%). This data indicates that the majority of respondents have quite long working experience.

### Descriptive Analysis of Research Data

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of the data collected. Its main purpose is to provide an initial picture of patterns or trends in the data, so that one can understand the distribution and properties of the data before entering into more complex analysis.

The variable description is grouped into 3 categories, namely: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. A complete description of the variables can be seen in table 4.2.

Table 4.2. Description of Research Variables

No	Variables and indicators	Mean	Standard Deviation
a	<b>Work-life balance</b>		
	1. Time balance	3,748	0.850
	2. Balance of involvement	3,690	0.901
	3. Balance of satisfaction between work and role family	3,677	0.867
	Mean Variable	<b>3.705</b>	
b	<b>Affective commitment</b>		



1. Loyalty	3.755	0.928
2. A sense of pride	3,768	0.780
3. Participation	3,697	0.856
4. Think that their organization is the best	3,710	0.868
5. Emotionally attached to the organization where Work	3,736	0.814
Mean Variable	<b>3.733</b>	

Reliability refers to the consistency and stability of a measuring instrument. Reliability testing is a statistical analysis used to assess the consistency and stability of a measuring instrument in measuring a particular variable or construct. Reliability testing is important to ensure that the measuring instrument is reliable and produces consistent data. Reliability measurement in this case is carried out using 3 (three) methods, namely:

a. Cronbach's alpha

Cronbach's Alpha is one of the reliability coefficients. If the Cronbach's alpha value is  $> 0.70$ , then the construct can be said to have good reliability.

b. Composite Reliability.

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7 (Ghozali & Latan, 2015)

c. Average Variance Extracted (AVE)

If the AVE value  $> 0.5$  then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

The results of Cronbach's Alpha, composite reliability, and AVE between constructs and their indicators can be seen in the following table:

Table 4.10 Reliability Test Results

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
HR Performance	0.902	0.927	0.719
Affective commitment	0.867	0.904	0.653
Continuous commitment	0.912	0.938	0.792
Work-life balance	0.865	0.919	0.793

Source: Researcher data processing (2024)

Table shows the results of the reliability test of each construct can be said to be good. This is evidenced by the AVE value of each construct  $> 0.5$ , the composite reliability and cronbach alpha values of each construct  $> 0.7$ . Referring to Chin's opinion in Ghazali (2011) then the results of the composite reliability of each construct can be used in the analysis process to show whether there is a relationship in each construct, because the results obtained have a value  $> 0.70$ , from the results above all variables have a composite reliability value  $> 0.7$  meaning that they have a good reliability value and can be used for further research processes. Reliable shows that the indicators used in real research are in accordance with the real conditions of the research object.

Based on the results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators used can be declared valid and reliable as measures of research variables.

### 3.2. Discussion

#### **The influence of work-life balance on affective commitment.**

This study proves that work-life balance has a positive and significant effect on affective commitment, which means that the better a person's work-life balance, the better it will be.

affective commitment. The results of this study are in accordance with research by Shabir & Gani (2020) indicating a significant positive relationship between work-life balance and affective commitment.

Measurement of Work-life balance variables is reflected through three indicators, namely the Time Balance indicator, Involvement Balance, and Satisfaction Balance between work and family roles. While affective commitment is reflected through Loyalty, Pride, Participation, Considering the organization is the best, and emotionally attached to the organization where they work.

The Work-life balance variable with the highest outer loading value is represented by the Balance of satisfaction between work and family roles indicator, while the Affective Commitment variable with the highest outer loading value is represented by the Loyalty indicator. These results indicate that there is a positive relationship between satisfaction in balancing work and family roles with a person's level of loyalty. In other words, the higher a person's level of satisfaction in balancing work and family responsibilities, the higher the loyalty they have.

The Work-life balance variable with the lowest outer loading value is represented by the Time Balance indicator, while the Affective Commitment variable with the lowest outer loading value is represented by the indicator of being emotionally attached to the organization where you work. These results indicate that there is a positive relationship between the balance of time perceived by individuals with their level of emotional attachment to the organization they work for. In other words, the better a person is at



managing and balancing time between work and personal life, the higher their emotional attachment to the organization.

### **The influence of work-life balance on continuance commitment**

This study proves that Work-life balance has a positive and significant effect on Continuance Commitment, which means that the better a person's work-life balance, the better their Continuance Commitment will be. Similar findings were also obtained by T. Liu et al (2021), who found that work-life balance has a significant effect on overall organizational commitment.

Measurement of Work-life balance variables is reflected through three indicators, namely the Time Balance indicator, Involvement balance, and Satisfaction balance between work and family roles. Continuation commitment is reflected through four indicators, namely the Employees feel the need to work for the company, worry if there is no replacement, Find it difficult to leave the company if they want to, and Believe that other companies do not provide benefits as much as the company where they work.

The work-life balance variable with the highest outer loading value is represented by the indicator of balance of satisfaction between work and family.

Family role, while the Continuation Commitment variable with the highest outer loading value is represented by the indicator Believing that other companies do not provide benefits as good as the company where they work. This result indicates that there is a positive relationship between satisfaction in balancing work and family roles with the belief that other companies are not able to provide benefits or advantages as good as the company where they currently work.

The Work-life balance variable with the lowest outer loading value is represented by the Time Balance indicator, while the Continuance Commitment variable with the lowest outer loading value is represented by the indicator of feeling difficult to leave the company if they want to. These results indicate that there is a positive relationship between the time balance felt by individuals and the feeling of difficulty in leaving the company where they work. In other words, the better a person is at managing and balancing time between work and personal life, the higher the feeling that they will have difficulty leaving the company if they ever consider leaving.

### **The influence of work-life balance has a positive influence on HR performance.**

This study proves that affective commitment has a positive and significant effect on HR performance, which means that the better a person's work-life balance, the better the HR performance will be.

This study supports the results of previous research by (Susanto et al., 2022) showing that work-life balance positively affects employee job satisfaction and performance.

Measurement of Work-life balance variables is reflected through three indicators, namely the Time Balance indicator, Involvement balance, and Satisfaction balance between work and family roles. While HR performance in this study is measured from the reflection of five indicators, namely the Quantity, Quality, Punctuality, Attendance, and Ability to work together indicators.

The Work-life balance variable with the highest outer loading value is represented by the Balance of satisfaction between work and family roles indicator, while the HR Performance variable with the highest outer loading value is represented by the Attendance indicator. These results indicate that there is a positive relationship between satisfaction in balancing work and family roles with the level of employee attendance at work. In other words, the higher a person's level of satisfaction in balancing work and family life responsibilities, the higher their level of attendance at the company.

The Work-life balance variable with the lowest outer loading value is represented by the Time Balance indicator, while the HR Performance variable with the lowest outer loading value is represented by the Quantity indicator. These results indicate that there is a positive relationship between the time balance felt by individuals and the quantity of results.

The work they produce. In other words, the better a person is at managing and balancing time between work and personal life, the higher the quantity or amount of work they can complete. This shows that an individual's ability to manage time effectively, so that they can meet work demands without sacrificing their personal life, will increase their productivity in completing work tasks.

### **The Influence of Affective Commitment on HR Performance.**

This study proves that Affective Commitment has a positive and significant effect on HR performance. Which means that the higher the affective commitment of HR, the higher the HR performance. Previous research shows that affective commitment has a positive impact on employee performance (Ribeiro et al., 2020).

In this study, affective commitment is reflected through Loyalty, Pride, Participation, Considering the organization as the best, and being emotionally attached to the organization where they work, while HR Performance in this study is measured from the reflection of five indicators, namely Quantity, Quality, Punctuality, Attendance, and Ability to work together.

The Affective Commitment variable with the highest outer loading value is represented by the Loyalty indicator, while the HR Performance.

The highest outer loading value is represented by the Attendance indicator. This result indicates that there is a positive relationship between the level of employee loyalty to the company and their level of attendance at work. In other words, the higher the loyalty an employee has to the company, the higher their level of attendance at work. This shows that

when employees feel loyal and have a strong emotional attachment to the company, they tend to be more consistent in attending work and fulfilling their obligations.

The Affective Commitment variable with the lowest outer loading value is represented by the indicator Emotionally Attached to the Organization where they work, while the HR Performance variable with the lowest outer loading value is represented by the Quantity indicator. These results indicate that there is a positive relationship between employees' emotional attachment to the organization where they work and the quantity of work they produce. In other words, the higher the level of emotional attachment a person has to the company, the higher the quantity or amount of work they can complete. This shows that when employees feel emotionally connected to the organization, they tend to be more motivated and enthusiastic in completing their tasks, resulting in more output.

### **The Influence of Continuity Commitment on HR Performance**

This study proves that continuance commitment has a positive and significant effect on HR performance, the higher the continuance commitment, the higher the performance. These results are in accordance with previous studies which state that continuance commitment has been shown to have the greatest effect on individual performance (Kaur & Mittal, 2020; Kuhal et al., 2020a).

Measurement of the variable Continuity Commitment is reflected through four indicators, namely the indicator Employees feel the need to work for the company, Worry if there is no replacement, Find it difficult to leave the company if they want to, and Believe that other companies do not provide benefits as great as the company where they work, while HR Performance in this study is measured from the reflection of five indicators, namely the indicators of Quantity, Quality, Punctuality, Attendance, and Ability to work together.

The Continuity Commitment variable with the highest outer loading value is represented by the indicator Believing that other companies do not provide benefits as good as the company where they work, while the HR Performance variable with the highest outer loading value is represented by the Attendance indicator. These results indicate that there is a positive relationship between employees' beliefs that other companies cannot offer benefits as good as the company where they currently work and their level of attendance at work. In other words, the higher the employee's belief that the company they currently work for is superior in providing benefits or advantages compared to other companies, the higher their attendance rate. This shows that when employees feel that their current company is the best choice and cannot be replaced by other companies, they tend to be more consistent in attending work and fulfilling their obligations.

The Continuous Commitment variable with the lowest outer loading value is represented by the indicator Finding it difficult to leave the company if they want to, while the HR Performance variable with the lowest outer loading value is represented by the indicator Quantity. These results indicate that there is a positive relationship between the feeling of

finding it difficult to leave the company and the quantity of work produced by employees. In other words, the higher the employee's feeling that they will find it difficult to leave the company if they ever consider leaving, the higher the quantity or amount of work they can complete. This shows that when employees feel committed and reluctant to leave the company, they tend to be more motivated and committed to completing their tasks well, resulting in more output.

#### 4. Conclusion

This study reveals that Work-life balance has a positive and significant influence on affective commitment. This shows that the better the balance of time, involvement, and satisfaction between work and family roles, the higher the individual's affective commitment in the organization. 1. The results of this study indicate that Work-life balance has a positive and significant impact on continuance commitment. This means that the more balanced the time, involvement, and satisfaction in carrying out roles at work and family, the higher the individual's continuance commitment. In other words, a good work-life balance contributes to increasing continuance commitment. 2. This study proves that affective commitment has a positive and significant effect on HR performance. This means that individuals with a better work-life balance tend to have better HR performance high. This includes improvements in aspects of quantity, quality, punctuality, attendance, and the ability to work together. 3. This study shows that affective commitment has a positive and significant impact on HR performance. In other words, the higher the affective commitment of an individual, the higher their performance. These results indicate that the level of loyalty, pride, involvement, positive perception of the organization, and emotional attachment to the workplace contribute to improving HR performance. 4. The results of this study prove that continuance commitment has a positive and significant effect on HR performance. The higher a person's continuance commitment, the better their performance. This finding suggests that individuals who feel compelled to stay with the company, are concerned about the uncertainty of leaving their jobs, have difficulty moving to another place, and believe that their current company provides more benefits than other alternatives, tend to have higher HR performance.

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