

## Improving PT Barasentosa Lestari's Human Resource Performance Through Work Life Balance and Affective Commitment

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**Abstract.** *This study focuses on the role of work-life balance in improving human resource performance (HR performance) at PT Barasentosa Lestari, with affective commitment as a mediating variable. The purpose of this research is to analyze the influence of work-life balance on affective commitment and HR performance, as well as to determine the mediating role of affective commitment in the relationship between work-life balance and HR performance. This research employs an explanatory research type with a quantitative approach. The population consists of all 91 employees of PT Barasentosa Lestari located in Rawas Ilir District, Muli Rawas Utara Regency, South Sumatra Province. The sampling technique used is the census method, in which the entire population serves as the research sample. Data were collected through closed questionnaires using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Data analysis was carried out using the Partial Least Square (PLS) method. The results show that: (1) work-life balance has a positive and significant effect on affective commitment; (2) work-life balance has a positive and significant effect on HR performance; and (3) affective commitment has a positive and significant effect on HR performance. These findings indicate that maintaining a balance between work and personal life plays an important role in strengthening employees' emotional attachment to the organization and directly contributes to improving human resource performance.*

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

### 1. Introduction

The mining industry currently faces significant challenges in implementing sustainability principles and advanced technologies, which impact operational performance and worker well-being. With increasing pressure to reduce environmental impact and improve operational efficiency, mining companies are increasingly relying on digitalization and automation. However, this transformation often comes with increased workloads, which can impact employees' work-life balance. Demanding work in remote mines and long working hours can increase stress and fatigue, which in turn impacts productivity and overall company

performance. Therefore, implementing a good work-life balance is crucial for maintaining employee motivation and performance amidst the increasingly demanding industry.

Furthermore, commodity price fluctuations influenced by global demand, particularly from major economies like China, are a significant factor in mining companies' investment decisions and operational planning. As such, the mining industry must navigate market and regulatory uncertainty while adapting to new technologies and sustainability principles.

Improving human resource (HR) performance is a key factor in achieving a company's long-term goals. PT Barasentosa Lestari, which operates in the coal mining sector, is part of the Golden Energy Mines (GEMS) group and is located in Rawas Ilir District, North Musi Rawas Regency, South Sumatra. As a public company, PT Barasentosa Lestari manages a mining concession covering approximately 23,300 hectares, which serves as the main base for its operational activities. The company is not only focused on achieving production targets but is also committed to sustainability and corporate social responsibility (CSR). One example of its contribution to the community is a regular food distribution program to help underprivileged communities around the mining area. In addition, in July 2025, PT Barasentosa Lestari awarded a mining services contract worth IDR 3.5 trillion to PT Petrosea for overburden removal, as part of its mining infrastructure maintenance and development efforts.

However, despite this success, PT Barasentosa Lestari also faces significant challenges in maintaining occupational safety and operations. In October 2023, the company's operations were temporarily suspended by the Directorate General of Mineral and Coal following a fatal incident that killed a worker. This operational suspension was carried out as an investigation by the Mining Inspector to identify the cause of the tragic event. This incident illustrates the importance of occupational safety in the mining industry, which impacts not only the company's reputation but also the well-being of its employees. This phenomenon has become a focus for the company to strengthen its monitoring system, safety procedures, and improve human resource performance.

The performance capability of each human resource in each agency is the main thing in achieving organizational goals, because the success of each organization is closely related to the performance of its human resources.(Armstrong & Taylor, 2020). It's no surprise, then, that every organization has targets assigned to its human resources according to their respective areas of work. This is solely to achieve the organization's goals. HR performance depends not only on their abilities and skills, but also on other supporting factors, such as work-life balance.(Sirgy & Lee, 2018).

In recent decades many organizations have begun to recognize the importance of developing policies and practices that support work-life balance and increase employee affective commitment.(T. Liu et al., 2021). Previous research shows 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).

There are mixed results regarding the relationship between work-life balance and human resource performance. Research on the effect of work-life balance on performance and job satisfaction has shown mixed results. (Susanto et al., 2022) found that work-life balance has a positive influence on employee performance. However, the results of research by (Hye Kyoung Kim, 2019) showed that there was no direct effect between work-life balance and performance. This finding raises questions about the consistency of the effect of work-life balance on HR performance.

## 2. Research Methods

The type of research used in this study is explanatory research, which aims to determine the relationship between two or more variables. (Sugiyono, 2018) This research aims to explain hypothesis testing with the intention of confirming 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 *work-life balance*, affective commitment, continuance commitment and HR performance. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the object. (Ghozali, 2018). The primary data of the study includes: *work-life balance*, affective commitment, and HR performance.

## 3. Results and Discussion

### 3.1. Respondent Description

This study involved 91 human resources (HR) respondents from the Tanjung Emas Semarang Middle Customs and Excise Supervision and Service Office. Data on respondent characteristics were obtained through a survey method using questionnaires. All respondents fully participated, resulting in 91 completely and valid questionnaires, which were then used for research data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

#### 1) Gender

The respondents of this study can be described based on gender factors as follows:

**Table Respondent Characteristics Data by Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Man    | 58        | 63.7       |
| Woman  | 33        | 36.3       |
| Total  | 91        | 100.0      |

Source: Data processing results, 2025.

Based on the respondent descriptions in Table, it can be seen that the majority of PT Barasentosa Lestari employees are male (63.7%), while women make up 36.3%. This

composition indicates that the company's work environment is dominated by a male workforce, which is generally in line with the characteristics of the industry that requires physical labor and more intensive field activities. The dominance of male employees may also reflect a more technical and operational division of labor, where physical endurance is important. However, the presence of female employees in a significant proportion indicates a diverse workforce that can increase synergy and balance within the work team. This condition has the potential to make a positive contribution to employee performance.

## 2) Age

The characteristics of the respondents in this study can be described based on age factors as follows:

**Table Respondent Characteristics Data by Age**

| Age               | Frequency | Percentage   |
|-------------------|-----------|--------------|
| 25 - 30 years     | 23        | 25.3         |
| 31 - 40 years old | 32        | 35.2         |
| 41 - 50 years old | 27        | 29.7         |
| 51 - 60 years     | 7         | 7.7          |
| >60 years         | 2         | 2.2          |
| <b>Total</b>      | <b>91</b> | <b>100.0</b> |

Source: Data processing results, 2025.

In terms of age, the majority of respondents were in the 31–40 age range (35.2%), followed by the 41–50 age group (29.7%), then the 25–30 age group (25.3%), and a small proportion were aged 51–60 (7.7%) and >60 (2.2%). This distribution indicates that the majority of employees are in the middle productive age phase, namely a group that has sufficient work experience and a high ability to adapt to organizational change. This age group tends to have a balance between work enthusiasm and emotional stability, which supports effectiveness in carrying out work responsibilities. This finding shows that the age structure in the company has the potential to support organizational stability and performance, because the dominance of productive age allows for optimization of productivity and work efficiency.

## 3) Last education

The characteristics of the respondents in this study can be described based on the level of education factor as follows:

**Table Respondent Characteristics Data According to Last Education**

| Education                     | Frequency | Percentage   |
|-------------------------------|-----------|--------------|
| High School/Vocational School | 9         | 9.9          |
| Diploma                       | 6         | 6.6          |
| S1                            | 59        | 64.8         |
| S2                            | 17        | 18.7         |
| <b>Total</b>                  | <b>91</b> | <b>100.0</b> |

Source: Results of data processing, 2025.

In terms of educational attainment, the majority of respondents had a bachelor's degree (64.8%), followed by a master's degree (18.7%), then a high school/vocational school (9.9%), and a diploma (6.6%). This composition indicates that the majority of employees have a higher level of education, which has the potential to increase intellectual capacity, analytical skills, and understanding of organizational policies and strategies. A bachelor's or master's degree also indicates that the company has attracted competent workers to support business operations and development. Employees with higher education tend to have a more rational and results-oriented work orientation, thus positively impacting individual and overall organizational performance.

#### 4) Length of work

The characteristics of the respondents in this study can be described based on the length of service factor as follows:

**Table Respondent Characteristics Data According to Length of Service**

| Years of service  | Frequency | Percentage |
|-------------------|-----------|------------|
| 0-10 years        | 16        | 17.6       |
| 11 - 20 years     | 33        | 36.3       |
| 21 - 30 years old | 33        | 36.3       |
| > 30 years        | 9         | 9.9        |
| Total             | 91        | 100.0      |

Source: Primary Data Processing Results, 2025.

Based on employee tenure, the majority of respondents had 11–20 years (36.3%) and 21–30 years (36.3%), followed by 0–10 years (17.6%), and more than 30 years (9.9%). These findings indicate that the majority of employees have extensive work experience, which translates to a relatively high level of loyalty and engagement with the company. Employees with medium to long tenure tend to understand the organization's culture, work procedures, and leadership styles, contributing to operational stability and efficiency. However, the relatively small proportion of new employees indicates that workforce regeneration needs to be considered to maintain continuity and innovation in company performance. Overall, the dominance of experienced employees has the potential to improve employee performance through work effectiveness, accurate decision-making, and in-depth knowledge of the company's operational processes.

Descriptive statistical analysis is a basic method used in quantitative research to provide a description or overview of collected data without drawing conclusions that are generalizable to the population. According to Ghazali (2018), the purpose of this analysis is to describe or provide an overview of the data obtained from the sample as it is, without intending to draw conclusions that apply to the population.

The questionnaire consists of statements with respondents' responses in the form of a Likert scale of 1-5, namely: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from the scale, data

categorization will be formed into 3 groups. To determine the score criteria for each group, it can be calculated as follows (Sugiyono, 2017):

- a. Highest score = 5
- b. Lowest score = 1
- c. Range = Score highest – lowest score = 5 - 1 = 4
- d. Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: 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 each variable is presented below:

**Table Description of Research Variables**

| No | Variables and indicators                                    | Mean        | Standard Deviation |
|----|-------------------------------------------------------------|-------------|--------------------|
| 1  | <b>Work-life balance</b>                                    | <b>3.82</b> |                    |
|    | a. Balance of time,                                         | 3.88        | 0.71               |
|    | b. Balance of involvement                                   | 3.84        | 0.81               |
|    | c. Balance of satisfaction between work and family roles    | 3.75        | 0.75               |
| 2  | <b>Affective commitment</b>                                 | <b>3.82</b> |                    |
|    | a. Loyalty                                                  | 3.71        | 0.98               |
|    | b. Pride                                                    | 3.87        | 0.86               |
|    | c. Participation                                            | 3.82        | 0.91               |
|    | d. Considers his organization to be the best                | 3.86        | 0.84               |
|    | e. Emotionally attached to the organization where you work. | 3.81        | 0.92               |
| 3  | <b>HR Performance</b>                                       | <b>3.81</b> |                    |
|    | a. Quantity                                                 | 3.73        | 0.83               |
|    | b. Quality                                                  | 3.84        | 0.73               |
|    | c. Punctuality                                              | 3.92        | 0.72               |
|    | d. Presence                                                 | 3.73        | 0.80               |
|    | e. Ability to work together.                                | 3.85        | 0.74               |

Table shows descriptive results showing that the Work-Life Balance variable has an overall mean value of 3.82, which is included in the high/good category (range 3.67–5.00). This indicates that PT Barasentosa Lestari employees are generally able to maintain a good balance between their personal and work lives. The indicator with the highest value is Time Balance (mean = 3.88), indicating that the majority of employees feel that the time they spend on work and personal life is proportional. This means that the company has created a work system that allows employees to remain productive without sacrificing family or social life. Meanwhile, the indicator with the lowest value is Balance of satisfaction between work and

family roles (mean = 3.75). Although still in the high category, these results indicate that some employees still feel pressure to achieve the same level of satisfaction between their work and family roles.

For the Affective Commitment variable, the overall mean score was 3.82, also in the high/good category. This reflects that PT Barasentosa Lestari employees have a strong emotional attachment to the company. The indicator with the highest score was Pride in the organization (mean = 3.87), indicating that employees feel proud to be part of the company and have a positive perception of the organization's image. This sense of pride often drives motivation to make the best contribution and maintain long-term working relationships. Meanwhile, the indicator with the lowest score was Loyalty to the organization (mean = 3.71). This score indicates that although employees have a good emotional bond, there is still room to strengthen long-term commitment, for example through career development or recognition for work dedication.

The HR Performance variable obtained an overall mean value of 3.81, which is included in the high/good category. This indicates that the level of employee performance is generally optimal, both in terms of quality and work productivity. The indicator with the highest value is Work Quality (mean = 3.92), indicating that employees have carried out their tasks with good work results and in accordance with company standards. This result shows that employee competence and work experience have supported the achievement of satisfactory work quality. The indicator with the lowest value is Punctuality (mean = 3.73), although it is still in the high category. This indicates that some employees may still face challenges in managing task completion time, which can be improved through strengthening time management and work coordination.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen from the structural model output, which examines the significance of the loading factors, which explain the influence of the work-life balance construct on HR performance through the mediation of affective commitment as an intervening variable.

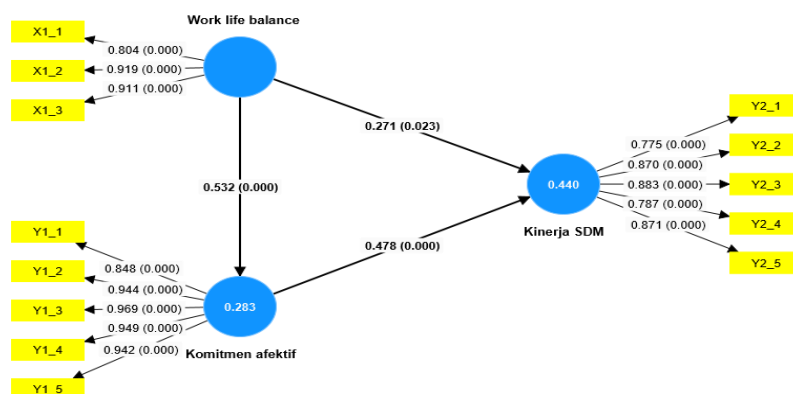


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

### 1) Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

**Table Path Coefficients**

|                                              | Original<br>sample (O) | Sample<br>mean (M) | Standard<br>deviation<br>(STDEV) | T statistics<br>( O/STDEV ) | P values |
|----------------------------------------------|------------------------|--------------------|----------------------------------|-----------------------------|----------|
| Affective commitment -><br>HR performance    | 0.478                  | 0.478              | 0.118                            | 4,036                       | 0.000    |
| Work life balance -> HR<br>performance       | 0.271                  | 0.274              | 0.119                            | 2,272                       | 0.023    |
| Work life balance -><br>Affective commitment | 0.532                  | 0.535              | 0.068                            | 7,819                       | 0.000    |

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the PLS output from the data processing results, testing can then be carried out for each research hypothesis, namely:

#### a. Hypothesis Testing 1

H1: Work-life balance has a positive effect on affective commitment.

In testing hypothesis 1, the original sample estimate value of the influence of Work-life balance on affective commitment was obtained at 0.532. This value indicates that Work-life balance has a positive effect on Affective Commitment. This result is supported by the calculated t value (7.819) > t table (1.96) and the significance value p (0.000) < 0.05. Thus, it can be concluded that the first hypothesis stating that "Work-life balance has a positive effect on affective commitment" can be accepted.

#### b. Hypothesis Testing 2

H2: Work-life balance has a positive influence on HR performance.

Based on the test results, the original sample estimate value for the influence of work-life balance on HR performance was 0.271. This value indicates a positive influence of work-life balance on HR performance. This result is supported by the calculated t value (2.272) > t table (1.96) with a significance value of p (0.023) < 0.05. Thus, it can be concluded that the second hypothesis stating that "work-life balance has a positive influence on HR performance" can be accepted.

## c. Hypothesis Testing 3

H3: Affective commitment has a positive influence on HR performance.

The test results show the original sample estimate value of the influence of Work-life balance on HR performance of 0.478. This indicates a positive influence of Affective Commitment on HR Performance. This value is strengthened by the calculated  $t$  ( $4.036$ )  $>$   $t$  table ( $1.96$ ) and the significance value  $p$  ( $0.000$ )  $<$   $0.05$ . Thus, it can be concluded that the third hypothesis stating that "Affective Commitment has a positive influence on HR Performance" can be accepted.

## 2) Analysis of the Indirect Effect of Work-Life Balance on HR Performance through the Mediation of Affective Commitment

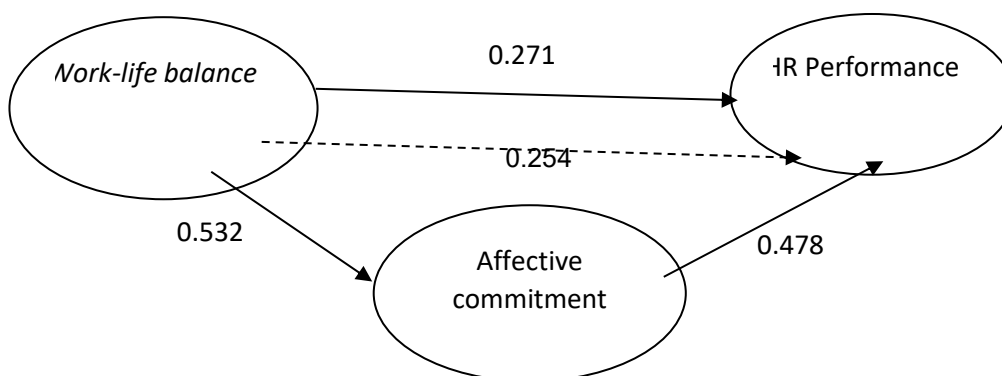
The indirect effect test was conducted to determine the influence of an exogenous variable (work-life balance) on an endogenous variable (HR performance) through an intervening variable, namely affective commitment. The results of the indirect effect test from the smartPLS calculations are presented in the following table.

**Table Indirect Effect Test Results**

|                                                             | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|-------------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Work life balance -> Affective commitment -> HR performance | 0.254               | 0.259           | 0.081                      | 3,156                    | 0.002    |

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The indirect influence of work-life balance on HR performance through the mediation of affective commitment is depicted in the following path diagram:



**Figure Path Coefficient of the Influence of Work-Life Balance on HR Performance through Affective Commitment**

Information:



: Direct influence

: Indirect influence

The indirect effect test shows that Work-life balance influences HR Performance through Affective Commitment. The original sample estimate value obtained was 0.254, indicating a positive influence. This result is further strengthened by the calculated  $t$  value ( $3.156 > t$  table ( $1.96$ )) and the significance value  $p$  ( $0.002 < 0.05$ ). Thus, Affective Commitment is proven to significantly mediate the relationship between Work-life balance and HR Performance.

### 3.2. Discussion

#### 1) The influence of work-life balance towards affective commitment

The results of the study show that work-life balance has a positive and significant effect on affective commitment. These results confirm the research. Hutagalung et al., (2020) found that work-life balance plays a role in increasing affective commitment, namely the employee's emotional attachment to the organization.

*Work-life balance* in this study it was measured from the reflection of three indicator namely indicators Time balance, involvement balance, and satisfaction balance between work and family roles. These three aspects have been shown to increase affective commitment, which in this study was measured using five indicators. namely indicators loyalty, pride, participation, considering their organization to be the best, and being emotionally attached to the organization where they work

The Work-Life Balance variable shows that the indicator with the highest outer loading value is involvement balance, while the Affective Commitment variable has the highest outer loading value is participation. This finding indicates that the higher the level of involvement balance an individual has, the higher the level of participation they demonstrate in the organization. This means that individuals who are able to maintain a balance between involvement in their work and personal life tend to have a more stable psychological state, feel satisfied with their role, and are able to make optimal contributions to the organization.

The work-life balance variable shows that the indicator with the lowest outer loading value is time balance, while the affective commitment variable has the lowest outer loading value is loyalty. These findings indicate that the higher an individual's level of time balance, the higher their level of loyalty to the organization. In other words, an individual's ability to manage time proportionally between the demands of work and personal life contributes positively to their emotional attachment and loyalty to the organization.

#### 2) The influence of work-life balance on HR performance

The results of the study show that work-life balance has a positive and significant effect on HR performance. Arianti et al (2022) supports this finding that individual behaviors such as work-life balance can improve employee performance.

*Work-life balance* in this study it was measured from the reflection of three indicator snamely indicators Time balance, involvement balance, and satisfaction balance between work and family roles. These three aspects have been proven to improve HR performance, which in this study was measured by reflecting on four indicators. namely indicators Quantity, Quality, Punctuality, Attendance, and Ability to work together.

The Work-Life Balance variable with the highest outer loading is the engagement balance indicator, while the HR Performance variable with the highest outer loading is the punctuality indicator. These results indicate that the better a person's balance between work and personal life, the higher their punctuality in carrying out tasks. This means that individuals who are able to maintain a balance of engagement tend to have more effective time management.

The work-life balance variable with the lowest outer loading value is the time balance indicator, while in the HR performance variable, the lowest outer loading value is found in the quantity indicator. This finding indicates that the better an individual is at managing and balancing time between work and personal life, the higher their ability to produce quantitative work output. In other words, a person's ability to maintain time balance directly contributes to increasing the amount of work that can be achieved, because individuals who are able to manage their time well tend to be more focused, efficient, and productive in completing their tasks.

### 3) The Influence of Affective Commitment on HR performance

The results of the study show that affective commitment has a positive and significant effect on HR performance. Furthermore, research by Alqudah et al (2022) shows a positive relationship between affective commitment and work performance.

Measurement of the affective commitment variable in this study was measured using five indicators. namely indicators Loyalty, pride, participation, considering one's organization the best, and being emotionally attached to the organization where one works. These five aspects have been proven to be able to improve HR performance, which in this study was measured by reflecting on four indicators. namely indicators Quantity, Quality, Punctuality, Attendance, and Ability to work together.

The Affective Commitment variable had the highest outer loading value for the participation indicator, while the Human Resource Performance variable showed the highest outer loading value for the punctuality indicator. This finding indicates that the higher the level of employee participation in the organization, the higher the level of punctuality in completing work. This

means that emotional involvement and a sense of belonging to the organization encourage individuals to work with greater discipline and responsibility in their duties.

For the Affective Commitment variable, the indicator with the lowest outer loading value is loyalty, while for the Human Resource Performance (HR) variable, the indicator with the lowest outer loading value is quantity. These findings indicate a positive relationship between the two indicators: the higher the employee's level of loyalty to the organization, the better the quantity of work produced. This means that employees who feel a strong sense of emotional attachment and loyalty to the company tend to demonstrate greater dedication to completing their work.

#### 4) Indirect Effect of Work-life Balance on HR Performance through the Mediation of Affective Commitment

The indirect effect test shows that Work-life balance influences HR Performance through Affective Commitment. Thus, Affective Commitment is proven to significantly mediate the relationship between Work-life balance and HR Performance.

These findings suggest that Affective Commitment acts as a mediating variable that strengthens the influence of Work-Life Balance on improving HR Performance. In other words, work-life balance not only directly impacts performance but also indirectly through increased emotional bonds and a sense of belonging to the organization. When employees perceive a good work-life balance, they perceive high levels of organizational support. This feeling creates a sense of emotional attachment, which motivates employees to reciprocate through increased dedication and work quality. This means that work-life balance does not directly change performance behavior, but rather through internalization of values and emotional attachment to the organization, where employees become more affectively committed to the organization.

## 4. Conclusion

The research problem formulation in this study focuses on the role of work-life balance in improving human resource (HR) performance at PT Barasentosa Lestari, with affective commitment as a mediating variable. Based on the analysis, several key findings were obtained, as follows: *Work-life balance* has a positive and significant influence on affective commitment. This indicates that balance in time management, involvement, and satisfaction between work and personal life plays a crucial role in strengthening employees' emotional attachment to the organization. When individuals are able to maintain this balance, they will be more loyal, enthusiastic, and feel a sense of emotional responsibility to the company. *Work-life balance* has a positive and significant impact on HR performance. This means that the better the work-life balance employees have, the more optimal their performance aspects, such as quantity, quality, punctuality, attendance, and teamwork, will be. In other words, work-life balance is a crucial factor in creating effective and sustainable performance. Affective commitment has been shown to have a positive and significant impact on HR

performance. These findings indicate that loyalty, pride, active involvement, and the belief that the organization is the best contribute significantly to improving employee productivity and work quality.

It was concluded that improving HR performance at PT Barasentosa Lestari can be achieved through efforts to strengthen employees' work-life balance and foster affective commitment. By creating a balance between work and personal life demands, the company will be able to develop more loyal, motivated, and high-performance human resources.

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