



The Impact of Work-Life Balance on Employee Performance: Mediating Role of Affective Commitment and Job Satisfaction

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ABSTRACT

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The issue of work-life balance (WLB) in the modern workplace has become increasingly complex as technological advancements have made it possible for employees to work from anywhere. This study aims to conduct a comprehensive investigation of the impact of WLB on employee performance (EP) in organizations. Additionally, it explores the mediating roles of affective commitment (AC) and job satisfaction (JS) in the relationship between WLB and EP. Data were collected from a self-administered questionnaire survey conducted within a plywood manufacturing company in Indonesia, yielding a sample size of 146. The smartPLS-SEM method was utilized to test the proposed hypotheses. The findings suggest that a balanced WLB significantly improves AC and JS, thereby enhancing EP. Furthermore, the study revealed that AC and JS significantly mediate the influence of WLB on EP.

1. INTRODUCTION

Work-life balance (WLB) is important in the modern workplace and this issue has become a growing concern within organizations [1]. Many employees struggle to find a balance between their work and personal lives, which can lead to stress, burnout [2], decreased job satisfaction (JS) [3], and reduced employee performance (EP) [4, 5]. When employees feel that their organizations do not support WLB, they can experience frustration, job dissatisfaction, and decreased performance [5].

Previous studies linking WLB and EP have produced inconsistent results. On one hand, Talukder and Galang [6], Duan and Deng [7], and Isa and Indrayati [8] found that WLB is positively linked to EP. On the other hand, Katili et al. [9], Borgia et al. [4], Vernia and Senen [10], and Ogamegbunam [11] found that WLB has no effect on EP.

According to Kim [12] and Anita et al. [13], since there is no direct effect of WLB on EP, affective commitment (AC) is strongly recommended to link these variables. With AC, employees have strong beliefs related to WLB that allow them to do extra work in the workplace. In addition, Mendis and Weerakkody [14], Dousin et al. [15] proposed JS as a mediating variable to link WLB and EP. Therefore, this study aims to present a comprehensive investigation of the effect of WLB on EP within organizations. It also explores the mediating role of AC and JS in linking WLB and EP in the workplace. By integrating the conservation of resources (COR) theory developed by Hobfoll [16] to link those variables, employees cope with work stress and maintain their well-being, as they have a limited amount of resources such as social support, time, and personal energy, that they must conserve in order to thrive and perform better within the organization.

Therefore, in light of the research gaps identified in

previous studies, this study aims to present a comprehensive investigation of the impact of WLB on EP. It also explores the mediating role of AC and JS in linking WLB and EP.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Employee performance

Employee performance (EP) is defined as the level of effectiveness demonstrated by an employee within a specific timeframe [17] in carrying out their tasks and job responsibilities [18, 19]. EP can be influenced by a variety of factors, including individual skills and abilities, job satisfaction, motivation, commitment, and the work environment [20]. Therefore, organizations often evaluate and monitor EP to ensure that they are meeting standards and providing a significant contribution to overall organizational success [21].

Effective EP plays a critical and important role in the success of organizations [22], as it helps identify opportunities for improvement and development. High-performing employees help an organization achieve its targets and maintain a competitive advantage [23].

Several factors can affect EP, including affective commitment (AC) and job satisfaction (JS) [24], and work-life balance (WLB) [25, 26]. Employees who are committed to and satisfied with their job tend to perform better. In addition, open communication and collaboration among employees, as well as support from family members, can lead to better EP.

2.2 Work-life balance

Work-life balance (WLB) refers to the ability of employees

to balance their work with personal and family responsibilities [27, 28], including leisure, health, and social activities, without feeling overwhelmed. According to Marques and Berry [29], WLB is the equilibrium between the effort, skill, and time an employee devotes to work-related responsibilities and their personal life. Achieving WLB is becoming a top priority for generating employee productivity and satisfaction within organizations [30].

The most effective ways to promote employee WLB include offering flexible work arrangements, such as job sharing and flexible schedules [31, 32], to balance work-related responsibilities and personal activities. Organizations can also encourage their employees to take time off from work by offering generous vacation time and flexible work hours. This helps employees recharge, which can increase their productivity when they return to work [33, 34]. In addition, organizations should maintain open communication channels with their employees to discuss concerns and find the best solutions to existing problems.

Promoting WLB has numerous benefits for employees and organizations alike [35]. When employees have a healthy balance between their work and personal lives, they tend to be more productive, engaged, committed, and motivated at work [6, 9]. They also become more focused during working hours, and tend to be happier and more engaged at work. In addition, employees who have a good WLB are often better at managing their effort and time [36]; they are more likely to prioritize tasks effectively [37] and avoid procrastination, all of which contribute to improved EP within the organization. Thus,

- H1: WLB positively affects EP
- H2: WLB positively affects JS
- H3: WLB positively affects AC

2.3 Affective commitment

Affective commitment (AC) is defined as a psychological attachment that an individual develops towards their organization based on emotional bonds [38] and a sense of identification with the organization [39]. AC includes an employee's emotional attachment and loyalty to the organization [40], which makes them more likely to work harder, stay with the organization, and go beyond the call of duty. AC becomes a key component of organizational success [41] by building strong emotional connections with their employees to reap benefits in terms of performance.

Employees who are highly committed to their organizations are more likely to identify with its goals and values [42], and are more willing to invest their time and energy to perform better [43-45]. Organizations can foster employee AC by recognizing and rewarding their contributions [46], communicating effectively, and providing opportunities for growth and development within the organization. Also, when employees have the ability to balance work and their personal life outside of work, they would desire to remain a part of the organization to meet their responsibilities and enjoy their lives as well as improve performance [19, 47]. Therefore,

- H4: AC positively affects EP
- H5: AC mediates the relationship between WLB and EP

2.4 Job satisfaction

Job satisfaction (JS) refers to the level of fulfillment an employee experiences in their job [48, 49]. JS, according to Judge et al. [50], is an employee's overall contentment and

positive feelings in relation to their job. JS represents an employee's emotional response and attitude towards their job, colleagues, and the organization they work for. JS becomes an important aspect of organizational behavior as it can impact employee motivation and productivity [51, 52]. Organizations improve JS by providing opportunities for growth and development, offering competitive compensation packages, and regularly promoting a positive work culture to address concerns and make improvements. Satisfied employees are more likely to be productive and committed to the organization, and less likely to leave their job [53, 54].

JS is a significant factor in EP [55-57]. When employees are satisfied with their jobs, they tend to be more engaged and motivated, leading to better overall job performance [58]. Also, satisfied employees are more likely to take initiative and be proactive in completing their job duties [59-61]. In addition, when employees have the ability to balance work with personal lives (i.e., family and social activities), they tend to be more satisfied and productive at work, leading to effective performance. Thus,

- H6: JS positively affects EP
- H7: JS mediates the relationship between WLB and EP

3. RESEARCH METHODS

3.1 Participants

This study applied a quantitative research. The participants of the study consisted of 150 employees from the plywood manufacturing company in Wonosobo-Indonesia. Through a self-administered questionnaire survey with a census-based sampling technique, 146 sample data (with a response rate of 97.3%) were collected and analyzed. The results show that majority of the respondents are female (51.4%) with the age of 31 to 40 years old (40.4%). In addition, the majority of the participants (72.2%) has above 1 year of work tenure.

3.2 Measures

WLB. Five items for measuring WLB were taken adapted from Losoncz and Bortolotto [62], Borgia et al. [4]. A sample of items is "working based on family responsibilities makes me a strong person".

Affective commitment. The five AC items, such as "I am strongly proud to be part of the organization" were adapted from Fullerton [63], Astuty and Udin [64], Udin et al. [19].

Job satisfaction. JS was measured using a 5-item scale adapted from Hidayati and Sunaryo [65], Abdullah et al. [66]. The sample of items is "I am satisfied with my job".

Employee performance. EP is measured by five items, such as "I always complete the task well" adapted from Kalkavan and Katrinli [67], Abdullah et al. [66], Udin et al. [19].

All of the items were measured using a Likert type scale with five response choices, ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3 Data analysis technique

Partial least square (PLS) and structural equation modeling (SEM) are utilized through Smart PLS 3.0 for data analysis. The Smart PLS software is widely adopted by the scientific community because it is seen as more powerful than traditional regression analysis [68].

4. RESULTS AND DISCUSSION

The collected and suitable data in this study are analyzed using a tool of PLS-SEM [69], as shown in the following tables and figure.

The results of factor loadings in Table 1 indicated that all indicator items met above the criteria of threshold level of 0.50 [70], from lower bound of 0.685 (AC5) to an upper bound of 0.847 (AC2). The factor loadings in the model range from 0.708 to 0.808 for WLB, 0.685 to 0.847 for AC, 0.688 to 0.780 for JS, and 0.744 to 0.793 for EP, successively. The results fulfilled the convergent validity.

Table 1. Outer loadings

Items	WLB	Affective Commitment	Job Satisfaction	Employee Performance
WLB1	0.767			
WLB2	0.708			
WLB3	0.761			
WLB4	0.745			
WLB5	0.808			
AC1		0.723		
AC2		0.847		
AC3		0.759		
AC4		0.757		
AC5		0.685		
JS1			0.750	
JS2			0.780	
JS3			0.777	
JS4			0.746	
JS5			0.688	
EP1				0.760
EP2				0.744
EP3				0.771
EP4				0.719
EP5				0.793

For assessing the discriminant validity in this study, Table 2 showed that all values for each variable exceed 0.50. This result is consistent and persistent with recommendation of

Fornell and Larcker [71].

Table 2. Fornell-larcker criterion

Variables	Affective Commitment	Employee Performance	Job Satisfaction	WLB
Affective Commitment	0.756			
Employee Performance	0.759	0.758		
Job Satisfaction	0.792	0.770	0.749	
WLB	0.756	0.768	0.699	0.759

Table 3. Construct reliability and validity

Variables	CA	rho_A	CR	AVE
WLB	0.815	0.818	0.871	0.575
Affective Commitment	0.811	0.814	0.869	0.572
Job Satisfaction	0.804	0.807	0.864	0.561
Employee Performance	0.814	0.816	0.871	0.574

Note: CA=Cronbach's Alpha, CR=Composite Reliability, AVE=Average Variance Extracted

Table 4. Path coefficients

Hypotheses	Original Sample	Sample Mean	T Values
<i>Direct Effect</i>			
WLB→Employee Performance	0.370	0.367	5.060
WLB→Job Satisfaction	0.699	0.705	13.957
WLB→Affective Commitment	0.756	0.758	18.009
Affective Commitment→Employee Performance	0.200	0.198	1.903
Job Satisfaction→Employee Performance	0.354	0.358	3.431
<i>Indirect Effect</i>			
WLB→Affective Commitment→Employee Performance	0.151	0.152	1.825
WLB → Job Satisfaction→Employee Performance	0.247	0.252	3.416

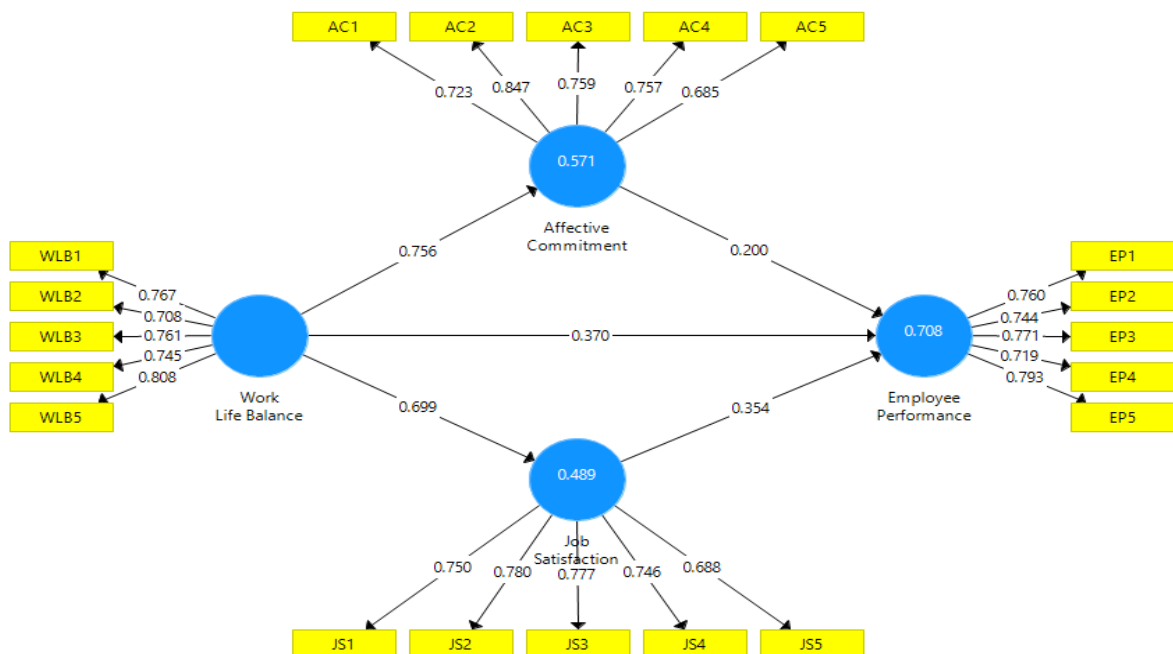


Figure 1. Research framework

Convergent validity for measuring internal consistency in this study as shown in Table 3 was evaluated using Fornell and Larcker [71], which is remarkable to Cronbach Alpha, resulting in the following values: WLB (CA=0.815, rho_A=0.818, CR=0.871, AVE=0.575, respectively), AC (CA=0.811, rho_A=0.814, CR=0.869, AVE=0.572, successively), JS (CA=0.804, rho_A=0.807, CR=0.864, AVE=0.561, respectively), and EP (CA=0.814, rho_A=0.816, CR=0.871, AVE=0.574, successively). Thus, the result of convergent validity in this study is satisfying.

Figure 1 showed the results of the structural model. Also, Table 4 provided the detail results of path coefficient among predictor and the predicted latent variables. The results performed WLB significantly affects EP ($\beta=0.370$, t-value=5.060), JS ($\beta=0.699$, t-value=13.957), and AC ($\beta=0.756$, t-value=18.009). These results ordinarily support H1, H2 and H3. In addition, AC ($\beta=0.200$, t-value=1.903) and JS ($\beta=0.354$, t-value=3.431) also significantly affect EP, confirming H4 and H6.

To determine the mediating roles of AC and JS between WLB and EP, further analyses were done. Also, a bootstrapping procedure for testing indirect effects was conducted. The results in Table 4 showed that ($\beta=0.151$, t-value=1.825 and $\beta=0.247$, t-value=3.416) for the mediating roles of AC and JS respectively. This result met the criteria of mediation which requires t-value is ≥ 1.65 for one-tailed test, indicating to support H5 and H7.

This study found that WLB has a significant impact on EP, AC and JS. This result confirms the previous findings about the significant impact of WLB on EP [35], AC [12, 13] and JS [36]. When employees are able to balance their work responsibilities with their personal life, they tend to be more motivated, satisfied with their job and committed to performance better. Good WLB of employee experiences less of stress and help them focus better on their work [72]. Also, employees who have a good WLB are more likely to have time to engage in creative activities, bring new ideas and perspectives to their work, which lead to improve performance. COR theory effectively explains the interplay between WLB on EP, AC and JS. COR theory suggests that employees with better WLB are more likely to have sufficient resources to perform effectively in their work and personal domains [73, 74]. When employees can recharge their resources during their non-work time, they are more likely to bring higher levels of AC, JS, and focus to their job.

This study further revealed that AC [19, 47] and JS [59-61] have a positive and significant effect on EP. The result has confirmed previous findings regarding the significant effect of AC and JS on EP. COR theory can also be applied to understand the link between AC, JS, and EP. According to COR theory, employees strive to invest and accumulate resources to achieve well-being in the workplace. In the context of work, employees invest resources such as emotions, time, effort, and skills to perform their job effectively. When employees feel committed to their job [75] and are satisfied with it [76], they are more likely to invest additional resources to excel better performance. Employees who are affectively committed to their organization and satisfied with their job are more likely to work hard [77] and achieve the organization's goals [78]. In addition, when employees feel emotionally attached to their organization, they are more likely to be satisfied and engaged with their job, and exhibited a higher level of performance and productivity within organization.

The results of this study also showed that AC and JS

mediated the influence of WLB on EP. When employees are able to achieve a healthy WLB, they are more likely to feel positively about their work, be more satisfied with their job, and be committed to their organization. A good WLB makes employees become more satisfied with their job and feel more in control of their work and organization as well as personal life, which lead to increase EP.

5. CONCLUSION

The results of the study concluded that WLB significantly improves AC and JS, leading to increase better EP. Furthermore, the study revealed that JS significantly mediates the influence of WLB on EP.

This study has significant positive implications for organizations that promoting a good WLB, such as offering flexible work arrangements, part-time work, job sharing, and flexible schedules, allows employees to manage better their work and personal lives. This further helps employee to increase AC, JS, and EP as well as to achieve overall organizational goals without sacrificing their personal lives.

This study took samples from the plywood manufacturing company-Indonesia, especially in Wonosobo employing a census approach; therefore, the findings cannot be generalized. This study also less likely to pay attention to the family harmony of the participating respondents; therefore, future studies should consider these factors and expand the research sample by involving multidimensional constructs.

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