

The Role Of Organisational Commitment In Mediating Work-Life Balance On Employee Performance

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Abstract: The current study proposed to examine the mediating role of organisational commitment dimensions in the relationship between work-life balance and employee performance at BPR Denpasar City, with assets exceeding 100 billion. With a sample of 249 employees, the research reveals a notable gap in prior studies regarding utilising organisational commitment dimensions as mediators. Questionnaires were used to gather data, which SEM-PLS analysis techniques were then used to process. The findings show that Work-life balance has a positive and significant impact on employee performance, affective commitment, continuance commitment, and normative commitment. Affective, continuance and normative commitment significantly influence employee performance. Affective commitment, continuance commitment, and normative commitment mediate the results of work-life balance and employee performance.

Keywords: Work-Life Balance; Affective Commitment; Continuance Commitment; Normative Commitment; Employee Performance.

Abstrak: Penelitian saat ini diusulkan untuk menguji peran mediasi dimensi komitmen organisasi dalam hubungan antara keseimbangan kehidupan kerja dan kinerja karyawan di BPR Kota Denpasar, dengan aset melebihi 100 miliar. Dengan sampel sebanyak 249 karyawan, penelitian ini mengungkapkan adanya kesenjangan yang mencolok dalam penelitian sebelumnya mengenai pemanfaatan dimensi komitmen organisasi sebagai mediator. Kuesioner digunakan untuk mengumpulkan data, yang kemudian diolah dengan teknik analisis SEM-PLS. Temuan menunjukkan bahwa keseimbangan kehidupan kerja memiliki dampak positif dan signifikan terhadap kinerja karyawan, komitmen afektif, komitmen berkelanjutan, dan komitmen normatif. Komitmen afektif, komitmen berkelanjutan, komitmen normatif memiliki pengaruh positif yang signifikan terhadap kinerja karyawan. Komitmen afektif, komitmen berkelanjutan, komitmen normatif berperan dalam memediasi hasil work-life balance dan kinerja karyawan.

Kata Kunci: Keseimbangan Kehidupan Kerja; Komitmen Afektif; Komitmen Berkelanjutan; Komitmen Normatif; Kinerja Karyawan.

INTRODUCTION

The globalisation era has become one factor that has triggered the increasing importance of human resources in companies to achieve competitive advantage. Moreover, increasingly competitive competition between companies requires management to focus on managing and developing human resources to increase efficiency and productivity. Banks, especially Rural Banks (BPR), are a business sector that needs quality resources to survive amidst competition.

The business world is experiencing rapid progress and development, which



encourages every company to increase excellence in the face of competition. In the current era of globalisation, human resources are an essential trend in achieving competitive advantage. BPR is a type of bank that can operate conventionally or based on Sharia principles. They do not provide services in payment traffic. Thus, BPR's business activities are more limited compared to commercial banks. The primary income of BPR comes from interest income. BPR mediates micro, small, and medium enterprises that cannot use commercial banks' services. They are financial institutions close to the community, with locations spread across villages and places other financial institutions do not serve. BPRs are preferred by most rural communities because they provide easy and fast service (Hidajat, 2020).

On the other hand, (Hidajat, 2020) believes that the shortcomings that can be mentioned about BPRs are their limited capital and lack of competence in human resources (HR). Human resources are essential in improving BPR performance and developing the BPR industry. To address this, OJK has issued Financial Services Authority Regulation (POJK) No. 47/POJK.03/2017, which regulates the obligation to provide education and training funds for human resource development in BPR and BPR *Syariah*. HR plays a vital role in BPR because it is a service company. The quality of lending by BPRs is highly dependent on the performance of employees in conducting credit assessments and their integrity. The phenomenon of current performance degradation is known from interviews with BPR employees who were used as informants. It was shown that the five employees interviewed at the BPR needed a structured long-term work plan based on a set timeline. In this case, the work skills of the following employee could be more optimal, and the time required to complete the BPR's objectives needs to be more convincing to be flexible. BPR is a financial services company whose primary business is to collect funds in deposits and distribute funds in the form of loans. The performance of BPR employees is reflected in the business's success in raising and distributing funds. Marketers play an essential role in the introduction of consumer financial products. However, all BPR employees are involved in the provision of these services. **Table 1** shows that from 2021 to 2022, credit, savings and deposit products have decreased.

Table 1. Savings, Credit and Deposits (in thousands of Rupiah)

Product	Year		Percentage
	2021	2022	
Credit	4.229.477.711	3.969.646.431	-6
Savings	616.642.344	577.636.581	-6
Deposit	4.957.303.152	4.779.852.084	-4

Source: OJK (data processed, 2023)

The achievements of BPR work in the Denpasar city area, as reflected in Table 1, have decreased from 2021 to 2022 for credit, savings and deposit products. Employee achievements in 2022 will likely decline even though the Covid-19 pandemic has ended. This decline indicates the weak performance of employee duties at BPR in the Denpasar city area. This shows that the work results or work achievements of BPR in the Denpasar city area in 2022 indicate that there are problems, where in the performance of their duties, employees are expected to be able to achieve maximum work results, be able to solve



problems and carry out their work well.

Work in the banking sector is a profession that is closely related to high levels of stress. This is caused by intensive concentration, the need to hide negative emotions, and the demand to respond appropriately to various customer questions and needs (Hidajat, 2020). Despite the critical role of employees in the banking sector, they often experience high-stress levels due to their work (Harjanto, 2019). In the end, this impacts decreasing performance, and with this decreasing performance, performance measures, especially task performance, will also be challenging to achieve. Thus, the importance of having a satisfying job and balancing work and personal life is often linked to the ability to spend balanced time at work and home.

In this context, employee performance can be influenced by the balance factor between work and personal life (work-life balance). Employee performance can be good or bad depending on how this balance is maintained. Work-life balance involves three key elements: overall working time management, household affairs responsibility, and child care role. When family responsibilities are carried out well, the work environment can become a pleasant place, and employees tend to avoid conflicts that may arise (Katili et al., 2021)

The employee will continuously improve their work performance. Poor work-life balance leads to frequent employee absenteeism and low performance (Ratnawati et al., 2020). When a corporation does not care about work-life balance, people look for ways to address their specific needs, frequently competing with group interests and disrupting social connections at work. Balancing responsibilities at work and in the household became one of the most crucial aspects of maintaining employees and enhancing the company's performance (Al-Hawary et al., 2023).

Apart from that, organisational commitment is also believed to be an essential factor in improving performance, which is a personal value and refers to loyalty or commitment to the company. Organisational administrators can better understand HR and manage them to boost productivity and create long-term competitive advantage if they have a solid understanding of this relationship (Yao et al., 2019). (Olivier, 2018) claims that for employees to give their all for their company and produce the desired results, business leaders must understand and encourage their workforce. (Olivier, 2018) stated that business leaders need to motivate and understand their employees so that employees will give their best for their organisation and get the expected results. Some previous studies combined the three dimensions of organisational commitment into one construct (Ardiansyah & Surjanti, 2020; Zhou et al., 2020). This research compares each dimension of organisational commitment with other variables separately. (Colquitt & Wesson, 2018) mentioned that the three types of organisational commitment occur for different reasons. Affective commitment occurs for emotional reasons; continuance commitment occurs because employees need the company, and normative commitment occurs because employees feel obligated to the company. (Cesário & Chambel, 2017) state that affective commitment, continuance commitment, and normative commitment have a negative and insignificant effect on performance. (Donkor & Zhou, 2020) found that affective commitment positively affects employee performance, but continuance and normative commitment do not.

The high tendency of employees to be committed to the organisation is believed to



improve the company's human resources quality. However, this is inversely proportional to the phenomenon among employees at BPRs in the Denpasar city area. Therefore, it is essential to understand the level of employee commitment to the organisation, mainly whether employees' commitment to the company can be linked to the balance between work and personal life on performance. Today's human resources, both men and women, need work-life balance in their careers. The role of HR in a company is so crucial that companies must make HR a subject that must be developed within the company. Company management must pay great attention to human resources so that employees can carry out their duties well, increase productivity, and perform well for every employee involved in the company organisation. Companies today not only see employees as machines and set targets that employees must achieve, but work-life balance and affective commitment for employees are two factors that influence performance (Yang & Islam, 2021).

The novelty of this research is the development of variables, where (Colquitt et al., 2018) say that organisational commitment is divided into three dimensions: affective commitment, continuance commitment, and normative commitment. In this research, affective commitment, continuance commitment, and normative commitment act as mediating variables that link the influence of work-life balance with employee performance. Previous research by (Riwu S et al., 2022). found that affective commitment was not significant as a mediating variable, while other research did not find continuity commitment and normative commitment as mediating work-life balance on performance.

The discussion above shows that although high employee commitment to the organisation can improve the quality of human resources in a company, the situation is different for employees at BPRs in the Denpasar city area. Therefore, measuring organisational commitment involving all employees is essential to reflect the extent to which organisational commitment mediates the relationship between the Work-life Balance and Performance variables. Today's human resources, both men and women, view the importance of work-life balance in pursuing a career. The strategic role of HR in a company requires companies to develop HR as a significant subject. Company management must pay serious attention to HR, ensuring employees can carry out their duties well, increase productivity, and provide optimal organisational performance. Nowadays, companies see employees as tools or resources that must achieve targets and recognise the importance of work-life balance and affective commitment as critical factors influencing employee performance (Onu et al., 2018).

All human activities tend to be focused in Denpasar, especially those related to business or other economic activities, increasing the number of financial services supporting all business levels (Rahyuda et al., 2018). Both domestic and foreign tourists are drawn to Denpasar as a tourist destination. The province of Bali benefits greatly from Denpasar's significant contribution to economic growth (Kusumawati & Wiksuana, 2018). Based on data from the DPD Perbarindo (Indonesian People's Credit Bank Association) Bali, the number of bars in Bali province in 2022 will be 133 bars, 23 of which are in Denpasar City, and 8 have assets above 100 billion.



THEORETICAL REVIEW

Employee performance is the work results achieved by individuals or groups, especially in a company, to achieve common goals (Afandi, 2018). Performance can also be described as achieving organisational goals and the results of human resource efforts (Kristanti & Pangastuti, 2019). (Kasmir, 2018) stated that performance is the outcome of the effort and behaviour that have been accomplished in the community by completing the assigned duties and tasks within the allotted time.

Work-Life Balance. (Ramadhan & Marinda, 2019) describe work-life balance as compatibility between professional roles and personal activities that are considered necessary for a person, especially recreation, personal activities, family responsibilities and other social activities. (Kurnia & Widigdo, 2021) define work-life balance as the ability of each employee to manage work and personal life in a balanced manner. Work-life balance is an essential factor in a company, and company management must start to focus on this aspect. Additionally, it has been found that work-life balance can boost employees' commitment to the company.

H1: Work-life balance positively influences employee performance.

H2: Work-life balance positively influences affective commitment.

H3: Work-life balance positively influences continuity of commitment.

H4: Work-life balance positively influences normative commitment.

Organisational Commitment: High employee commitment to an organisation can be reflected through a high desire to survive and dedicate themselves fully to the company, especially to realise the company's goals jointly. (Robbins & Judge, 2022) argue that organisational commitment can be described as the extent to which an employee identifies with the organisation and organisational goals, as well as his desire to maintain membership in the organisation. Employee loyalty to the company and willingness to work toward its primary objectives are two aspects of organisational commitment. In other words, organisational commitment is believed to have a crucial role in determining whether an employee will stay and remain with the organisation he or she is in for an extended period and is willing to work with totality and enthusiasm to achieve the goals and desires of the organisation (Sidin & Della, 2021). Organisational commitment is where an individual identifies with organisational goals and desires to maintain membership (Robbins & Judge, 2022). Organisational commitment has three core dimensions: Affective commitment, Continuance commitment, and Normative commitment (Colquitt & Wesson, 2018). If the employee prioritises these three types of organisational commitment, his commitment to the organisation will be more substantial. Affective commitment is related to the desire to be attached to the organisation or the employee's emotional attachment (Busro, 2020). Affective commitment is related to emotional and individual identification and organisational involvement (Syah, 2019). Feelings of friendship, the company's culture or environment, and the satisfaction of finishing



responsibilities are examples of emotional reasons to stick with an organisation. Normative commitment is necessary to remain an organisation member for moral or ethical reasons. An employee feels like remaining a member of an organisation because he feels that he will experience difficulties if he leaves the organisation. Continuity commitment measures time and energy used up or lost when an employee cannot stop working efficiently if he invests in it. (Colquitt & Wesson, 2018) argue that continuance commitment can cause an emotional burden for workers when they understand that they have no alternative.

H5: Affective commitment positively influences employee performance.

H6: Continuance commitment positively influences employee performance.

H7: Normative commitment positively influences employee performance.

H8: Affective commitment mediates work-life balance towards employee performance.

H9: Continuance commitment mediates work-life balance towards employee performance.

H10: Normative commitment mediates work-life balance towards employee performance.

The above explanation can be described as the role of affective, continuity, and normative commitment in mediating work-life balance and employee performance, as shown in **Figure 1, by adjusting to previous studies.**

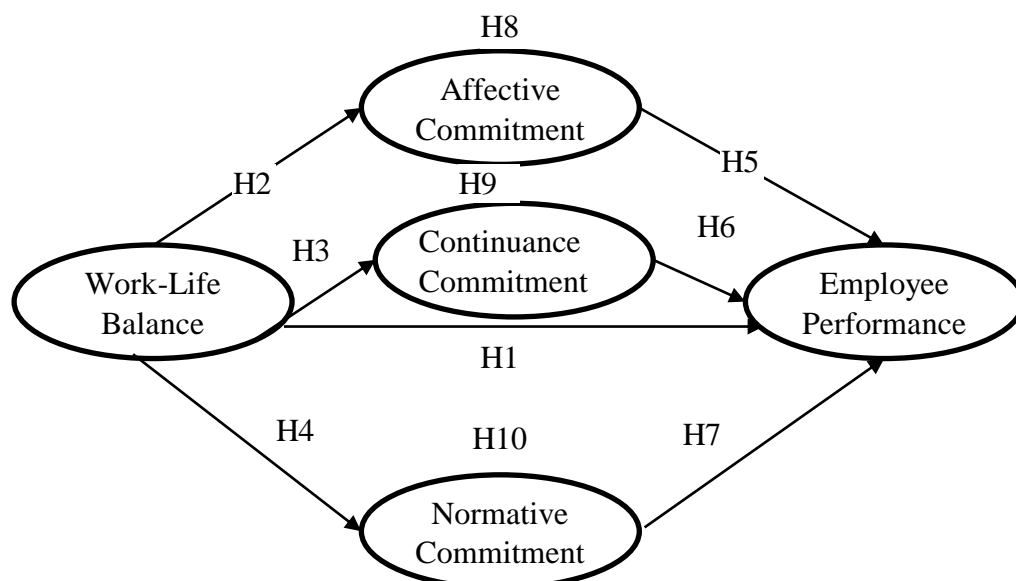


Figure 1. Research Model

METHODS

This is survey research since it draws a sample from a single population. This study employs an explanatory research approach to explain the causal relationship between research variables and Testing hypotheses. This study falls under the genre of quantitative research. According to (Sugiyono, 2018), quantitative research seeks to determine whether a variable acting as an independent variable influences other factors acting as the dependent variable. According to (Sugiyono, 2018), a study in which the problem is not determined at the outset but is discovered when the researcher enters the field. If the researcher encounters a new problem, the problem is re-examined until all problems have been answered.

The current study was carried out quantitatively by taking locations at People's Credit Bank (BPR) offices spread across the Denpasar City area with the criteria for BPRs having assets above 100 billion. The target population is all BPR employees in the city of Denpasar who are married, with 1060 employees. Through the purposive sampling method and using the Slovin formula, 249 BPR employees in Denpasar who were married and had worked for one year or more were obtained. Empirical data was collected by distributing questionnaires with a 10 Likert scale to all employees, which were used as samples, and other research data from statistical data related to the number of human resources and employee performance.

The data in this study will be analysed using a quantitative descriptive approach because it uses numbers, beginning with data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the theory drawn. Then, it is stated descriptively because the outcomes will be used to characterise the data received and to respond to the formulation. The data analysis technique used in this study is statistical analysis, specifically, the partial least square-structural equation model (PLS-SEM), which tries to do route analysis with latent variables.

RESULTS

Current research is proposed to investigate the role of the three dimensions of organisational commitment, which mediates work-life balance towards employee performance. Respondents in this study included 100 BPR employees in Denpasar City who were married and had worked for one year or more.

Table 2. Respondent Characteristics

No	Variable	Classification	Amount	Per cent
1	Gender	Female	145	58.200
		Male	104	41.800
2	Age	20 to 30 years old	147	59
		31 to 40 years old	83	33.300
		41 to 50 years old	15	6.100
		more than 50 years old	4	1.600
3	Last Education	Senior High School	14	5.600

No	Variable	Classification	Amount	Per cent
4	Length of Employment (Year)	Diploma	15	6
		Bachelor	205	81.900
		Postgraduate	16	6.400
		1to5 Years	138	55.400
		6 to10 Years	80	32.100
5	Position	11 to 15 Years	14	5.600
		more than15 Years	17	6.800
		Directos	4	1.600
		Head of Division	4	1.600
		Branch head	5	2
		Head of Cash Office	6	2.400
		Business Manager	15	6
	Head of Division	39	15.700	
	Staff	176	70.700	

Source: data processed, 2023

Table 2 shows that the majority of respondents are Denpasar City BPR employees, female (58.200 per cent), aged 20 to 30 (59.000 per cent), have a bachelor's degree (81.900 per cent), have worked for 1 to 5 years (55.400 per cent), and have a position as staff (70.700 per cent).

The collected data was then analysed using the SEM-PLS approach, which includes two testing stages. The first stage is to test the relationship between indicators and constructs through a validity test.

Table 3. Validity Test

Variable	Indicator	Coefficient Correlation
Work-Life Balance	WLB 1	0.752
	WLB 2	0.855
	WLB 3	0.883
	WLB 4	0.840
Affective Commitment	AC 1	0.854
	AC 2	0.763
	AC 3	0.783
Continuance Commitment	CC 1	0.894
	CC 2	0.897
	CC 3	0.787
Normative Commitment	NC 1	0.702
	NC 2	0.883
	NC 3	0.828
Employee Performance	EP 1	0.728
	EP 2	0.723
	EP 3	0.795
	EP 4	0.717
	EP 5	0.795
	EP 6	0.823
	EP 7	0.815
	EP 8	0.732



Variable	Indicator	Coefficient Correlation
	EP 9	0.836
	EP 10	0.777
	EP 11	0.836
	EP 12	0.823

Source: data processed, 2023

Table 3 shows it can be confirmed that the convergent validity test through the correlation coefficient value has achieved a score that exceeds the requirement of 0.700, so it can be said to be valid,

Table 4. Fornell-Larcker Criterion

	WLB	KK	AC	CC	NC
WLB	(0.834)				
EP	0.707	(0.785)			
AC	0.779	0.485	(0.801)		
CC	0.751	0.548	0.775	(0.861)	
NC	0.571	0.551	0.523	0.532	(0.808)

Source: data processed, 2023

Referring to **Table 4** shows, the discriminant validity test using the Fornell-Larcker Criterion value confirms that the correlation value for the construct obtained is higher than the correlation with other constructs, so it can be said to be valid.

Table 5 Reliable Test

	Cronbach's Alpha	Composite Reliability	Description
Work-Life Balance	0.852	0.901	Reliable
Employee Performance	0.943	0.650	Reliable
Affective Commitment	0.731	0.842	Reliable
Continuance Commitment	0.823	0.895	Reliable
Normative Commitment	0.739	0.884	Reliable

Source: data processed, 2023

Table 5 shows that the work-life balance, affective commitment, continuance commitment, normative commitment, and employee performance variables meet the composite reliability criteria because their values are above the recommended number, above 0.600, which meets the reliable criteria.

Structural model testing is done by looking at the R-square value test, which is the feasibility of the variance-based PLS model. The R2 value of each endogenous variable in this study.



Table 6. R² Value

	R Square	R Square Adjusted
Employee Performance	0.564	0.566
Affective Commitment	0.606	0.605
Continuance Commitment	0.564	0.563
Normative Commitment	0.326	0.323

Source: data processed, 2023

To measure how well the model generates the observed values and also the parameter estimates, it is necessary to calculate the Q-square (Q²) as follows:

$$\begin{aligned}
 Q^2 &= 1-(1 - R_1^2) (1 - R_2^2) (1 - R_3^2) (1 - R_4^2) \dots\dots\dots (1) \\
 &= 1-(1 - 0,564) (1 - 0,606) (1 - 0,564) (1 - 0,326) \\
 &= 1-(0,436) (0,394) (0,436) (0,674) \\
 &= 1-0,0504 \\
 &= 0,9496
 \end{aligned}$$

The Q² value has a range of 0 less than Q² less than 1, where the closer to 1, the better the model. The calculation results obtained Q² value is 0.949, so it can be concluded that the model has good predictive relevance. Thus, 94.960 per cent of the variation in employee performance is influenced by Work-Life Balance, Affective Commitment, and Continuity Commitment, while other variables influence the remaining 5.040 per cent.

Hypothesis testing is carried out with the t-test by sorting for testing direct effects and indirect effects or testing mediating variables. The following section describes the results of direct effect testing and mediating variable testing.

This study uses the Partial Least Square (PLS) analysis approach to test the research hypothesis that has been stated previously. The results of the empirical model analysis using Partial Least Square (PLS) analysis can be seen in **Figure 2**.



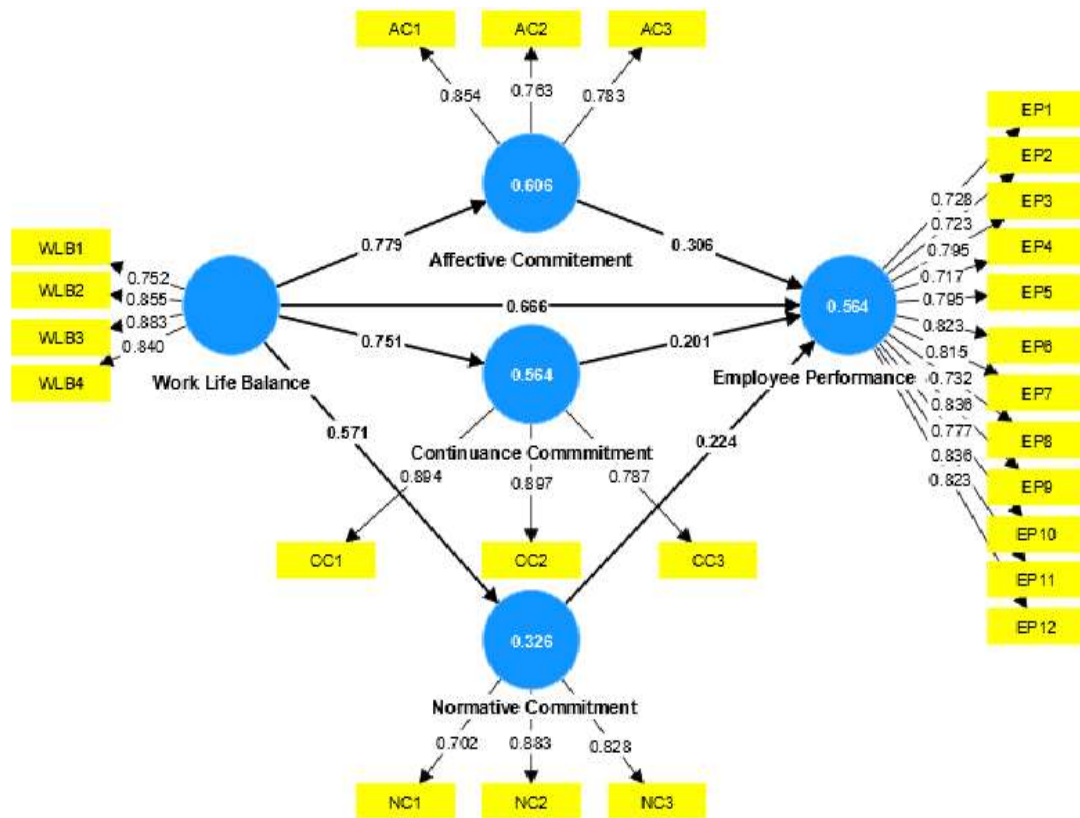


Figure 2. Empirical Research Model
Source: data processed, 2023

Figure 2 shows that the effect of Work-Life Balance on affective commitment 0.779 shows the most significant path coefficient value. The second most significant effect is the effect of Work-Life Balance on Continuanace Commitment of 0.751, and the effect of Continuanace Commitment on employee performance of 0.201 shows the smallest effect. According to the results, all of the variables in this model have a path coefficient with a positive value. This demonstrates that the stronger the influence of one independent variable on the dependent variable, the bigger the path coefficient value of the independent variable on the dependent variable. The outcomes of the bootstrapping data that has been done can be used to answer the hypothesis in this study. In this study, hypothesis testing was done using T-statistics and P-values. The study hypothesis is considered acceptable if the P-values are less than 0.050.

Based on the results of the path coefficients in **Table 7**, the results of hypothesis testing can be determined, which are presented in the following description:

Table7. Direct Effect Test Results

	Original Sample	T Statistics	P-Values
WLB -more than EP	0.666	8.716	0.000
WLB -more than AC	0.779	32.055	0.000
WLB -more than CC	0.751	19.031	0.000



WLB -more than NC	0.571	9.647	0.000
AC -more than EP	0.306	3.697	0.000
CC -more than EP	0.201	2.775	0.006
NC -more than EP	0.224	3.965	0.000

Source: data processed, 2023

Table 7 shows hypothesis testing on the effect of work-life balance on employee performance, which results in a correlation coefficient of 0.666. The t Statistics value obtained is 8.716 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Work-Life Balance on employee performance is significant. Thus, the hypothesis stating that Work-Life Balance has a significant positive effect on employee performance is accepted.

Hypothesis testing on the effect of work-life balance on Affective Commitment results in a correlation coefficient of 0.779. The value of t Statistics obtained is 32.055 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Work-Life Balance on Affective Commitment is significant. Thus, the hypothesis that Work-Life Balance has a significant positive effect on Affective Commitment is accepted.

Hypothesis testing on the effect of Work-Life Balance on Continuance Commitment results in a correlation coefficient of 0.751. The t Statistics value obtained is 19.031 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Work-Life Balance on Continuance Commitment is significant. Thus, the hypothesis that Work-Life Balance positively and significantly affects Continuance Commitment is accepted.

Hypothesis testing on the effect of Work-Life Balance on Normative Commitment results in a correlation coefficient of 0.571. The t Statistics value obtained is 9.647 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Work-Life Balance on Normative Commitment is significant. Thus, the hypothesis that Work-Life Balance positively and significantly affects Normative Commitment is accepted.

Hypothesis testing on the effect of Affective Commitment on employee performance results in a correlation coefficient of 0.306. The value of t Statistics obtained is 3.697 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Affective Commitment on employee performance is significant. Thus, the hypothesis stating that Affective Commitment has a significant positive effect on employee performance is accepted.

Hypothesis testing on the effect of Continuance Commitment on employee performance results in a correlation coefficient of 0.201. The t Statistics value obtained is 2.775 (more than t-critical 1.960) and significant at α of 0.006, so the effect of Continuance Commitment on employee performance is significant. Thus, the hypothesis stating that Continuance Commitment has a significant positive effect on employee performance is accepted.

Hypothesis testing on the effect of Normative Commitment on employee performance results in a correlation coefficient value of 0.224. The t Statistics value obtained is 3.965 (more than t-critical 1.960) and significant at α of 0.000, so the effect of Normative Commitment on employee performance is significant. Thus, the hypothesis stating that Normative Commitment has a significant positive effect on employee performance is accepted.

Table 8 shows the indirect effect between the independent and used variables in this study.



Table 8. Testing Results of Indirect Influence

	Original Sample	T Statistics	P-Values
WLB -more than AC -more than EP	0.238	3.581	0.000
WLB -more than CC -more than EP	0.151	2.758	0.006
WLB -more than NC -more than EP	0.128	4.064	0.000

Source: data processed, 2023

Affective commitment is proven to mediate positively and significantly the indirect effect of Work-Life Balance on employee performance. This result is indicated by a positive path coefficient of 0.238 with a t-statistic of 3.581 (t-statistic more than 1.960) and significant at α of 0.000. Thus, the hypothesis that Affective Commitment significantly mediates the effect of Work-Life Balance on employee performance can be proven. The results can be interpreted that the higher the Affective Commitment, which comes from a good Work-Life Balance, will improve employee performance.

Continuance Commitment is proven to mediate positively and significantly the indirect effect of Work-Life Balance on employee performance. This result is indicated by a positive path coefficient of 0.151 with a t-statistic of 2.758 (t-statistic more than 1.960) and significant at α of 0.006; thus, the hypothesis stating that Continuance Commitment significantly mediates the effect of Work-Life Balance on employee performance can be proven. The results can be interpreted that the higher the Continuance Commitment, which comes from a good Work-Life Balance, will improve employee performance.

Normative commitment has been proven to mediate positively and significantly the indirect effect of Work-Life Balance on employee performance. This result is indicated by a positive path coefficient of 0.128 with a t-statistic of 4.064 (t-statistic more than 1.96) and significant at α of 0.000. Thus, the hypothesis that Normative Commitment significantly mediates the effect of Work-Life Balance on employee performance can be proven. The results can be interpreted that the higher the Normative Commitment, which comes from a good Work-Life Balance, the more it will improve employee performance.

DISCUSSION

This research found that the value results from a model that links four variables, namely work-life balance, affective commitment, continuance commitment, and normative commitment, positively and significantly impact employee performance.

This research's theoretical implications show that each construct is exogenous to the existing endogenous construct directly or indirectly. The results of this research have implications for supporting the Border theory proposed by (Clark, 2000). Border theory explains how individuals manage and negotiate between work and family to achieve balance. In the context of this research, work-life balance impacts the formation of optimal performance through the mediator, namely organisational commitment. This is in line with Border theory, where individuals are expected to be able to manage and negotiate between the professional realm of work and achieve balance in the personal realm of family.

The practical implications of this research are that BPR management in Denpasar needs to pay attention to the employee's home or family environment to improve employee



performance. A good and balanced employee household environment will improve employee performance. Management can also design work programs to increase harmony in the work and family environment, such as holding family day activities or gatherings for employees and families to maintain the balance between family and work life.

The effect of work-life balance on employee performance: The results of hypothesis testing between work-life balance and employee performance show that the relationship is positive and significant. This means that the better the employees' work-life balance, their performance will increase. Work-life balance helps foster psychological well-being, which can make employees accept themselves as they are (self-acceptance), form warm relationships with others (positive relations with others), have independence in dealing with social pressure (autonomy), control the external environment (environmental mastery), have a purpose in life, and be able to realise their potential continuously (personal growth) (Colquitt & Wesson, 2018). Balance is satisfaction and good functioning at work and home, with minimal role conflict (Robbins & Judge, 2022). In addition, Busro (2020) defines work-life balance as an individual's ability to fulfil work and family commitments and other non-work responsibilities and activities. These two definitions of work-life balance imply establishing an acceptable combination of work and life. Work-life balance relates to the absence of conflict between life and work. Several empirical studies have shown that work-life balance experiences positively affect employees (Katili et al., 2021). Work-life balance contributes to improving performance in employee roles (Campo et al., 2021). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance (Sa'adah Puspitasari & Darwin, 2021), which found a positive and significant relationship between work-life balance and employee performance.

The effect of work-life balance on affective commitment: The results of hypothesis testing between work-life balance and Affective commitment show that the relationship is positive and significant. This means that the better the employee's work-life balance, the employee's Affective commitment will increase. Affective commitment is an emotional attachment to the BPR or employer that can cause employees to want to stay with the BPR (Robbins & Judge, 2022). Work-life balance positively affects employees' affective commitment to the BPR (Foanto et al., 2020). The work-life balance experience creates feelings of loyalty to the BPR and increases affective commitment. Employees become strongly attached to their BPR when their needs and expectations are met (Colquitt & Wesson, 2018). Work-life balance experiences fulfil employees' psychological demands to maintain a work-life balance. Several empirical studies have found that employees' work-life balance experience contributes to a favourable evaluation of their BPR and affective commitment (Ardiansyah & Surjanti, 2020). Similarly, work interference with family and family interference with work are negatively associated with affective commitment (Shabir & Gani, 2020). Several previous studies have found that work-life balance significantly positively affects affective commitment (Felicia Foanto et al., 2020; Shabir & Gani, 2020).

The effect of work-life balance on continuance commitment: The results of hypothesis testing between work-life balance and Continuance commitment show that the relationship is positive and significant. This means that the better employees' work-life balance is, the Continued commitment of employees will increase. Employees who



experience work-life imbalance have a high intention to quit. However, due to the lack of job alternatives and the fear of losing the current or potential job situation in the current BPR, they remain in the BPR. Lack of job alternatives is the main element of continuance commitment.

In contrast to affective commitment, where employees want to stay in the BPR, continuance commitment binds employees to the BPR because employees have limited alternatives. (Colquitt & Wesson, 2018) explain several reasons that create continuance commitment: cost-based reasons, including salary, benefits, promotion issues, and family concerns. In other words, employees stay because employees need their jobs. Employees with a balanced life and work will get family support to maintain their jobs and handle the bank's workload. (Chigeda et al., 2022) found that employees with work-life conflict and decreased job satisfaction have a high intention to quit only if they have a low level of continuance commitment. (Qureshi et al., 2019) found that work-family conflict decreased continuance commitment. Several previous studies have found that work-life balance significantly positively affects continuance (Chigeda et al., 2022).

The effect of balance on normative commitment: The results of hypothesis testing between work-life balance and Normative commitment show that the relationship is positive and significant. This means that the better the employees' work-life balance is, the more their Normative commitment will increase (Colquitt & Wesson, 2018). Explain several reasons that create normative commitment based on obligations to stay with BPR, including feeling obligated to be paid to superiors, colleagues, or BPR. These reasons lead to normative commitment, defined as the desire to remain a member of the BPR because of a sense of obligation. Employees who have families, in addition to having obligations to BPR, have obligations to their families. When role conflict occurs, employees will weigh whether they are more inclined to fulfil their obligations at BPR. Work-life balance will reduce role conflict in employees so they can carry out their roles in harmony in the family and BPR. (Onu et al., 2018) stated that BPR is a supporting factor in providing rules and policies. However, the main thing is the employee's attitude in harmonising commitments with his family and professional life regarding time, communication, and direct involvement. The difficulty of fulfilling role-compatible demands causes conflict in women's lives (Al-Hawary et al., 2023), which can increase work-life conflict. These feelings can increase the sense of moral obligation to BPR. Employees may compare the facilities offered by the bank with other BPRs. If such a comparison results in a positive attitude of the employee towards their bank, the employee may feel obligated to stay with the bank. Several previous studies have found that work-life balance has a significant positive effect on normative commitment (Al-Hawary et al., 2023; Onu et al., 2018; Shabir & Gani, 2020).

The effect of affective commitment on employee performance: The results of hypothesis testing between affective commitment and employee performance show that the relationship is positive and significant. This means that the better the affective commitment felt by employees, the employee performance will increase. Affective commitment is an employee's desire to remain a member of BPR, intention to strive for BPR, belief in BPR values and norms, and emotional attachment to BPR (Colquitt & Wesson, 2018). This affective commitment is the driving force that makes employees contribute to improving the performance of the BPR (Donkor & Zhou, 2020). When



emotions arise, these emotions lead to action. When employees are effectively committed to their BPR, these emotions motivate employee behaviour. Lack of employee affective commitment results in adverse outcomes such as turnover intention and low productivity.

On the other hand, high employee affective commitment to their BPR improves role performance (Riwu S et al., 2022). (Donkor & Zhou, 2020) stated that affective commitment refers to an employee's dedication to BPR. Affective commitment has a positive relationship with attendance at work (Colquitt & Wesson, 2018). In addition, there is also a positive relationship between affective commitment and employee performance (Donkor & Zhou, 2020; Felicia Foanto et al., 2020; Kuswanti et al., 202; Riwu et al., 2022)

The effect of continuance commitment on employee performance. The results of hypothesis testing on the relationship between continuance commitment and employee performance show that the relationship is positive and significant. This means that the better the continuity commitment employees feel, the more employee performance will increase. Continuance commitments are awareness of the impossibility of choosing another social identity or alternative behaviour because of the threat of significant loss. Employees who primarily work based on these continuance commitments stay in BPR because they need to do so. After all, there are no other options Kuswanti et al., (2021). In his research, (Donkor & Zhou, 2020) found that the continuance commitment variable positively and significantly affects employee performance. With continuance commitment, employees feel that they need a job at this BPR because, generally, employees work elsewhere, providing less welfare than BPR, so employees feel that this job is the best. (Kuswanti et al., 2021) also found a positive effect of continuance commitment on employee performance. Continuance commitment arises because employees need BPR, so employees will maintain their performance so that BPR also maintains employee positions. The positive effect of continuance commitment on employee performance was also found by (Riwu et al., 2022) and (Hadian et al., 2022).

The effect of normative commitment on employee performance: The results of hypothesis testing on the relationship between normative commitment and employee performance show that the relationship is positive and significant. This means that the better the normative commitment employees feel, the more employee performance will increase. Normative commitment concerns workers' feelings of obligation to stay with BPR because it is a worker's feeling of obligation to do so. Normative commitment is an obligation to stay in BPR for moral or ethical reasons (Colquitt & Wesson, 2018). Normative commitment relates to the obligation to continue working for the leader. This means that employees with a high normative commitment feel obliged to stay in the BPR because they feel that employees should stay in a BPR. Employees with a high level of normative commitment should remain in the BPR. In normative commitment, culture and work ethic cause them to stay in BPR. As a result, employees feel loyal to BPR, and duties can affect employee normative commitment. (Riwu et al., 2022) state that normative commitment positively influences employee performance. With. (Donkor & Zhou, 2020; Riwu et al., 2022) found that normative commitment has a significant positive relationship with employee performance. Normative commitment is when employees show high responsibility because of the employment contract between employees and BPR. This also shows that employees have a high normative commitment to continue carrying out their duties according to the job description and standard operation procedures.



The role of affective commitment mediates the effect of work-life balance on employee performance. The results of hypothesis testing between the effect of work-life balance on employee performance mediated by affective commitment show that the mediation relationship is partial, where the independent variable, namely work-life balance, can influence the dependent variable, namely employee performance, without going through or involving mediator variables. This means that Affective commitment partially mediates the effect of work-life balance on employee performance. According to (Foanto et al., 2020), employee affective commitment is an attitudinal response which occurs with work experiences and beliefs about the work environment. Experiences and beliefs related to work-life balance should positively influence commitment attitudes, and employees' affective commitment to their BPR may make them successful in performing behaviours in their roles (Felicia et al., 2020). The results of studies linking work-life balance variables to employee performance through affective commitment were conducted by (Felicia et al., 2020), who found similar results that work-life balance directly has an insignificant effect on employee performance. However, work-life balance has a significant effect on affective commitment, and affective commitment has a significant effect on employee performance.

The role of continuance commitment mediates the relationship between work-life balance and employee performance. The results of hypothesis testing between the effect of work-life balance on employee performance mediated by Continuance commitment show that the mediation relationship is partial, where the independent variable, namely work-life balance, can influence the dependent variable, namely employee performance, without going through or involving mediator variables. Continuance commitment partially mediates the relationship between work-life balance and employee performance. Previous studies found that work-family conflict reduces continuance commitment (Qureshi et al., 2019) and continuance commitment positively affects performance (Kuswanti et al., 2021). Based on these findings, this study proposes that continuance commitment mediates the relationship between work-life balance and employee performance. Testing continuance commitment as mediating the relationship between work-life balance and employee performance has not been done in previous studies. (Ardiansyah & Surjanti, 2020)) Found that organisational commitment significantly mediates work-life balance and employee performance. (Ardiansyah & Surjanti, 2020) They used organisational commitment as a construct of affective, continuance, and normative commitment.

The role of normative commitment mediates the relationship between work-life balance and employee performance. The results of hypothesis testing between the effect of work-life balance on employee performance mediated by Normative commitment show that the mediation relationship is partial. This means that Normative commitment partially mediates the relationship between work-life balance and employee performance. (Ardiansyah & Surjanti, 2020) found that work-life balance positively affects normative commitment (Kuswanti et al., 2021) found that normative commitment positively affects performance. Based on these findings, this study proposes that normative commitment mediates the relationship between work-life balance and employee performance. Testing normative commitment as mediating the relationship between work-life balance and employee performance has yet to be done in previous studies. (Ardiansyah & Surjanti,



2020) use organisational commitment as a construct consisting of affective commitment, continuance commitment, and normative commitment.

The weakness of this research is that it is limited to eight Rural Bank (BPR) offices in Denpasar City with assets above 100 billion, and it involves respondents who are BPR employees who have families and at least one year of work experience. Therefore, this study does not include representation from other regions. This research does not claim that the findings can be equally effectively applied to other subjects. Therefore, the research results cannot be generalised to all organisations, considering the unique characteristics of each research subject, which can influence the dynamics of factors that play a role in work-life balance on performance. Future research is expected to expand the scope by combining additional variables not included in this study to compare employee behaviour. Apart from that, it is hoped that this research can involve more involvement by distributing questionnaires and getting respondents from all Rural Banks (BPR) operating in Denpasar City or throughout Bali Province.

CONCLUSION

Current research aims to identify the role of work-life balance and the relationship between affective commitment, continuance commitment, and normative commitment on employee performance. This study also identifies the role of the three dimensions of organisational commitment as mediating variables between WLB and employee performance. The findings in this study have proved that a good balance between work and private life will improve the performance of BPR employees. In contrast, a more balanced personal and household life will impact increasingly optimal performance. The higher level of employee commitment to BPR, as demonstrated through affective, continuance, and normative commitment, can also positively impact improving performance. This research also proved that the three dimensions of organisational commitment can mediate the influence of work-life balance on employee performance.

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