

Нур АЙСЯГ

Державний університет Джакарти, м. Джакарта, Індонезія

Крістіан Віраденді ВОЛОР

Державний університет Джакарти, м. Джакарта, Індонезія

Ослі УСМАН

Державний університет Джакарти, м. Джакарта, Індонезія

Вплив задоволеності роботою та балансу між роботою і особистим життям на продуктивність працівників з організаційними зобов'язаннями як посередницькою змінною

Анотація. Людський капітал є одним із ключових факторів в досягненні компанією високої продуктивності. Однак працівники, незадоволені своєю роботою, мають низьку продуктивність, що негативно позначається на результатах діяльності цілої компанії. Тому вищому керівництву важливо вчасно виявити та оцінити чинники, які мають суттєвий вплив на результати діяльності працівників у сучасних умовах. Метою цього дослідження є вивчення впливу задоволеності роботою та балансу між роботою і особистим життям на продуктивність працівників з організаційними зобов'язаннями як посередницькою змінною. Об'єктом дослідження є групові операції з клієнтами в телекомунікаційних компаніях. Дані були зібрані за допомогою онлайн-опитування з використанням програмного забезпечення Microsoft 365. Респондентами є шість підрозділів операційних груп клієнтів у телекомунікаційній компанії, всього 195 осіб. Вибірку склали 116 чоловіків (59,5%) та 79 жінок (40,5%). У цьому дослідженні автори використовують метод аналізу даних на основі моделі структурного рівняння (Structural Equation Model) та інші статистичні інструменти. Результати дослідження показують, що задоволеність роботою та організаційні зобов'язання є основними факторами, які можуть покращити ефективність праці та стійкість працівників. Водночас баланс між роботою та особистим життям не впливає на результати діяльності працівників досліджуваних телекомунікаційних компаній. Задоволеність роботою та організаційні зобов'язання у групових операціях з клієнтами у сфері телекомунікацій мають бути додатково вдосконалені, щоб керівництво отримало більш продуктивні та ефективні людські ресурси, що дасть змогу досягти кращих результатів діяльності компанії у сфері телекомунікацій.

Ключові слова: продуктивність працівників, задоволеність роботою, організаційні зобов'язання, баланс між робочим і особистим життям, телекомунікаційні компанії.

Nur AISYAH¹

Jakarta State University, Jakarta, Indonesia

Christian Wiradendi WOLOR²

Jakarta State University, Jakarta, Indonesia

Osly USMAN³

Jakarta State University, Jakarta, Indonesia

The Effect of Job Satisfaction and Work-Life Balance on Employee Performance with Organizational Commitment as Mediating Variable

Abstract. Human capital is a key factor in achieving high performance by a company. However, employees who are dissatisfied with their work have low productivity, which has a negative impact on the company's performance.

¹ Nur AISYAH, Faculty of Economics, Jakarta State University (Jakarta, Indonesia).

ORCID 0000-0003-2619-2162

² Christian Wiradendi WOLOR, Faculty of Economics, Jakarta State University (Jakarta, Indonesia).

ORCID 0000-0003-3754-7811

³ Osly USMAN, Faculty of Economics, Jakarta State University (Jakarta, Indonesia).

ORCID 0000-0002-0943-5006

Therefore, it is important for company management to identify and evaluate the factors that have a significant impact on the employee performance in modern conditions. The purpose of this study is to examine the effect of job satisfaction and work-life balance on employee performance and organizational commitment as mediating variable. The object of this study is group customer operations in telecommunication companies. Data was collected using the online questionnaire on Microsoft 365. This sampling technique uses a non-probability sampling technique with purposive sampling method where six divisions of customer operations groups in a telecommunications company used as respondents can return 195 questionnaires. The sample consisted of males 116 (59.5%) and 79 females (40.5%). In this study the authors use the data analysis method using SEM (Structural Equation Model) with calculation tools. The study results show that job satisfaction and organizational commitment are the main factors that can improve employee performance and employee resilience. At the same time, work-life balance does not affect the employee performance in the studied telecommunication companies. Job satisfaction and organizational commitment in group customer operation in telecommunication must be further improved so that management gets more productive and effective human resources in increasing the company's target to become a superior company in the telecommunications industry.

Keywords: employee performance, job satisfaction, organizational commitment, work-life balance, telecommunication companies.

1. Introduction

The fourth industrial revolution or 4.0 is a revolution that demands humans are integrated (connectivity) quickly with each other including in the internet of things. In this revolution, humans are required to do everything things productively, effectively, and efficiently. The organization is a place revolution 4.0 is happening. Organizations carrying out revolution 4.0 are contained in the vision and missions created and executed with up-to-date packaging so that they can keep up with the times. The right vision, the right mission organizational goals require good human resource performance.

In the organization of human resources, performance can be called employee performance. The employee performance can also be interpreted as a thing achieved by a person when he succeeded in carrying out his work very well good as the responsibility that has been given by the organization (Ardiansyah & Surjanti, 2020).

Disclosing employee performance has an impact on maximum performance organization (Wijaya & Sutanto, 2014; Changgriawan, 2017). That is what causes employee job satisfaction to be rated very high especially important to support organizational performance in competition in this era of globalization (Changgriawan, 2017).

Employees who are dissatisfied with their work have low productivity, which has a negative impact on the company's performance. Therefore, it is important to identify and evaluate the factors that have a significant impact on the employee performance in modern conditions.

2. Literature Review

Job satisfaction and employee performance

According to Robbins and Judge in (Nahar et al., 2020) organizational commitment is a condition where employees take sides particular organization and its goals and desires to maintain membership in that organization. There are four ways to increase employee job satisfaction, namely: make job fun, pay people fairly, match people to jobs that fit their interests and avoid boring, repetitive jobs (Greenberg, et al, 2009; Amalia, 2015). Job satisfaction has an effect positive and significant effect on performance (Rinny et al., 2020).

In addition, A. A. Hadi & Sullaida (2018) found that job satisfaction has a significant relationship with change employee performance. It can be explained that the increase in performance of employees is closely related to job satisfaction variables.

Job satisfaction and organizational commitment

According to Herzberg (2003), the job satisfaction is divided into satisfied and dissatisfied with hygiene factors or causes of dissatisfaction and motivator factors as causes of satisfaction. Hygiene factors as factors that cause dissatisfaction at work are extrinsic while satisfying factors as motivators in work are intrinsic. Extrinsic factors are very loaded with things that are physical or material, while intrinsic factors are more of praise, flattery, recognition, and achievement to cope with stress to increase employee resilience through a sense of belonging and support (Sunarta, 2019). Research conducted by Setyawati et al. (2020) shows that job satisfaction affects directly positive organizational commitment. So, the level of organizational commitment is determined by job satisfaction. If job satisfaction is implemented properly it will increase organizational commitment. And vice versa, worker's work commitment will decrease if job satisfaction is not carried out properly. Furthermore, research conducted by Bashir & Gani (2019) revealed a significant relationship between job satisfaction and organizational commitment, which shows that increasing the satisfaction of the community academics, will increase performance and commitment to work.

Work-life balance and employee performance

The work-life balance is the level of satisfaction that individuals feel when they can function at work and home with minimal role conflict (Clark, 2000; Helmle, Botero & Seibold, 2014). The practice of work-life balance is an important factor in improving employee performance (Ngozi, 2015). In addition, according to Weerakkody & Mendis (2017) there is a positive relationship between work-life balance and employee performance in the telecommunications industry in Sri Lanka. Research conducted by Soomro et al. (2018) which was conducted on 280 young universities serving in public sector universities in Islamabad Pakistan, shows that work-life

balance has a positive effect on employee performance. Young employees can find the right balance between work and productive family commitments to an organization.

However, in other studies the work-life balance does not affect on the employee performance (Ardiansyah & Surjanti, 2020; Foanto et al., 2020; Karlita et al., 2020; Thamrin & Riyanto, 2020). With the rejection of the hypothesis, it can be said that working for a telecommunications company with a customer operating group is not determined by the work-life balance.

Work-life balance and organizational commitment

According to Bird (2006), some factors affect work-life balance in daily life, namely growth and benefits received full involvement, self-ability, and cost of living and health. The components of the work-life balance are analyzed in the following studies: Greenhaus, Collins & Shaw (2003); Capnary (2016); L. O. Oyewobi, et al. (2020). The impact of the work-life balance on the organizational commitment emphasizes the important role of work-life balance in mobilizing organizational commitment and this provides support for the hypothesis. The work-life balance, achievement motivation and professional satisfaction have a direct influence on the organizational commitment (Pawoko et al., 2019).

Organizational commitment and employee performance

Measurement of organizational commitment according to Hadi & Nugraheni (2018) consists of affective commitment related to the emotional relationship between organizational members and their organization, member involvement with activities in the organization, and identification with the organization. Continuity commitment is related to the awareness of organizational members to continue to survive in their organization. Normative commitment is an employee's feeling about the obligations that must be given to the

organization. Research conducted by Febrina & Syamsir (2020) shows organizational commitment and has a significant positive effect on the performance of the Regional Secretariat employees in Sawahlunto. Arifin, et al. (2019) states that organizational commitment variable has a significant and positive effect on employee performance.

Job satisfaction and employee performance through organizational commitment

According to Robbins & Judge (2016), Permata (2017), six indicators (namely, co-workers, work itself, salary, promotion and supervision opportunities) are used to measure job satisfaction variables because they are closest to the conditions in the company. Research conducted by Permata (2017) based on the indirect effects testing shows that organizational commitment can mediate the influence between job satisfaction and employee performance. The organizational commitment mediates the relationship between job satisfaction and bank employee performance in the public and private sector across the northern Indian region IV and DV (Ahmad & Raja, 2021).

Work-life balance and employee performance through organizational commitment

Dimensions of work-life balance are divided into three, namely balance time, involvement balance, and balance satisfaction; they positively affects on the organizational commitment (Rumangkit & Zuriana, 2019). Based on the results of regression analysis it was found that organizational commitment is the significant mediating to explain the relationship between work-life balance and employee performance (Kim, 2014). The next research conducted by (Ardiansyah & Surjanti, 2020) shows that organizational commitment in the company can be the subject of mediation between the work-life balance variable and the employee performance variable.

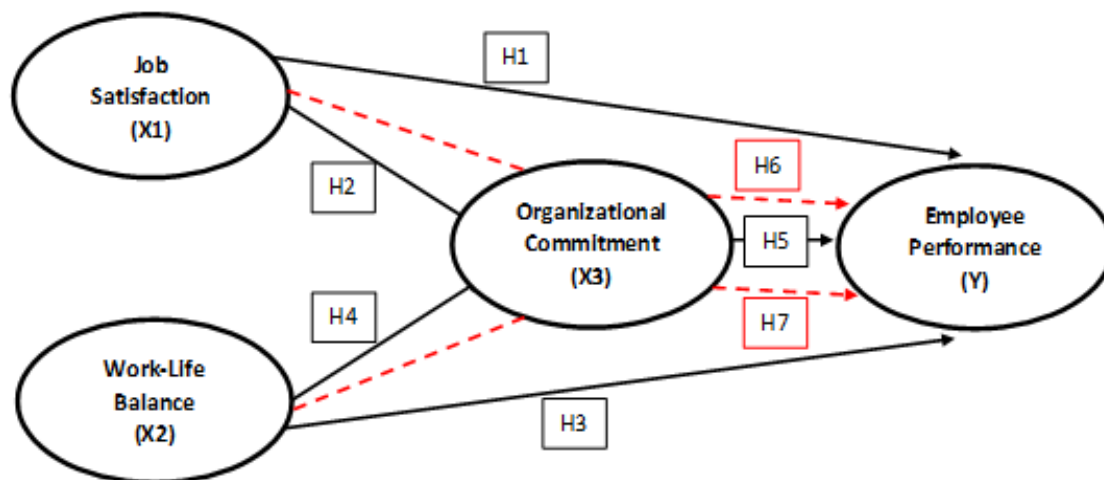


Figure 1. Research Conceptual Framework

3. Research Hypothesis

Taking into account the results of previous studies, the hypothesis of this study is as follows (fig. 1):

H₁: the job satisfaction has a significant positive effect on the employee performance.

H₂: the job satisfaction has a significant positive effect on the organizational commitment.

H₃: the work-life balance has a significant negative effect on the employee performance.

H₄: the work-life balance has a significant positive effect on the organizational commitment.

H₅: the organizational commitment has a significant positive effect on the employee performance.

H₆: the job satisfaction has a significant effect on the employee performance through the organizational commitment.

H₇: the work-life balance has a significant effect on the employee performance through the organizational commitment.

4. Research Methodology

The object of the study

The object of this study is group customer operations consisted of the following divisions: Receivables and Collection Assurance (RCA), Service Excellence & Customer Management (SECM), Light Rail Transit Project (LRT – Project), Resource Management (RM), Service Activation & Delivery (SD) and Service Quality Assurance (SQA) in telecommunication. Data was collected using an online questionnaire on Microsoft 365. This sampling technique uses a non-probability sampling technique with purposive sampling method where six divisions of customer operations groups in a telecommunications company used as respondents can return 195 questionnaires. According to Hair Jr., et al. (2006), a minimum of 200 participants are needed if factor loadings of each factor of 0.4 and greater (Suhud et al., 2020). The sample consisted of males 116 (59.5%) and 79 females (40.5%). Predominantly, participants were division Receivables and Collection Assurance (RCA) (48 participants; 24.6%), followed by Service Quality Assurance (SQA) (42 participants; 21.5%), Service Activation & Delivery (SD) (33 participants; 16.9%), and others. Regarding their marital status, 195 participants (71.8%) were married. Further, participants employed in telecommunication there is working period: 2-5 years (61) 31.3%; ≥ 15 years (52) 26.7%; 6-10 years (49) 25.1%; others.

Instrument Development

To develop the research tools, the authors intentionally applied indicators that have been used by previous studies, tested and validated. Indicators from (Luthan, 2006; Robbins & Judge, 2016; Priansa, 2017; Hadi & Sullaida, 2018) were accepted and adapted to measure the job satisfaction. Indicators from (McDonald et al., 2005; Choudhury & Jyotirmayee, 2015; Capnary, 2016; Ganapathi, 2016) were used to measure the work-life balance. Indicators from (Meyer & Herscovitch, 1991; Miller & Lee, 2001; Hadi & Nugraheni, 2018; Rene, 2019) were adapted and used to measure the organizational commitment. Indicators from (Bernardin & Russel, 1995; Robbins, 2006; Putra & Priyadi, 2019; Nwakoby et al., 2019) were adapted and used to measure the employee performance. A 5-point Likert scale was applied in this study.

Data Analysis

In this study the authors use the data analysis method using SEM (Structural Equation Model) with calculation tools. The Exploratory Factor Analysis (EFA) is applied to validate the instrument as well as the collected data. The research model in hypotheses was tested using the goodness of fit (GOF) on the AMOS 22 application. Furthermore, this study used Cronbach's α for reliability testing and descriptive statistical analysis to analyze the characteristics of respondents, AVE, confirmatory factor analysis, and structure model were analyzed by using SPSS 25 and AMOS 22.

5. Results and Discussion

5.1. Validity Test

The validity test using EFA (Exploratory Factor Analysis) found that only job satisfaction had dimension value. The technique used to estimate reliability in this study uses Cronbach's alpha with a value of $\alpha > 0,60$ (Ghazali, 2017) While the guideline for the factor loading value on the EFA used is 0.40 because based on the number of samples, which is 195 (Hair et al., 2014). For the variables that were dropped, only the JB13 variable because it had dimension 2 with a value of 0.665 for dimension 3 and -0.458 for dimension 4, respectively, so the total remaining was 13 JB variables out of a total of 14 fourteen questionnaire statements taken.

Table 1

Exploratory Factor Analysis

Indicator Code	Variables and Indicators	Factor Loading (dimensions 1)	Factor Loading (dimensions 2)	Factor Loading (dimensions 3)	Cronbach's Alpha
Job Satisfaction					
JB6	The supervisors I work for are highly motivated	0,912			$\alpha = 0.869$
JB9	I work with a responsible person	0,900			
JB8	I enjoy working with friends here	0,865			

Economics & Management

JB7	The people I work with don't give me enough support	0,856			
JB10	The supervisors I work for are supportive of me	0,797			
JB14	I prefer to do other work	0,526			
JB3	I'm paid less for what I do		0,864		$\alpha = 0.871$
JB5	Promotions are rare in my organization		0,824		
JB4	The allowance I receive is quite a lot		0,812		
JB2	My salary is adequate, considering the responsibilities I bear		0,791		
JB1	The organization pays better than other organizations		0,775		
JB11	If I do a good job, I will be promoted			0,898	
JB12	Management doesn't treat me honestly			0,897	
Work-life Balance					
WLB6	I sometimes work on weekends	0,841			$\alpha = 0.875$
WLB7	Too much work keeps me away from my family	0,827			
WLB1	My working time is increasing during work from home	0,761			
WLB2	I find it difficult to maintain a balance between work and my life	0,720			
WLB4	I feel the need and expect to spend time with my family because my job requires a lot of effort	0,706			
WLB5	I work more than 8 hours per day (Monday-Friday)	0,680			
WLB8	Time at work prevents me from carrying out family responsibilities	0,675			
WLB3	Working from home is fun	0,665			
Organizational Commitment					
KO8	If there are other companies that offer work positions with higher salaries, I will remain loyal to work at the company now	0,901			$\alpha = 0.950$
KO4	I still persist to work in this company because of economic pressure	0,887			
KO5	It's hard to leave this organization even though I really want to	0,867			

KO7	It is unethical to move from one organization to another	0,861		
KO2	I feel that I have too few options to consider leaving this company	0,848		
KO9	I don't feel part of the family in this company	0,846		

5.2. Hypothesis Test

This research uses structural model equations. Based on the measurement model testing that has been carried out previously, it resulted in the feasibility of being a fit model because the model has met the reliability and construct validity tests. The previous model has gone through confirmatory factor analysis, where several items need to be dropped to reach the fit model.

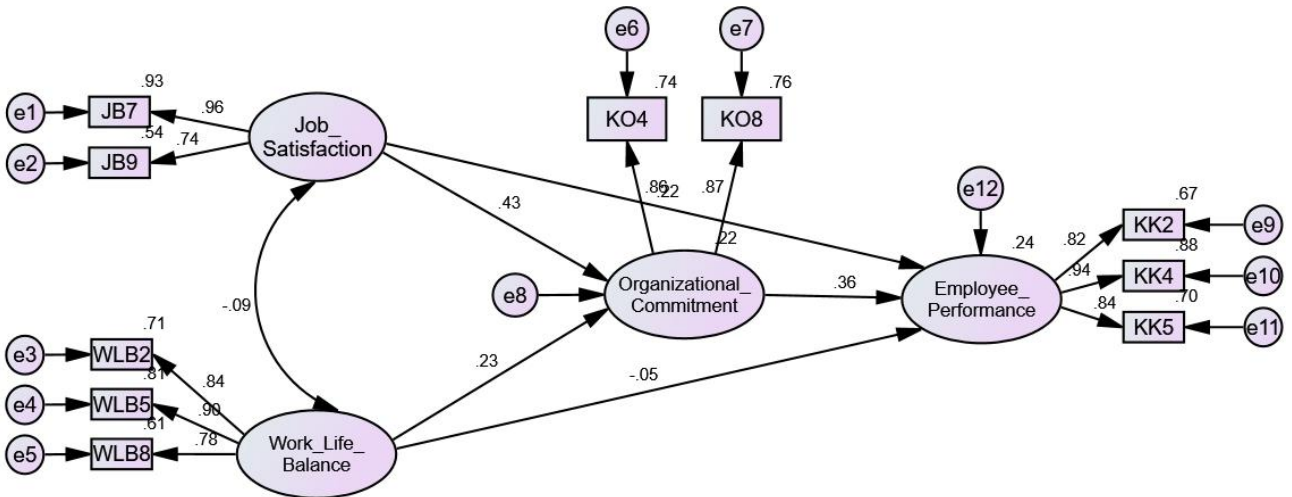


Figure 2. Modification of Structural Model Analysis

Figure 2 shows the analysis of the modified structural model to produce a fit image according to the goodness of fit parameter criteria suggested by Hair et al. (2014). The results of the goodness of fit output for the modification of the structural model analysis can be seen in table 2.

Table 2

Output Goodness of Fit Modified Structural Model Analysis

Criterion	Cut-off Value	Results	Description
<i>Absolute Fit Indices</i>			
Chi-Square (χ^2)	$P \geq 0,05$	0,514	good fit
CMIN/DF	≤ 4 (reasonable), ≤ 2 (fit)	0,968	good fit
GFI	$\geq 0,90$	0,973	good fit
RMSEA	$\leq 0,08$	0,000	good fit
RMR	$\leq 0,05$	0,032	good fit
<i>Incremental Fit Indices</i>			
AGFI	$\geq 0,90$	0,948	good fit
NFI	$\geq 0,90$	0,974	good fit
TLI	$\geq 0,90$	1,001	good fit
CFI	$\geq 0,90$	1,000	good fit
IFI	$\geq 0,90$	1,001	good fit
RFI	$\geq 0,90$	0,960	good fit
<i>Parsimonious Fit Indices</i>			
PNFI	$\geq 0,50$	0,628	good fit
PCFI	$\geq 0,50$	0,644	good fit
PGFI	$\geq 0,50$	0,513	good fit

Based on the results of the goodness of fit output from the AMOS 22 software and the discussion of the goodness of fit for the respecification model above, the SEM model respecified in this study is considered very good. The Chi-square value is getting smaller with a probability value of 0.137 ($P > 0.05$). Then, the values of GFI, AGFI, NFI, TLI, CFI, IFI, and RFI have passed the cut-off value of 0.90 and are getting closer to the value of 1, and PGFI, PNFI, and PCFI are ≥ 0.513 . So overall the goodness of fit test results for this specific model can be concluded as very good (good fit).

Hypothesis testing is done by using t-value at a significance level of 0.05. The test criteria are if the t-value or critical ratio (CR) is 1.96 then the hypothesis is accepted. The C.Rand P-values in this study can be seen in tables 3 and 4.

Table 3

Result of Hypothesis Testing

Hypothesis	Path	Estimate (β)	S.E.	C.R.	P	Conclusion
H ₁	<i>Job Satisfaction</i> \rightarrow <i>Employee Performance</i>	0,250	0,100	2,501	0,012	Accepted
H ₂	<i>Job Satisfaction</i> \rightarrow <i>Organizational Commitment</i>	0,590	0,131	4,494	***	Accepted
H ₃	<i>Work-life Balance</i> \rightarrow <i>Employee Performance</i>	-0,047	0,77	-0,605	0.545	Rejected
H ₄	<i>Work-life Balance</i> \rightarrow <i>Organizational Commitment</i>	0,294	0,097	3,082	0,002	Accepted
H ₅	<i>Organizational Commitment</i> \rightarrow <i>Employee Performance</i>	0,289	0,073	3,998	***	Accepted

The mediation analysis using bootstrapping examines 2 (two) indirect effects in this study, namely the mediating effect of commitment. The mediation effect is the impact of job satisfaction on employee performance through organizational commitment and the impact of work-life balance on employee performance through organizational commitment.

Table 4

Result of Hypothesis Testing Mediation

Hypothesis	Path	Estimate (β)	P	S.E.	C.R.	Conclusion
H ₆	<i>Job Satisfaction</i> \rightarrow <i>Employee Performance</i> through <i>Organizational Commitment</i>	0,152	0,004	0,044	3,45	Accepted
H ₇	<i>Work-life Balance</i> \rightarrow <i>Employee Performance</i> through <i>Organizational Commitment</i>	0,083	0,004	0,037	2,243	Accepted

The tables 3 and 4 show that each C.R. is the same as the t-value, so it will make a comparison between the t-value (critical point) with a significance level of 5%. The critical point value at 5% significance is 1.96. If the C.R. is greater than the critical value with a significance level of $P < 0.05$, then the proposed hypothesis is accepted. On the other hand, if the C.R. has not been able to reach the critical value at the significance level of $P < 0.05$, then the proposed hypothesis is rejected. Based on these criteria, it can be concluded that the hypotheses H₁, H₂, H₄, H₅, and H₆ the decision is accepted, this is because the p-value generated is significant at $P < 0.05$, where the *** sign is significant $P < 0.001$ and the value is $P < 0.001$ its t-value (CR) > 1.96 . While hypothesis H₃ the decision is rejected, because the resulting p-value is more than 0.05 ($P > 0.05$) and the t-value (C.R.) < 1.96 . While the hypothesis H₃ the p-value generated is

significant at $P > 0.05$ and has a negative relationship. Therefore, the results of this study did not support the H₃ hypothesis.

5.3. Discussion

The results of this study prove that job satisfaction has a direct positive effect on employee performance. Therefore, the level of job satisfaction is determined by employee performance. This is in line with research conducted by Berliana, et al. (2018) at PT ABC: the job satisfaction affects on the employee performance. If employees are satisfied with the work, they will achieve good performance. Sununta Siengthai, et al. (2016) found that job satisfaction has a positive and significant effect on the employee performance and the job satisfaction has a significant relationship with changes in employee performance. The increase in

employee performance is very closely related to the job satisfaction variable (Hadi & Sullaida, 2018). Furthermore, the job satisfaction is undeniably considered as one of the main considerations in assessing the efficiency and effectiveness of any business organization (Revenio J., 2016).

The job satisfaction has a positive influence on the organizational commitment, so it can be concluded that the hypothesis is accepted. Bashir & Gani (2019) revealed the significant relationship between the job satisfaction and the organizational commitment. Yousef (2017) states that the various aspects of job satisfaction directly and positively affect on the different dimensions of organizational commitment. According to Thabane & Radebe (2017), there is a positive relationship between job satisfaction and organizational commitment.

Therefore, the hypothesis is rejected because it cannot reveal the relationship between work-life balance and employee performance. This means that this hypothesis cannot confirm previous research, the results of which show that the work-life balance has a positive effect on the employee performance. However, in other studies, work-life balance does not affect performance (Ardiansyah & Surjanti, 2020; Foanto et al., 2020; Karlita et al., 2020; Thamrin & Riyanto, 2020). The authors of this study concluded that the performance of employees in a telecommunication group customer operation company is not determined by the work-life balance.

The time balance, balance involvement, and satisfaction balance affect on the organizational commitment positively and significantly (Rumangkit & Zuriana, 2019). Research, conducted by Hutagalung, et al. (2020) & Pawoko, et al. (2019), has shown that the work-life balance has a positive and significant effect on the organizational commitment. The positive work-life balance can lead to increased morale, increased productivity, increased organizational commitment, and reduced absenteeism.

The findings of this study corroborate previous findings made by Paramit, et al. (2020) who found that the organizational commitment has a positive and significant relationship with employee performance. Furthermore, Arifin et al., (2019) also found that organizational commitment has a significant and positive

effect on employee performance at the North Aceh Health Office, Indonesia.

This study results on job satisfaction on employee performance through organizational commitment confirm the results of Permata's (2017) study. His study was conducted with 73 employees using descriptive analysis methods. Based on the indirect effect test, it was found that organizational commitment can mediate the influence between job satisfaction and employee performance. Furthermore, further research conducted by Setiawati (2019) has shown that the job satisfaction and performance appraisal affect on the commitment.

Research on work-life balance on employee performance through organizational commitment has a positive relationship, this is in line with research conducted by Adam & Ardiansyah (2020) showing organizational commitment in the company can be the subject of mediation between the work-life balance variable and the employee performance variable. According to Zain & Setiawati (2019), the impact of work-family conflict on employee performance is greater than the indirect effect of work-family conflict on employee performance through organizational commitment. Research conducted by Ardiansyah & Surjanti (2020) shows that organizational commitment in the company can be the subject of mediation between the work-life balance variable and the performance variable.

6. Conclusions

This study results show that job satisfaction and organizational commitment are the main factors that can improve employee performance and employee resilience. At the same time, work-life balance does not affect the employee performance, so it is recommended for further research to increase the research sample.

Therefore, the management of companies should pay attention to job satisfaction, work-life balance, and organizational commitment in order to improving employee performance. Job satisfaction and organizational commitment in group customer operation in telecommunication must be further improved so that management gets more productive and effective human resources in increasing the company's target to become a superior company in the telecommunications industry.

4 References

- Ahmad, M. R., & Raja, R. (2021). Employee job satisfaction and business performance: the mediating role of organizational commitment. *Vision*, 25(2), 1–12. <https://doi.org/10.1177/0972262920985949>
- Amalia, A. M. N. (2015). Hubungan Antara Keadilan Interaksional dan Rotasi Kerja terhadap Kepuasan Kerja Karyawan Kementerian X [Universitas Indonesia]. In *Perpustakaan Pusat Universitas Indonesia*. <http://www.lib.ui.ac.id/detail?id=20403555&lokasi=lokal>
- Ardiansyah, C. A., & Surjanti, J. (2020). Pengaruh work life balance terhadap kinerja karyawan melalui komitmen organisasi pada karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. *Jurnal Ilmu Manajemen*, 8(2018), 1–11. <https://doi.org/10.26740/jim.v8n4.p1211-1221>
- Arifin, A. H., Saputra, J., Puteh, A., & Qamarius, I. (2019). The role of organizational culture in the relationship of personality and organization commitment on employee performance. *International Journal of Innovation, Creativity and Change*, 9(3), 105–129. https://www.ijicc.net/images/vol9iss3/9309_Arifin_2019_E_R.pdf
- Bashir, B., & Gani, A. (2019). Testing the effects of job satisfaction on organizational commitment. *Journal of Management Development*, 39(4), 525–542. <https://doi.org/10.1108/JMD-07-2018-0210>

- Capnary, M. C. (2016). Pengaruh fleksibilitas kerja terhadap loyalitas dan kepuasan pekerja dimediasi work life balance pada generasi millennial di perusahaan startup indonesia [Universitas Indonesia]. In *Perpustakaan Pusat Universitas Indonesia*. <http://lib.ui.ac.id/detail?id=20445989&lokasi=lokal>
- Changriawan, G. S. (2017). Pengaruh kepuasan kerja dan motivasi kerja terhadap kinerja karyawan one way production. *Jurnal Agora*, 5(3), 1–7. <http://publication.petra.ac.id/index.php/manajemen-bisnis/article/download/6095/5593>
- Febrina, D., & Syamsir, S. (2020). The influence of integrity and commitment organizational on employee performance. *International Journal of Research and Analytical Reviews*, 7(1), 799–805. <http://repository.unp.ac.id/26941/>
- Ghazali, I. (2017). *Structural Equation Modeling Konsep dan Aplikasi dengan Program Amos 24*. Badan Penerbit Universitas Diponegoro.
- Hadi, A. A., & Sullaida, N. (2018). The relationship of job satisfaction, transformational leadership, and work discipline on performance employee with organizational commitment as intervening variable of administration staffs at State Malikussaleh University. *Indonesian Journal of Educational Review*, 5(1), 52–67. <http://journal.unj.ac.id/unj/index.php/ijer>
- Hadi, D. M., & Nugraheni, R. (2018). Komitmen organisasional (studi pada karyawan non medis di Rumah Sakit Roemani Muhammadiyah Kota Semarang). *Diponegoro Journal of Management*, 7(2337–3792), 1–12. <http://ejournal-s1.undip.ac.id/cgi-sys/suspendedpage.cgi>
- Herzberg, F. (2003). One More Time: How Do You Motivate Employees ? *Harvard Business Review*, 1–11.
- Kim, H. K. (2014). Work-life balance and employees' performance: the mediating role of affective commitment. *International Journal of Law and Peace Works*, 6(1), 37–51. <https://doi.org/10.5281/zenodo.2660275>
- Nahar, B., Guswandi, & Indratjahyo, H. (2020). The influence of organizational culture and organizational commitment to employee performance through job satisfaction at PT. Seoilindo Primatama Bekasi. *International Journal of Business and Social Science Research*, 7–16. <https://doi.org/10.33642/ijbssr.v1i1.20>
- Ngozi, C. D. (2015). Work life balance and employee performance in selected commercial banks in lagos state. *European Journal of Research and Reflection in Management Sciences*, 3(4), 63–77. https://www.researchgate.net/publication/283350144_work_life_balance_and_employee_performance_in_selected_commercial_banks_in_lagos_state
- Nwakoby, N. P., Okoye, J. F., & Anugwu, C. C. (2019). Effect of organizational culture on employee performance in selected deposit Money Banks in Enugu State. *Journal of Economics and Business*, 2(4). <https://doi.org/10.31014/aior.1992.02.04.162>
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., Jimoh, R. A., & Windapo, A. O. (2020). Impact of work–life policies on organizational commitment of construction professionals: role of work–life balance. *International Journal of Construction Management*, 0(0), 1–11. <https://doi.org/10.1080/15623599.2020.1742632>
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. *Engineering, Construction and Architectural Management*, 26(10), 2243–2263. <https://doi.org/10.1108/ECAM-07-2018-0277>
- Pawoko, G., Wibowo, & Hamidah. (2019). The role of work-life balance, achievement motivation on organizational commitment through satisfaction athlete's in Indonesia. *Academy of Strategic Management Journal*, 18(5). <https://www.abacademies.org/articles/the-role-of-worklife-balance-achievement-motivation-on-organizational-commitment-through-satisfaction-athletes-in-indonesia-8527.html>
- Permata, C. I. (2017). Pengaruh kepuasan kerja terhadap kinerja karyawan melalui komitmen organisasi sebagai variabel intervening (studi kasus staff karyawan PT. Subaindo Cahaya Polintraco Surabaya). *Jurnal Ilmu Manajemen (JIM)*, 5(3). <https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/view/20182>
- Rinny, P., Bohlen Purba, C., & Handiman, U. T. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management*, 5(2), 2456–4559. <http://www.ijbmm.com/paper/Feb2020/8340436019.pdf>
- Rumangkit, S., & Zuriana, Z. (2019). Work-life balance as a predictor of organizational commitment: a multidimensional approach. *Diponegoro International Journal of Business*, 2(1), 18. <https://doi.org/10.14710/dijb.2.1.2019.18-22>
- Setyawati, R., Akbar, M., & Luddin, M. R. (2020). The influence of organizational culture, the attitude of the lecturer toward women's leadership, and job satisfaction on organizational commitment in the 'Aisyiyah University Yogyakarta. *Journal of Business and Behavioural Entrepreneurship*, 4(1), 62–80. <https://doi.org/10.21009/jobbe.004.1.05>
- Siengthai, S., & Pila-Ngarm, P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. *Evidence-Based HRM*, 4(2), 162–180. <https://doi.org/10.1108/EBHRM-01-2015-0001>
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018a). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 8(2), 870–880. <https://doi.org/10.1108/SAJBS-02-2017-0018>

- Soomro, A. A., Breiteneker, R. J., & Shah, S. A. M. (2018b). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129–146. <https://doi.org/10.1108/SAJBS-02-2017-0018>
- Suhud, U., Allan, M., Wibowo, S. F., Sabrina, E., & Willson, G. (2020). Measuring customer satisfaction of a café and coffee shop colony at a traditional market. *Journal of Foodservice Business Research*, 23(1), 78–94. <https://doi.org/10.1080/15378020.2019.1686897>
- Sunarta, S. (2019). Pentingnya kepuasan kerja. *Kajian Ilmu Administrasi*, 16(2), 63–75. <https://doi.org/10.21831/efisiensi.v16i2.27421>
- Weerakkody, W. A. S., & Mendis, M. D. V. S. (2017). The impact of work life balance on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model. *Kelaniya Journal of Human Resource Management*, 12(1), 72–100. <http://doi.org/10.4038/kjhrm.v12i1.42>
- Zain, A. N. D., & Setiawati, T. (2019). Influence of work family conflict and job satisfaction on medical employee performance through organizational commitment. *Review of Integrative Business and Economics Research*, 8(1), 1–19. <https://search.proquest.com/docview/2088048618?accountid=17242>