

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

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The main purpose of this study is to test (1) the influence of work-life balance (WLB) on employee performance (EP), (2) the potential mediating effect of job satisfaction (JS), and (3) the moderating effect of affective commitment (AC) in these relationships. The collected data from 146 employees of a plywood manufacturing company in Indonesia via a self-administered questionnaire survey are subjected to analysis employing the smartPLS-SEM technique. Also, the mediated-moderated procedure recommended by Hayes (2013) is applied to examine the relationships among investigated variables. The results showed that WLB has a significant effect on both EP and JS. Also, AC positively affects EP. Furthermore, the mediational analysis indicated that JS mediates the link between WLB and EP. Moreover, the moderation analysis revealed that AC fails to moderate the effects of WLB and JS on EP*.

Keywords: WLB, job satisfaction, affective commitment, employee performance, mediated-moderated model

Achieving a healthy work-life balance (WLB) becomes challenging in today's fast-paced world. In the era of increased remote work and mobile technology adoption, people struggle to connect with work even during off-hours. This can result in a persistent sensation of being constantly connected to work and difficulties in maintaining a clear boundary between professional and personal life. However, many employees work long hours (Johari et al., 2018), which leaves little time for other activities or personal lives and responsibilities. This can lead to causing anxiety and tension at home (Uzonwanne & Ijide, 2017) as well as poor performance in the workplace (Borgia et al., 2022).

WLB of employees in Indonesian companies depends on the specific industry, culture, and individual circumstances. However, in the recent period, there has been an increasing acknowledgment of the significance of achieving WLB, specifically in the Indonesian plywood manufacturing company. For example, the standard working hours are usually 40 hours per week (Pratomo, 2014), with five working days (Yestiana et al., 2019) from Monday to Friday. In addition, Indonesian labour laws provide for various types of leave, including annual, maternity/paternity, and religious leave. Employees are generally entitled to paid annual leave, which can range from 12 to 24 days per year, depending on the length of service in the organization. However, while there are positive trends towards WLB in Indonesian companies,

it is important to note that not all companies may prioritize this equally (Irawanto et al., 2021), depending on the specific company and position within the organization.

Although there are growing bodies of studies that have analyzed the impact of WLB on employee performance (EP), the generalization of its significant effects across cultures, situations, and organizations has not been universally acknowledged. For example, Campo et al., (2021), Irfan et al., (2023) found that WLB significantly affects EP. However, Anita et al., (2020), Katili et al., (2021), Borgia et al., (2022) found that WLB has no effect on EP.

The lack of WLB in most employees around the world puts family and work priorities under pressure, which leads to the cracking of daily responsibilities (Goyal & Arora, 2012). In their in-depth description, Punia and Kamboj (2013) noted that the scarcity of boundaries between work and life can interfere with the professional and personal lives of employees in organizations. Therefore, in relation to these issues and the research gap of previous studies, this study aims to test (1) the influence of WLB on EP, (2) the potential mediation role of job satisfaction (JS), and (3) the moderation role of affective commitment (AC) in these relationships.

Literature Review

Employee performance

Employee performance (EP) refers to the level of productivity and achievement which an employee performs in his/her job roles and responsibilities (Pawar, 2013). EP encompasses various aspects, such as quantity and quality of work, communication, and adherence to policies within organization (Mathis et al., 2015). EP is usually evaluated through various methods such as key performance indicators (KPIs), performance appraisal, feedback from supervisors and colleagues as well as self-evaluation of the targets. High EP is vital for the success of an organization, as it leads to increase higher revenue (Chowdhury et al., 2014).

Previous studies showed that there are many factors affecting EP, including JS (Alam et al., 2023), AC (Ochoa et al., 2023; Udin et al., 2022), and WLB (Irfan et al., 2023). Employees who possess the ability to maintain equilibrium between their professional and personal spheres, alongside demonstrating dedication towards their employment and organization, are inclined to exhibit elevated levels of performance.

Work-life balance

Work-life balance (WLB) is defined as the balance between the energy and time an individual devotes to his/her work and personal activities outside of work, such as family, hobbies and praying. According to Noon and Blyton (2007), WLB refers to an individual's ability to balance their obligations outside of work properly while avoiding unneeded stress. WLB involves prioritizing and managing one's time and commitments to achieve a sense of equilibrium to feel fulfilled and satisfied in both aspects of their life (Manoj et al., 2022). Maintaining a vigorous balance between work and personal life helps employees increase their level of concentration and reduce stress in their overall activities.

Organizations support WLB for their employees (Kar et al., 2019; Mukhopadhyay, 2023) by (1) offering flexible work arrangements to help employees balance their work and personal life activities, (2) providing adequate vacation time to recharge employees' personal matters without sacrificing their work responsibilities, and (3) supporting employees' wellness and mental health resources to manage their stress and maintain a healthy WLB.

Achieving a good WLB can increase overall productivity and well-being (Kar et al., 2019) and lead to greater JS. When employees are able to balance work responsibilities with their personal lives, they are likely to experience many benefits that can positively influence job performance (Kaya & Karatepe, 2020). Also, balancing work and personal life helps employees develop better time management skills in the workplace to accomplish better work performance (Chatterjee et al., 2023). Several studies have revealed that WLB positively and significantly improves EP (Madogwhe & Omogero, 2023) and JS (Al Dilby & Farmanesh, 2023). Thus,

H1: WLB is positively related to EP.

H2: WLB is positively related to JS.

Job satisfaction

Job satisfaction (JS) refers to an individual's overall feelings and attitudes towards his/her job (Sharif et al., 2021). According to Spector (1997), JS is the extent to which individuals like all elements of their work. JS happens when employees enjoy and feel a sense of accomplishment with their work and believe that the work is valuable and meaningful. As many employees spend a significant portion of their time and energy at work, JS becomes an important component of overall well-being and quality of life (Polychronidou & Chapsa, 2022).

JS can be a subjective experience and is influenced by various elements such as the nature of the work itself, salary, work-life balance, work environment, relationships with superiors and colleagues, and opportunities for career growth and development (Kong et al., 2018). When employees feel satisfied with their job, they are more motivated to exhibiting better performance (Goetz & Wald, 2022; Srimindarti et al., 2020). Also, high JS leads to better mental and physical health of employees contributing to overall greater productivity (Morin et al., 2023). In addition, when employees are able to balance their work demands with their personal life and responsibilities, they are more likely to feel satisfied with their job (Wijaya & Suwandana, 2022), leading to better performance. Hasan et al., (2023) acknowledged that JS positively affects EP. Also, Susanto et al., (2022) found that JS mediates the link between WLB and job performance. Thus,

H3: JS is positively related to EP.

H4: JS mediates the effect of WLB on EP.

Affective commitment

Meyer et al., (2002) define affective commitment (AC) as the willingness and emotional attachment of employees to remain in the organization by considering the values, norms and goals of the organization. AC refers to an employee's emotional attachment and loyalty with his/her organization, team, or group (Mittal et al., 2022). AC is characterized by the employee's willingness to go beyond the requirements of the job and stay with the organization (Khan et al., 2020). Employees who are affectively committed to the organization tend to identify strongly with it and feel a sense of loyalty even in the face of difficulties (Aziz et al., 2020; Mufidah & Mangundjaya, 2018).

Employees with high levels of AC tend to feel a strong sense of belonging, identification, and emotional connection to their organization. This emotional attachment can lead employees to stay with the organization for a longer period of time and ready for change, and increase better performance (Alqudah et al., 2022). Past studies have shown that AC significantly influences EP (Ochoa et al., 2023; Sopiansah et al., 2023). Thus,

H5: AC is positively related to EP.

When employees have a strong AC, they are more engaged with the organization's goals (Abebe & Assemie, 2023). Also, when employees have both a strong AC to their organization and a good WLB, they are more likely to be highly productive in their work (Anita et al., 2020). This is because employees who have a high level of AC view their work as a central part of their identity and are, therefore, more motivated to demonstrate greater levels of job performance. Thus,

H6: AC moderates the relationship between WLB and EP.

AC is very important for organizations because it leads to increase better job performance and higher employee productivity (Leung & Lin, 2022). In addition, when employees are highly committed to the organization, their JS is more strongly related to their performance (Kaur et al., 2020). This is because they are more likely to identify with the goals and values of the organization, and therefore feel more motivated to perform well and exert extra effort to help the organization achieve its goals.

H7: AC moderates the link between JS and EP.

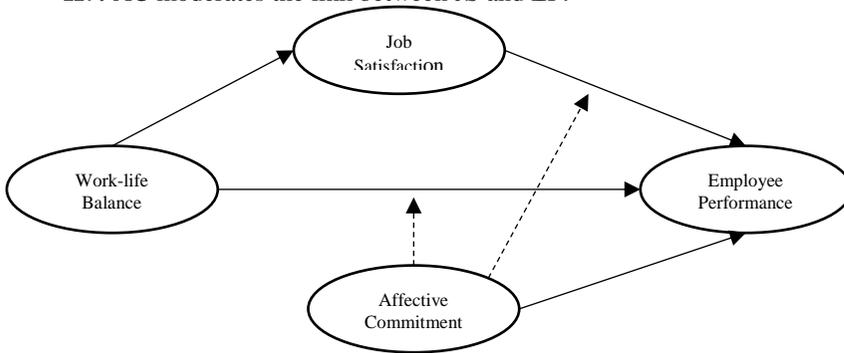


Figure 1. Research framework (Source: Authors)

Method

Sample profile

The quantitative research method was employed to analyze the proposed research model. The individual employee working in the plywood manufacturing company – Indonesia became the unit of analysis in this study and was selected using purpose sampling. A self-administered questionnaire survey was distributed to 150 selected employees and 146 usable questionnaires were returned for further analysis. For gender of the respondents in Table 1, 51.4% are female and 48.6% are male. In terms of age group, 40.4% of the respondents belong to the age group of 31–40 years, followed by 41 to 50 years is 28.8% and 19.2% in the age group of 21–30 years. In addition, the majority of the respondents are about 71.2% had work experience of above 1 year. In more detail, the mean age of respondents is 36.5 with a standard deviation (SD) = 18.16 years.

Table 1*Characteristics of respondents*

Respondents	Frequency	Percent (%)
<i>Gender</i>		
Female	75	51.4
Male	71	48.6
<i>Age (years)</i>		
21 – 30	17	11.6
31 – 40	59	40.4
41 – 50	42	28.8
> 50	28	19.2
<i>Tenure (year)</i>		
> 1	104	71.2
< 1	42	28.8

Research instrument

WLB. The 5-item scale (e.g., *working based on family responsibilities makes me a strong person*) adapted from Losoncz and Bortolotto (2009), Borgia et al., (2022) is used to measure WLB. Cronbach's alpha is 0.815 which is higher than minimum value (0.60).

The five items to measure AC were adapted from Raineri (2017), Astuty and Udin (2020), Udin et al., (2022). The sample of items is '*I am strongly proud to be part of the organization*'. Cronbach's alpha is 0.811.

The 5-item scale (e.g., *I am satisfied with my job*) of JS adapted from Paais and Pattiruhu (2020), Abdullah et al., (2021). Cronbach's alpha is 0.804.

The five items were adapted from Paais and Pattiruhu (2020), Abdullah et al. (2021), Udin et al. (2022) to measure EP (e.g., *I always complete the task well*). Cronbach's alpha is 0.814.

A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure all of the items in this study.

Tool of data analysis

For analyzing the relationships among variables in a research model, two different approaches are commonly used: PLS-SEM (Partial Least Squares SEM) and CB-SEM (Covariance-Based SEM). PLS-SEM is known as a path modeling software that has sufficient statistical power to test a small sample size (Ringle et al., 2012). PLS-SEM also does not rely on assumptions of multivariate normality. Moreover, PLS-SEM provides a piece of brief information about the strength and direction of relationships, as well as the importance of individual indicators in explaining latent constructs. In contrast, CB-SEM relies on assumptions of multivariate normality and requires a relatively large sample size to produce reliable results (Rigdon et al., 2017). Thus, for the data analysis in this study, PLS-SEM is utilized through Smart PLS 3.0. According to Amram and Dryer (2008), since it is seen as being more potent than conventional regression analysis, the Smart PLS software is frequently used by the scientific community.

Results

The research model in this study was tested using PLS-SEM via Smart PLS 3.0 software. Also, the reliability and validity of the measurement model were explored for significance and overall suitability.

Table 2

Convergent validity and internal consistency reliability

Variables	Factor loading	CA	rho_A	CR	AVE
Work-life balance		0.815	0.820	0.871	0.575
WLB1	0.762				
WLB2	0.698				
WLB3	0.767				
WLB4	0.751				
WLB5	0.811				
Job satisfaction		0.804	0.807	0.864	0.560
JS1	0.750				
JS2	0.780				
JS3	0.777				
JS4	0.746				
JS5	0.687				
Affective commitment		0.811	0.814	0.869	0.572
AC1	0.719				
AC2	0.848				
AC3	0.763				
AC4	0.754				
AC5	0.688				
Employee performance		0.814	0.816	0.871	0.574
EP1	0.760				
EP2	0.744				
EP3	0.771				
EP4	0.719				
EP5	0.793				

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

Table 2 showed the values of factor loading, CA, rho_A, CR, and AVE. All factor loading values of four constructs in this study were >0.60 value and fulfilled the recommended requirements of Moores and Chang (2006). Also, the CA, rho_A and CR values for WLB (0.815, 0.820, 0.871), JS (0.804, 0.807, 0.864), AC (0.811, 0.814, 0.869), and EP (0.814, 0.816, 0.871) respectively were greater than 0.70, indicating that the scores of the constructs were reliable (Henseler et al., 2014). Additionally, the AVE values were greater than 0.50, implying that reflective constructs were unidimensional. However, if an AVE of less than 0.50, it is negligible and suggests that the constructs have not been fully explained, as well as include more serious errors. Thus, convergent validity and internal consistency reliability of the empirical model are established.

Table 3
Discriminant validity

Constructs	AC	EP	JS	WLB
<i>Fornell-Larcker criterion</i>				
AC	0.756			
EP	0.759	0.758		
JS	0.792	0.770	0.749	
WLB	0.753	0.768	0.700	0.759
<i>Latent variable correlations</i>				
AC	1.000			
EP	0.759	1.000		
JS	0.792	0.770	1.000	
WLB	0.753	0.768	0.700	1.000

Table 3 presented the results of the discriminant validity of the empirical model. All four constructs' values were <0.70 cutoff value (Ab Hamid et al., 2017). In addition, the Fornell-Larcker criterion displayed values greater than the correlations among the variables, indicating the empirical model confirmed the requirements of discriminant validity.

To evaluate model fit, the saturated model (measurement) was exactly tested, namely NFI (Normed Fit Index), SRMR (Standardized Root Mean Square Residual), d_ULS, d_G, and Chi-Square. The results showed that fit values (i.e., SRMR = 0.072; NFI = 0.759; d_ULS = 1.092; d_G = 0.478, and Chi-Square = 381.282, respectively, indicating the model is acceptable and substantially can be improved.

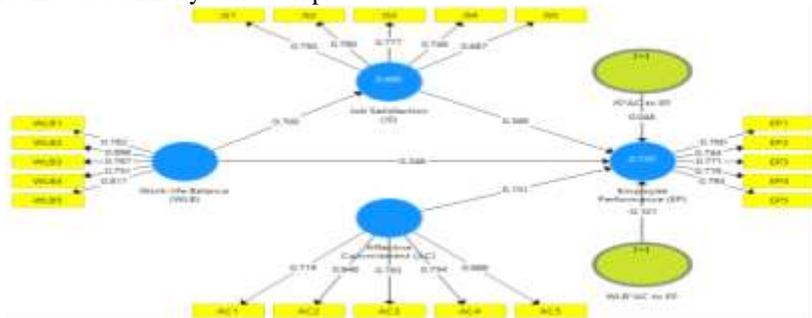


Figure 2. Result of structural model (Source: Authors)

Figure 2 revealed that r-square (R^2) of 0.49 of JS implies that WLB explains 49 percent of the JS, while the remaining 51 percent is justified by outside factors. EP's R^2 of 0.72 indicates that WLB, JS, and AC explain 72 percent of the EP. On the contrary, within the context of this research, the remaining 28 percent is explained by other factors.

Table 4
Direct, mediating, and moderating effects

Hypotheses	Original sample	Standard deviation	T statistics
<i>Direct effects</i>			
WLB → EP	0.346	0.073	4.744
WLB → JS	0.700	0.051	13.723
JS → EP	0.389	0.093	4.168
AC → EP	0.151	0.087	1.732

<i>Mediating effect</i>			
WLB → JS → EP	0.272	0.067	4.084
<i>Moderating effects</i>			
WLB x AC → EP	-0.101	0.067	1.509
JS x AC → EP	0.048	0.063	0.759

The findings in Table 4 showed that the direct effect of WLB on EP ($\beta = 0.346$, T-statistic = 4.744) and JS ($\beta = 0.700$, T-statistic = 13.723) is significant, indicating a positive relationship of WLB on EP and JS. These findings ordinarily support H1 and H2. In addition, the evidence reveals that the effect of JS ($\beta = 0.389$, T-statistic = 4.168) and AC ($\beta = 0.151$, T-statistic = 1.732) on EP is significant, indicating a positive link between JS and AC on EP. This result implies supporting H3 and H5. Table 4 further shows that t-value is > 1.65 for one-tailed test, predicting there is a significant indirect effect for JS in the relationship between WLB on EP ($\beta = 0.272$, T-statistic = 4.084). Thus, JS mediates the relationship of WLB and EP, supporting H4. However, the moderation analysis reveals that the interaction of WLB and AC ($\beta = -0.101$, T-statistic = 1.509) as well as JS and AC ($\beta = 0.048$, T-statistic = 0.759) fail to increase EP. Thus, H6 and H7 are not supported. This is because, depending on the specific circumstances and individual differences, highly satisfied and committed employees may become complacent and less motivated to strive for better performance.

Discussion

The impact of WLB on JS and EP

The findings revealed that WLB has a significant positive effect on both EP and JS. When employees have a good balance between their work and personal life, they tend to be more satisfied and productive to exhibit higher performance. Additionally, when employees are able to have time for activities outside of work, such as praying, taking care of physical health, and spending time with family, they are more likely to feel satisfied in their overall lives (Aruldoss et al., 2022). This strongly contributes to higher levels of performance.

The impact of JS on EP

This study further found that JS significantly promotes EP. JS provides employees with a sense of purpose in their work. When employees are satisfied, they are more likely to perform well to achieve their goals. Also, satisfied employees are generally more focused to their tasks, leading to increased overall performance and productivity. This evidence is consistent with some previous studies (Maryati et al., 2019; Silva et al., 2023) that JS positively contributes to higher levels of EP.

JS as a mediator

This study acknowledged that JS acts as a mediator between WLB and EP. When employees perceive a favorable WLB and have a sense of control over their personal lives, it positively influences their JS, which in turn affects their best performance. In addition, WLB contributes to higher JS (Hasan et al., 2021). When employees have a positive WLB, they ultimately have more opportunities for personal fulfillment and experience less work-related stress. This, in turn, enhances their JS. Also, satisfied employees are more likely to exhibit a higher level of overall job performance.

The impact of AC on EP

The result also showed that AC significantly affects EP. By fostering a strong sense of attachment and identification, employees invest additional effort in their work, to show greater levels of performance to the organization. Furthermore, employees with high levels of

emotional attachment and dedication to the organization are more likely to provide a greater sense investment in their work (Agyare et al., 2022; Udin et al., 2022).

AC as a moderator

The findings of the moderation analysis reveal that the interaction of WLB and AC, as well as JS and AC, fail to increase EP. This is because highly satisfied and committed employees may become complacent and less motivated to strive for better performance depending on the specific circumstances and individual differences.

Conclusion

The findings concluded that WLB has a significant effect on both EP and JS. Also, AC positively affects EP. Furthermore, the mediational analysis indicated that JS mediates the link between WLB and EP. Moreover, the moderation analysis revealed that AC fails to moderate the effects of WLB and JS on EP.

The results of this study offer important lessons for HR practitioners and academics in organizations. The results show the significant role of WLB, JS and AC to improving EP. These findings suggest organizational practitioners strengthen employee AC to stimulate the best performance. Through AC, according to Udin et al., (2022), EP and organizational success can be improved for better prospects.

The study has several limitations that should be acknowledged for guiding forthcoming investigations. First, the research design is cross-sectional, which captures the participants' perceptions at a certain point using a questionnaire. This makes it difficult to determine the causal relationships between variables on the temporal dimension. Second, filling out the survey questionnaire is highly dependent on the subjective participants in measuring the research construct of the proposed model. Therefore, future research needs to use more objective indicators and measurements to increase data accuracy. Likewise, longitudinal research is crucial and needed to determine the exact causal relationship between variables.

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