

# “Unlocking success: The mediating power of organizational commitment and job satisfaction between work-life balance and employee performance”

**AUTHORS**  
Ni Made Dwi Puspitawati   
Ni Putu Cempaka Dharmadewi Atmaja   
Ni Putu Lisa Ernawatiningsih   
Putu Pradiva Putra Salain   
I Putu Wahyu Dwinata JS 


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Ni Made Dwi Puspitawati, Ph.D., Lecturer, Department of Management, Faculty of Economics and Business, Universitas Mahasaraswati Denpasar [Mahasaraswati University of Denpasar], Indonesia. (Corresponding author)

Ni Putu Cempaka Dharmadewi Atmaja, Ph.D., Lecturer, Department of Management, Faculty of Economics and Business, Universitas Mahasaraswati Denpasar [Mahasaraswati University of Denpasar], Indonesia.

Ni Putu Lisa Ernawatiningsih, Ph.D., Lecturer, Department of Management, Faculty of Economics and Business, Universitas Mahasaraswati Denpasar [Mahasaraswati University of Denpasar], Indonesia.

Putu Pradiva Putra Salain, Master, Lecturer, Department of Management, Faculty of Economics and Business, Universitas Mahasaraswati Denpasar [Mahasaraswati University of Denpasar], Indonesia.

I Putu Wahyu Dwinata JS, Master, Lecturer, Department of Management, Faculty of Economics and Business, Universitas Mahasaraswati Denpasar [Mahasaraswati University of Denpasar], Indonesia.



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Ni Made Dwi Puspitawati (Indonesia), Ni Putu Cempaka Dharmadewi Atmaja (Indonesia), Ni Putu Lisa Ernawatiningsih (Indonesia), Putu Pradiva Putra Salain (Indonesia), I Putu Wahyu Dwinata JS (Indonesia)

# UNLOCKING SUCCESS: THE MEDIATING POWER OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION BETWEEN WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE

## Abstract

Work-life balance is crucial in fostering a sense of ownership and achieving company success. When employees can achieve a good balance between work and personal lives, they are more satisfied and have higher organizational commitment. This study aims to determine the mediation role of organizational commitment and job satisfaction in the effect of work work-life balance on employee performance targeting five-star hotels in Bali, Indonesia. This quantitative analysis surveyed 157 employees using purposive sampling. The data analysis is done via a partial least squares approach. The results show that organizational commitment mediates the influence of work-life balance on employee performance. This is indicated by the *t*-statistic coefficient of  $1.972 > t$ -table 1.96, and the significance value is  $0.049 < 0.05$ . Job satisfaction mediates the effect of work-life balance on employee performance with a *t*-statistic value of  $3.291 > t$ -table 1.96 and a significance value of  $0.001 < 0.05$ . It means job satisfaction mediates the influence of work-life balance on employee performance. This paper implies that the model can be used to develop policies that encourage work-life balance. For instance, ensuring a balanced workload among team members can prevent fatigue and provide employees with sufficient time for rest and leisure activities. Additionally, implementing family support programs can enhance organizational commitment, job satisfaction, and performance.

## Keywords

job, family, support, safety, hotel, tourism, Bali, Indonesia

## JEL Classification

J28, L83

## INTRODUCTION

Five-star hotels have high service standards. Companies with good performance are effective in handling human resources. Employees can produce good performance if a balance is created between personal and work life. Work-life balance is a situation where employees feel that they can balance work and commitments outside of work (Tamunomiebi & Oyibo, 2020). The balance between the personal and work life of each employee can influence mood, focus of thoughts, and actions at work. Inadequate work balance will pose a major risk to employee welfare, their performance, and organizational performance. Five-star hotels that are growing rapidly or experiencing rapid change may face changing demands, which can impact work-life balance. This will affect employee commitment to the organization and the performance it produces. In addition, hotels often operate in a competitive environment and face pressure to achieve targets.

Work-life balance allows employees to pursue and achieve their personal goals outside of work. This can increase satisfaction because they feel they balance their personal lives and careers sufficiently. When employees feel satisfied with their work, they tend to be more motivated, committed, and eager to do a good job (Arif & Farooqi, 2014). Employees are faced with long and irregular working hours and often have high performance targets. The role of the family, including support from partners and extended family members, influences the employee's ability to achieve a balance between work and personal life, as well as its impact on organizational commitment, job satisfaction, and performance. An individual's level of organizational commitment can be a predictor of employees' performance (Oyewobi et al., 2019).

## 1. LITERATURE REVIEW AND HYPOTHESES

Work-life balance is a choice between managing work obligations and personal life needs or responsibilities to the family (McCarthy et al., 2013; Poulouse & Sudarsan, 2017). Achieving quality of life is essential because individuals can manage the complexity of work and their world (Doherty, 2004; Shabir & Gani, 2020). Employees feel they have balanced time and energy in dealing with the demands of their work and personal lives, which increases performance (Mwangi et al., 2017), and they tend to be more enthusiastic and focused at work. This balance allows them to recharge and take care of their personal needs, which, in turn, positively affects their performance and attitude toward work. They are also more likely to complete tasks efficiently, which in turn improves overall performance.

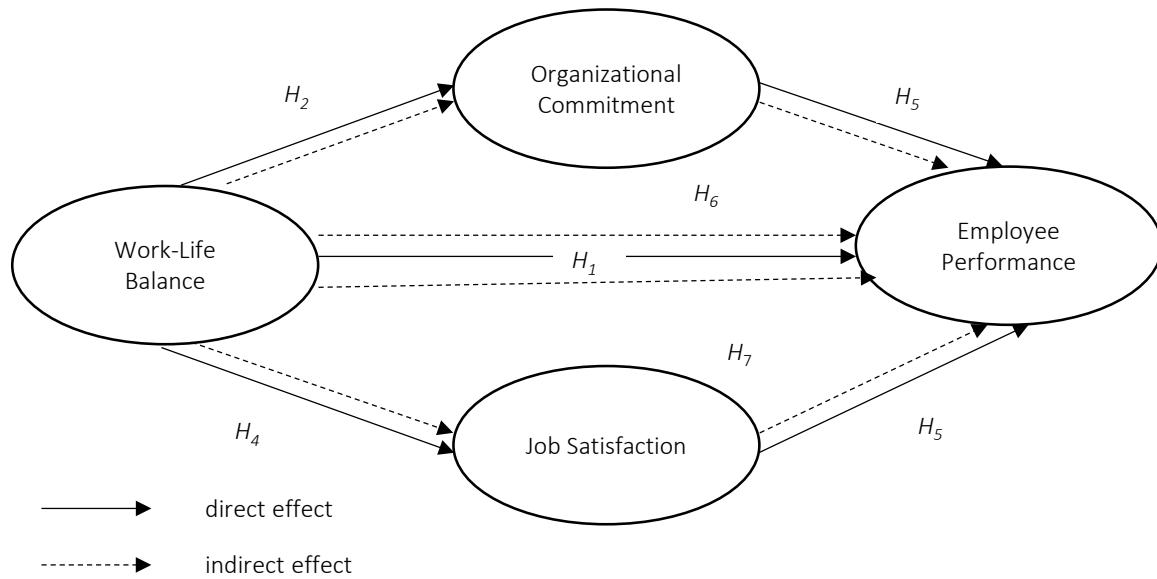
In the context of work-life balance, dual roles require individuals to be able to balance their roles so that they do not interfere with other roles. Three aspects of balancing work and family life were evaluated: time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003). When individuals experience multiple roles, they often face challenges in achieving a balance between work and personal lives (Marks & MacDermid, 1996). Role theory helps understand how the various roles individuals occupy can impact their ability to balance their work and personal lives. Individuals have to balance the demands of two different roles, such as the role of a worker and the role of a family member (Turner, 2002).

Work-life balance can increase employee commitment to their work and the organization as a whole. When employees feel that they can effectively balance their work responsibilities with their person-

al lives, they are more likely to be committed to their work and the organization. They tend to be more engaged and contribute more to the success of the organization. Employees will feel that the benefits of remaining with the company outweigh the costs they may face if they choose to leave. They are more likely to stay with the company in the long term. Work-life balance has a positive and significant effect on organizational commitment (Al-Hawary et al., 2023; Mengistu & Worku, 2020; Oyewobi et al., 2019; Shabir & Gani, 2020).

Organizational commitment is associated with higher levels of job performance. Committed employees are more likely to perform well in their roles as they are motivated to help the organization succeed. Employees who have high organizational commitment also tend to be more involved in their work. They are more likely to feel that their work is important and meaningful, which can increase their level of engagement and improve their performance in the company (Chen & Francesco, 2003; Misnan et al., 2023; Oyewobi et al., 2019; Swailes, 2004). Organizational commitment is a condition where employees have feelings of loyalty to the organization and intend to maintain membership in the organization (Albdour & Altarawneh, 2014).

Organizations that pay attention to and support this balance tend to have employees who are more satisfied, more motivated, and more productive (Azeem & Akhtar, 2014; Moore, 2007). Work-life balance positively and significantly affects employee job satisfaction (Lu et al., 2012). Work-life balance helps increase the feeling of peace that employees experience. They tend to be emotionally happy and feel satisfied when they have enough time to rest. Employees can improve their interpersonal relationships by having time for family, friends, and other social activities outside of work.



**Figure 1.** Conceptual framework

Job satisfaction is the level of satisfaction or happiness that a person feels toward their work. It includes positive feelings related to the work environment, job tasks, working conditions, and interpersonal relationships in the workplace. Job satisfaction can also encompass the extent to which workers feel that their jobs fulfill their personal needs and expectations. Satisfied employees exhibit better job performance (Inuwa, 2015; Platis et al., 2015). Job performance is a measure of success in completing work, which can help the company realize common goals within a certain period (Lai & Chen, 2012; Udin, 2023). Employees who are satisfied with their jobs typically exhibit better job performance. They are more focused, diligent, and meticulous in their work, which can result in higher quality outputs and outcomes.

Every employee needs a balance between personal life and work life. Work-life balance is characterized by an increase in roles and low role conflict in the external environment and within work (Doherty, 2004). If employees experience role imbalance, it can affect the tension in the responsibilities they carry out. This can reduce effectiveness at work, increase stress, and decrease quality of life. When organizations pay attention to and support employees' work-life balance, this can make employees feel recognized and appreciated. This can increase their sense of attachment to the organization (Al-Hawary et al., 2023; Al Momani,

2017; Khalid & Ibrahim, 2018). Employees committed to the organization tend to be more involved in their work (Kim, 2014). They actively look for opportunities to contribute and carry out tasks with enthusiasm. They feel a balance between their work and personal lives and tend to be more productive. They have greater energy and better focus while working, which can increase their satisfaction with their work. Job satisfaction can have a direct impact on improving employee performance.

This study aims to explain the impact of work-life balance on employee performance in five-star hotels in Bali and to test the mediation role of organizational commitment and job satisfaction in describing the relationship between work-life balance and employee performance (Figure 1).

Therefore, the following hypotheses are considered:

- H1: *Work-life balance has a significant effect on employee performance.*
- H2: *Work-life balance has a significant effect on organizational commitment.*
- H3: *Organizational commitment has a significant effect on employee performance.*
- H4: *Work-life balance has a significant effect on job satisfaction.*

H5: *Job satisfaction has a significant effect on employee performance.*

H6: *Organizational commitment mediates the effect of work-life balance on employee performance.*

H7: *Job satisfaction mediates the effect of work-life balance on employee performance.*

## 2. METHODS

This study was conducted using a cross-sectional survey method. The research variables are work-life balance, organizational commitment, and employee performance. The sample was collected by distributing questionnaires to 157 respondents (87% response rate) over a six-week period. Respondents were determined using a purposive sampling technique; they were employees who work in five-star hotels in Bali, are married, and have one or more children, so they are responsible for supporting family members.

The female workers constitute 57%, and 43% are males. Next, 67% of respondents were married with at least one child; this indicates that respondents must be able to divide their time well, especially in prioritizing work and family life. Greater financial responsibility after marriage can encourage a person to work harder or longer, which can affect the balance between work and personal life. Respondents in the 31-35 age range had the most

dominant number, namely 51%; this indicates that many people are at an established career point and may face higher demands in their work. This can lead to more pressure to achieve a balance between work and personal life.

The statements in the questionnaire are based on the three constructs of work interference with personal life (WIPL), personal life interference with work (PLIW), and work-personal life enhancement (WPLE) (Agha et al., 2017). Organizational commitment is measured using the organizational commitment scale (Abdullah, 2011), which consists of affective commitment, normative commitment, and continuation commitment. Job satisfaction uses the Job Description Index (JDI) measuring tool (Johnson et al., 1982), comprising coworkers, supervisors, promotions, work, and pay. Employee performance is measured using the employee job performance scale (Aliyyah et al., 2021; Na-Nan et al., 2018), consisting of quantity, quality, timeliness, effectiveness, independence, and initiative. The validity test indicated that this model was accurately measured in the study, and the reliability test indicated that the research instrument was deemed acceptable. Meanwhile, the data analysis technique is partial least squares (Hair et al., 2014).

## 3. RESULTS

Table 1 contains the calculation of outer loadings on the indicators forming the latent variable, showing that the outer loading coefficient for

**Table 1.** Validity

Construct	Indicator	Factor Loading	p-values
Work-life balance	Work interference with personal life	0.701	0.000
	Personal life interference with work	0.734	0.000
	Work personal life enhancement	0.794	0.000
Organizational commitment	Affective commitment	0.819	0.000
	Continuance commitment	0.793	0.000
	Normative commitment	0.778	0.000
Job satisfaction	Satisfaction with supervisors	0.724	0.000
	Satisfaction with coworkers	0.753	0.000
	Satisfaction with pay	0.763	0.000
	Satisfaction with promotional opportunities	0.773	0.000
	Satisfaction with work itself	0.765	0.000
Employee performance	Quantity	0.756	0.000
	Quality	0.779	0.000
	Timeliness	0.787	0.000
	Effectiveness	0.774	0.000
	Independence	0.755	0.000
	Initiative	0.767	0.000

Note: Loading factor > 0.700; p-values < 0.05.

each indicator scores more than 0.700. Thus, all research indicators are valid or can measure variables. Table 1 shows the validity test values.

Table 1 shows that the *p*-values are 0.000, which is significant at the level alpha of 0.05. This proves that the indicators that form the latent variable are valid and significant. The results of the loading factor are described in Figure 2.

**Table 2.** Composite reliability and AVE

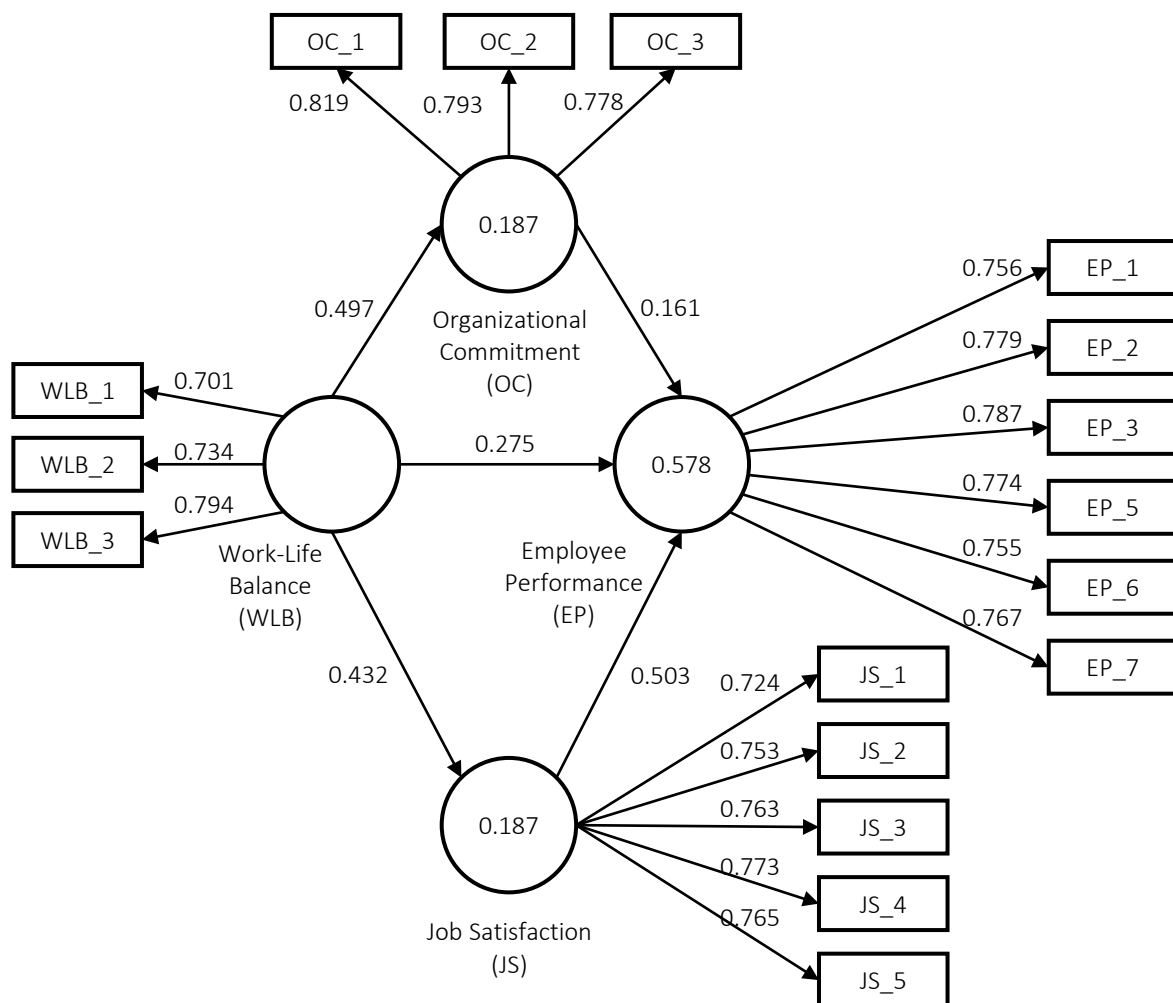
Variable	Composite Reliability	AVE
Work-life balance	0.897	0.593
Organizational commitment	0.869	0.571
Job satisfaction	0.839	0.634
Employee performance	0.787	0.553

Note: Composite reliability > 0.700; AVE > 0.500.

Table 2 shows composite reliability results with values above 0.700 and AVE values greater than 0.500. This means that the variables in this research model meet the validity and reliability of the instrument.

Based on the bootstrapping results in Figure 2, Table 3 reveals the direct relationships between the variables.

Based on Figure 2 and Table 3, it can be explained that work-life balance positively and significantly influences employee performance. Table 3 shows the path coefficient between work-life balance and employee performance of 0.275 with a *t*-statistic coefficient of 3.818 > *t*-table 1.96 and a significance value of 0.000 < 0.05. The results prove the first hypothesis ( $H_1$ ), which states that the work-life balance positively and significantly affects employee performance.



**Figure 2.** Partial least square (PLS) model

**Table 3.** Direct effects

Relationship between variables	Path Coefficient	t-statistics	p-values	Information
Work-life balance → Employee performance	0.275	3.818	0.000	Significance
Work-life balance → Organizational commitment	0.497	4.324	0.000	Significance
Organizational commitment → Employee performance	0.161	2.313	0.021	Significance
Work-life balance → Job satisfaction	0.432	3.485	0.001	Significance
Job satisfaction → Employee performance	0.503	8.554	0.000	Significance

Note:  $t$ -statistic > 1.96;  $p$ -values < 0.05.

Table 3 demonstrates that work-life balance positively and significantly influences employee performance. This is shown by the path coefficient of 0.497, with a  $t$ -statistic coefficient of 4.324 >  $t$ -table 1.96 and a significance value of 0.000 < 0.05. The results of this test indicate that the second hypothesis ( $H_2$ ), which states that work-life balance has a positive and significant effect on organizational commitment, is accepted.

Organizational commitment has a positive and significant influence on employee performance. This is shown through the path coefficient of 0.161, with a  $t$ -statistic coefficient of 2.313 >  $t$ -table 1.96 and a significance value of 0.021 < 0.05. The results prove that the third hypothesis ( $H_3$ ), which states that organizational commitment has a positive and significant effect on employee performance, is accepted.

Table 3 shows that work-life balance has a positive and significant influence on job satisfaction. This is shown by the path coefficient of 0.432, with a  $t$ -statistic coefficient of 3.485 >  $t$ -table 1.96, and a significance value of 0.001 < 0.05. The results prove that the fourth hypothesis ( $H_4$ ), which states that work-life balance has a positive and significant effect on job satisfaction, is accepted.

Job satisfaction has a positive and significant influence on employee performance. The path coefficient is 0.503, with a  $t$ -statistic coefficient of 8.554 >  $t$ -table 1.96 and a significance value of 0.000 < 0.05. The results prove that the fifth hypothesis

( $H_5$ ), which states that job satisfaction has a positive and significant effect on employee performance, is accepted.

Testing work-life balance on employee performance through organizational commitment as a mediating variable is shown in Table 4.

Table 4 shows that organizational commitment mediates the influence of work-life balance on employee performance. This is indicated by the  $t$ -statistic coefficient of 1.972 >  $t$ -table 1.96, and the significance value is 0.049 < 0.05. The results of this test prove the sixth hypothesis ( $H_6$ ), which states that organizational commitment can mediate the influence of work work-life balance on employee performance. Table 4 also shows that job satisfaction mediates the effect of work-life balance on employee performance with a  $t$ -statistic value of 3.291 >  $t$ -table 1.96 and a significance value of 0.001 < 0.05. The results prove that the seventh hypothesis ( $H_7$ ), which states that job satisfaction can mediate the influence work work-life balance on employee performance, is accepted.

## 4. DISCUSSION

Work-life balance has a positive and significant effect on employee performance. Inadequate work balance will pose a major risk to employee well-being, their performance, and organizational performance. Nowadays, various organizations are paying attention to the balance between the work

**Table 4.** Total indirect effects

Relationship Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics ( O/STDEV )	p-values
Work-life balance → Organizational commitment → Employee performance	0.080	0.082	0.041	1.972	0.049
Work-life balance → Job Satisfaction → Employee Performance	0.217	0.209	0.066	3.291	0.001

life and the personal life of their employees. The work-life balance is the tendency of an individual to be fully involved in the performance of each role carried out by that individual to obtain balance in work and create sensitivity of mind toward the self-system as a whole. Work-life balance has a positive and significant effect on employee performance (Mwangi et al., 2017).

Work-life balance has a positive and significant effect on organizational commitment. Companies or agencies that have implemented work-life balance tools will get various benefits, such as reduced turnover and absenteeism rates, as well as increased productivity and relationships with customers. It has an impact on organizational commitment. With workplace conditions that implement work-life balance, employees will feel connected to the organization and then encouraged to work hard, and most importantly, such employees want to remain in the organization and maintain their membership (Arif & Farooqi, 2014; Hutagalung et al., 2020; Shabir & Gani, 2020).

Organizational commitment has a positive and significant effect on employee performance. Commitment shows a strong belief in and support for values and goals that the organization wants to achieve. Organizational commitment is a condition where employees side with an organization and its goals and intend to maintain their membership in that organization. Employees who are committed to their organization are more likely to align their personal values with those of the organization and actively work toward achieving these goals (Misnan et al., 2023; Novri, 2023).

Work-life balance has a positive and significant effect on job satisfaction. When employees achieve a balance between their work and personal lives, it can have several positive effects on their job satisfaction (Azeem & Akhtar, 2014; Moore, 2007). Employees who can manage their work and personal lives effectively are often more satisfied with their jobs. They

feel a greater sense of control over their lives and are more likely to enjoy their work. This sense of control can lead to increased job satisfaction, as employees feel empowered to make choices that align with their personal and professional goals.

Job satisfaction has a positive and significant effect on employee performance. Job satisfaction refers to the level of contentment employees feel toward their jobs. Employees who are satisfied with their jobs are more likely to perform well and meet or exceed performance expectations. When employees are satisfied with their jobs, it can have several positive effects on their performance. Satisfied employees are more likely to produce high-quality work (Inuwa, 2015; Platis et al., 2015). They are more invested in the outcomes of their work and take pride in delivering excellent results. Employers can foster job satisfaction by creating a positive work environment, recognizing and rewarding employees for their contributions, and providing opportunities for growth and development. Creating a positive work environment involves promoting a culture of respect, trust, and open communication. Employers can encourage teamwork, provide opportunities for collaboration, and create a supportive atmosphere where employees feel valued and appreciated.

An employee needs a balance between personal life and work life. The results found that organizational commitment mediates the influence of work-life balance on employee performance. This means that the higher the organizational commitment that comes from work-life balance, the higher the employee performance (Al-Hawary et al., 2023; Oyewobi et al., 2019). Job satisfaction mediates the influence of work-life balance on employee performance; when employees can balance work and family demands, they will feel satisfaction at work, ultimately improving their performance. Organizations that prioritize work-life balance are likely to have more satisfied and engaged employees.

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## CONCLUSION

This study aimed to test whether five-star hotel employees in Bali who are able to balance work and family life tend to be more engaged and satisfied with their work. The results show that balancing work and family life can help employees achieve better performance. The link between female workers and

work-life balance is very close, especially since women often play dual roles as workers and homemakers. Employees who are able to effectively manage their time and responsibilities are more likely to be satisfied with their jobs and feel more engaged at work. A good work-life balance will improve the quality of work and reduce employee absenteeism, where working individuals need family support and work-family balance. Female workers who successfully achieve work-life balance tend to be more satisfied with their work because they feel appreciated by the organization and are able to fulfill their personal needs. It is necessary to remember that the concept of work-life balance can vary for each individual, depending on their values, beliefs, and needs.

Although this study attempts to investigate the relationship between work-life balance, organizational commitment, job satisfaction, and employee performance, there are several limitations that need to be considered. First, this study uses a cross-sectional survey method, so it cannot establish causality. Second, the data used are self-reported, which can lead to perception bias. Additionally, this study only involves respondents from a specific industry, so generalizing the results needs to be done carefully. Understanding these limitations, future research can overcome these constraints to gain a deeper understanding of the influence of work-life balance on employee performance.

## AUTHOR CONTRIBUTIONS

Conceptualization: Ni Made Dwi Puspitawati, Ni Putu Cempaka Dharmadewi Atmaja, Ni Putu Lisa Ernawatiningsih, I Putu Wahyu Dwinata JS.

Data curation: Ni Putu Cempaka Dharmadewi Atmaja, Ni Putu Lisa Ernawatiningsih, Putu Pradiva Putra Salain, I Putu Wahyu Dwinata JS.

Formal analysis: Ni Putu Lisa Ernawatiningsih, I Putu Wahyu Dwinata JS.

Funding acquisition: Ni Made Dwi Puspitawati.

Investigation: Ni Putu Cempaka Dharmadewi Atmaja, Putu Pradiva Putra Salain.

Methodology: Ni Made Dwi Puspitawati, Ni Putu Cempaka Dharmadewi Atmaja, I Putu Wahyu Dwinata JS.

Project administration: Putu Pradiva Putra Salain, I Putu Wahyu Dwinata JS.

Resources: Putu Pradiva Putra Salain.

Software: Ni Putu Lisa Ernawatiningsih.

Supervision: Ni Made Dwi Puspitawati.

Validation: Ni Putu Cempaka Dharmadewi Atmaja, Ni Putu Lisa Ernawatiningsih, Putu Pradiva Putra Salain.

Visualization: I Putu Wahyu Dwinata JS.

Writing – original draft: Ni Made Dwi Puspitawati.

Writing – review & editing: Ni Made Dwi Puspitawati, Ni Putu Cempaka Dharmadewi Atmaja, Ni Putu Lisa Ernawatiningsih, Putu Pradiva Putra Salain.

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