

The Role of Attributes Organizational Commitment as Mediators Between Work-Life Balance on Employee Performance

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ABSTRACT

Work-life balance contributes to a healthy, satisfying, and successful life. An imbalance in work-life dynamics can negatively impact both employee performance and their personal lives. This study employs exchange relationship theory to explore organizational commitment as a mediating variable, which includes affective commitment, continuance commitment, and normative commitment, in the relationship between work-life balance and employee performance. The research focuses on employees of micro, small, and medium enterprises (MSMEs) in Salatiga Regency. Data were collected through questionnaires distributed to 111 respondents, and the analysis was conducted using structural equation modeling. The findings reveal that affective and continuance commitments are crucial in linking work-life balance to employee performance. In contrast, normative commitment does not significantly influence this relationship. Theoretically, social exchange theory highlights that continuance commitment is a key mediator in the connection between work-life balance and employee performance.

ABSTRAK

Keseimbangan kehidupan pribadi dan pekerjaan berkontribusi pada kehidupan yang sehat, memuaskan, dan sukses. Ketidakseimbangan dalam dinamika antara kehidupan pribadi dan pekerjaan dapat berdampak negatif pada kinerja karyawan dan kehidupan pribadi mereka. Studi ini menggunakan teori hubungan pertukaran untuk mengeksplorasi komitmen organisasi sebagai variabel mediasi, yang mencakup komitmen afektif, komitmen berkelanjutan, dan komitmen normatif, dalam hubungan antara keseimbangan kehidupan pribadi dan pekerjaan dengan kinerja karyawan. Penelitian ini berfokus pada karyawan Usaha Mikro, Kecil, dan Menengah (UMKM) di Kabupaten Salatiga. Data dikumpulkan melalui kuesioner yang didistribusikan kepada 111 responden, dan analisis dilakukan menggunakan pemodelan persamaan struktural. Temuan menunjukkan bahwa komitmen afektif dan berkelanjutan sangat penting dalam menghubungkan keseimbangan antara kehidupan pribadi dan pekerjaan dengan kinerja karyawan. Sebaliknya, komitmen normatif tidak secara signifikan mempengaruhi hubungan ini. Secara teoritis, teori pertukaran sosial menyoroti bahwa komitmen berkelanjutan adalah mediator kunci dalam hubungan antara keseimbangan kehidupan pribadi dan pekerjaan dengan kinerja karyawan.

1. INTRODUCTION

The effectiveness of human resources is crucial to a company's business success. To achieve optimal productivity, companies must fully utilize their human resources (Niehueser & Boak, 2020). A shortage of human resources can negatively impact company productivity. According to data from the Badan Pusat Statistik (2023), the number of micro, small, and medium enterprises (MSMEs) in the Tingkir District decreased by 0.54% from 2017 to 2021, while the number of MSMEs increased by 1.16% during the same period. This resulted in a significant 46% reduction in the workforce within the MSME sector from 2017 to 2021. To address labor shortages, human resource management focuses on developing systems that enhance employee

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performance despite limited human resources. Small industries adopt competitive strategies to survive globalization, which demands greater efficiency and effectiveness to keep pace with emerging developments. These strategies aim to enhance employee performance (Aqeel Ahmed Soomro & Breitenacker, 2017).

Employee performance reflects how well programs, activities, and policies are implemented to achieve the company's vision and mission (Warrick, 2017). In small industries, employee performance often declines due to various internal and external factors (Limanta et al., 2023). One external factor is the inflexible corporate work culture, which often leads to employee absences for family reasons (Magala, 2023). Data from the Badan Pusat Statistik (2023) indicates that MSMEs in Gendongan Village, Tingkir District, Salatiga, had the lowest production value among other villages, at 0.02% in 2022, with 45 small industries employing 138 people. Poor employee performance affects company productivity (Helal, 2022). MSME workers struggle to balance work and personal needs, often working beyond agreed hours (Maheshkar & Soni, 2021). Therefore, companies must improve work systems to prevent performance declines and enhance employee performance. Achieving maximum employee performance is challenging and depends on various factors, including work-life balance (Badrianto & Ekhsan, 2021). Work-life balance encourages employees to allocate time and energy equally between work and other important life aspects (Nadzim & Halim, 2022). Harmony in work-life balance is linked to psychological well-being and symbolizes unity between work and family responsibilities (Di Fabio & Tsuda, 2018). Poor work-life balance can seriously harm worker welfare and company productivity (Su & Zabitski, 2022). Employees perform well when there is a balance between personal life and work (Das et al., 2024, p. 2). Previous research by Tamunomiebi & Oyibo (2020) found that better work-life balance leads to higher employee performance. However, Bhende et al. (2020) argue that work-life balance can negatively impact performance if not achieved, leading to tardiness and work-life conflict, resulting in fatigue and stress. Poor work-life balance adversely affects employee health and organizational performance (Tamunomiebi & Oyibo, 2020). This creates a research gap regarding the relationship between work-life balance and employee performance.

Using social exchange relationship theory, this study examines how affective, continuance, and normative commitment mediate the link between work-life balance and employee performance. The theory posits that exchanges between individuals are based on rewards and sacrifices (Cook & Emerson, 1987). A harmonious work-life balance fosters employee focus, creating emotional bonds (affective commitment), sustainable relationships (continuance commitment), and obligations to the company (normative commitment) (Meyer & Parfyonova, 2010). When work-life balance is achieved, employees are more focused and positive, leading to emotional involvement (affective commitment) (Ribeiro et al., 2018). Employees become more thorough, collaborative, and willing to meet company expectations (Kuhail et al., 2020). Work-life balance also enhances employee satisfaction, encouraging those with continuance commitment to remain with the company due to personal benefits and willingness to perform well (Martini et al., 2018). Furthermore, work-life balance reflects an employee's satisfaction with work and family roles, leading to equal dedication and responsibility (normative commitment) (Oyewobi et al., 2022). This commitment encourages employees to stay and perform optimally (Oyewobi et al., 2019). Based on the theoretical framework and variable relationships, this study introduces the novelty of using affective, continuance, and normative commitment as mediators between work-life balance and employee performance through the exchange relationship theory approach.

Given the background, phenomena, and research gaps regarding the impact of work-life balance on employee performance, this study addresses the following research questions: 1. What is the impact of work-life balance on employee performance? 2. How does affective commitment mediate the relationship between work-life balance and employee performance? 3. How does normative commitment mediate the relationship between work-life balance and employee performance? 4. How does continuance commitment mediate the relationship between work-life balance and employee performance? As such, this research aims to contribute scientifically to understanding how work-life balance, mediated by affective, continuance, and normative commitment, influences employee performance in MSMEs. It is expected to provide valuable insights for small industries to enhance performance, achieve goals, and increase profitability, as well as serve as a basis for future research.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Theory of Exchange Relations

Social exchange theory emphasizes the reciprocal relationship between a company's business interests and

its employees (Cook & Emerson, 1987). This theory posits that exchanges between individuals are based on the rewards and sacrifices involved (Mitchell et al., 2012). Applying this theory suggests that when a company promotes employee welfare, such as through work-life balance, employees develop an emotional bond (affective commitment), maintain an ongoing relationship based on their perceptions (continuance commitment), and feel obligated to the organization (normative commitment). These commitments encourage employees to deliver their best performance for the company. According to Allen and Meyer (2000), specific antecedent variables can influence the development of affective, normative, and continuance commitment, depending on how employees perceive them. For instance, opportunities for training can affect employees' perceptions of desire, responsibility, or necessity to remain with the organization. This depends on whether training is seen as organizational support, a benefit requiring reciprocation, or an investment in acquiring organization-specific skills. These perceptions are not mutually exclusive, meaning a particular skill can enhance more than one type of commitment. Thus, as illustrated in Figure 1, the conceptual model below uses the Exchange Relationship Theory approach to depict how work-life balance relates to employee performance, mediated by affective, continuance, and normative commitment.

2.2. Work-Life Balance

According to Tamunomiebi and Oyibo (2020), work-life balance is a concept where a company, as an employer, creates a system that addresses both business needs and the non-work aspects of employees' lives. This balance involves the interaction between work activities and activities outside of work. Some authors define it specifically in terms of balancing work and life. Oyewobi et al. (2022) describe work-life balance as the ability of individual employees to manage the demands and obligations of their jobs alongside their personal needs outside the workplace. Work-life balance involves managing two distinct roles, such as work and family, where effective management can enhance employee performance (Sirgy & Lee, 2018). According to Irawanto et al. (2021), work-life balance encompasses the following dimensions: a) The extent to which work disrupts personal life. b) The extent to which personal issues disrupt work. c) The degree to which personal life conflicts with professional life. d) The impact of personal life on work performance, which relates to how personal life affects work functioning. e) The impact of work on personal life, which considers how work can enhance a person's standard of living.

2.3. Affective Commitment

Affective commitment refers to the emotional connection that motivates employees to engage with and support their company (Ribeiro et al., 2021). Employees with high levels of involvement are likely to have a positive impact on their work. Those who view their work positively tend to be emotionally invested in the company, leading them to be more conscientious, cooperative with colleagues, and willing to meet the company's expectations (Fernandez-Lores et al., 2016). The perceived meaning of work, whether positive or negative, influences behavior, which in turn affects productivity and the achievement of company goals. According to Alqudah et al. (2022), affective commitment comprises three dimensions: a) Emotional Attachment: This is the individual's emotional connection to the company, which facilitates the formation of a strong bond. b) Identification: This involves an individual's alignment with the organization's beliefs and goals. c) Participation: This is the desire to be actively involved for the benefit of the company.

2.4. Continuance Commitment

Continuance commitment refers to the reluctance to leave a company due to the need for financial stability and concerns about well-being if one becomes unemployed (Galanaki, 2020). Beyond work-related issues, personal considerations, such as family needs, must also be addressed if an employee decides to leave their position (Saleem et al., 2021). Employees with continuance commitment stay with the company because it provides personal benefits and outcomes that they value and are willing to make sacrifices for (De Clercq et al., 2021a). Employees feel more connected and committed to the company when they perceive that the company supports and encourages them and fosters reciprocal relationships (Joseph, 2013).

2.5. Normative Commitment

According to Brooks et al. (2021), normative commitment refers to an employee's sense of obligation to remain with a company due to moral or ethical reasons. Employees who feel a duty to stay loyal to their company typically exhibit normative commitment (Islamy, 2016). They continue working for the company

because they believe it is the right thing to do (Saleem et al., 2021). This sense of obligation is grounded in ethical standards, moral considerations, and various influences on their daily actions that are rooted in personal values (Suzuki & Hur, 2020).

2.6. Employee Performance

According to Eliyana and Ma'arif (2019), performance is the outcome of an employee's achievements, encompassing both the quality and quantity of work completed while fulfilling assigned tasks and obligations. Brooks et al. (2021) state that performance is determined by work that aligns with business strategy objectives, consumer satisfaction goals, and contributions to company revenue growth. Therefore, employee performance refers to the quality and quantity of work achieved by employees in executing their tasks in accordance with company expectations, as defined by established standards and criteria (Diamantidis & Chatzoglou, 2019).

2.7. Work-Life Balance and Employee Performance

An imbalance between personal and professional life can negatively affect employees' psychological health, leading to stress and reduced performance (Aslam, 2015). Conversely, when a company prioritizes a healthy work-life balance, employees tend to be more motivated, enthusiastic, and less stressed, which enhances their performance and maximizes the benefits they bring to the workplace (Mendis & Weerakkody, 2017). Based on this understanding, the hypothesis is:

H1. Work-life balance has a positive effect on employee performance.

2.8. Work-Life Balance and Affective Commitment

When a company ensures work-life balance for its employees, it fosters a sense of involvement and familial connection among them. These feelings contribute to employee happiness, as they feel engaged and more focused on their tasks (Riffay, 2019). Employees develop emotional bonds when they perceive that the company is genuinely concerned about maintaining a balance between work and personal life for all its members. Consequently, the higher the level of work-life harmony, the greater the potential for employee commitment. According to Rani and Desiana (2019), employees whose basic needs and expectations are met by the owners of small and medium-sized enterprises (SMEs) tend to exhibit high affective commitment. Work-life balance addresses specific employee needs, supports their well-being, and enhances positive relationships between employees and the company. Previous studies have demonstrated a beneficial relationship between work-life harmony and employees' emotional dedication (Ali et al., 2022; Oyewobi et al., 2019; Panda & Sahoo, 2021). Based on this understanding, the hypothesis is:

H2. Work-life balance positively affects affective commitment.

2.9. Work-Life Balance and Continuance Commitment

Work-life balance is inversely related to employees' intentions to leave the company and positively related to their commitment to staying (Chaudhuri et al., 2020). Gadzali (2023) found that employees are more satisfied working for a company that prioritizes their welfare by balancing personal and organizational needs. Employees' personal needs include receiving a sufficient salary and having reasonable working hours, allowing them time to spend with their families. When a company considers these welfare aspects, employees are less inclined to leave (Rini & Indrawati, 2019). Previous studies have demonstrated a positive relationship between work-life balance and continuance commitment (De Clercq et al., 2021b; Joseph, 2013; Kuhal et al., 2020). Based on this understanding, the hypothesis is:

H3. Work-life balance positively affects continuance commitment.

2.10. Work-Life Balance and Normative Commitment

Work-life balance refers to the extent to which an employee is satisfied with both their work and other life roles outside of work. Individuals who achieve work-life balance maintain similar ethical standards for their work and responsibilities (Juliarti & Anindita, 2022). This balance serves as a foundation for developing values in employees who remain with the company, stemming from the understanding that loyalty to the company is both necessary and obligatory (Islamy, 2016). Therefore, a higher level of work-life balance leads to an increase in normative commitment. Previous studies have demonstrated a positive relationship between work-life balance and normative commitment (Juliarti & Anindita, 2022; Kuhal et al., 2020; Mazerolle &

Hunter, 2018). Based on this understanding, the hypothesis is:

H4. Work-life balance positively affects normative commitment.

2.11. Affective Commitment and Employee Performance

Employees who have a positive perception of their work are more likely to be emotionally engaged with the company. Such employees tend to be more meticulous, collaborate effectively with colleagues, and meet the company's expectations (Sumarni & Pramuntadi, 2019). Those with high affective commitment often develop strong emotional bonds, view the company as part of their family, and strive to perform at their best (Astuti et al., 2020). An increased level of affective commitment positively impacts employee performance. Previous studies have demonstrated a beneficial relationship between affective commitment and employee performance (Bouraoui et al., 2019; Galanaki, 2020; Kaur, 2020; Ribeiro et al., 2018). Based on this understanding, the hypothesis is:

H5. Affective commitment positively affects employee performance.

2.12. Continuance Commitment and Employee Performance

Employees who feel compelled to stay with a company due to continuance commitment, often driven by welfare considerations, are motivated to perform at their best to achieve maximum productivity (Kuhail et al., 2020). A higher level of continuance commitment positively impacts employee performance. Previous studies have demonstrated a beneficial relationship between continuance commitment and employee performance (De Clercq et al., 2021a; Galanaki, 2020; Kuhail et al., 2020). Based on this understanding, the hypothesis is:

H6. Continuance commitment positively affects employee performance.

2.13. Normative Commitment and Employee Performance

Normative commitment is a value instilled in employees, motivating them to remain with the company because they perceive staying as necessary or obligatory (Islamy, 2016). This type of commitment influences employee performance, enhancing productivity to achieve company goals (Brooks et al., 2021). A higher level of normative commitment positively impacts employee performance. Previous studies have demonstrated a beneficial relationship between normative commitment and employee performance (Brooks et al., 2021; Joseph, 2013; Meyer & Parfyonova, 2010). Based on this understanding, the hypothesis is:

H7. Normative commitment positively affects employee performance.

2.14. The Mediation Role of Affective Commitment

When a company ensures work-life balance for its employees, they feel more involved and develop a sense of familial connection. These feelings contribute to employee happiness, as they become more engaged and focused on their work (Rani & Desiana, 2019). Consequently, work-life balance can enhance employees' affective commitment, leading them to perform optimally and take pride in being part of the company. The greater the harmony in work-life balance, the higher the employees' affective commitment. Employees with high affective commitment tend to perform at their best and feel proud to be associated with the company (Galanaki, 2020). Based on this understanding, the hypothesis is:

H8. Work-life balance positively affects employee performance, mediated by affective commitment.

2.15. The Mediation Role of Continuance Commitment

Employees appreciate working for a company that supports them in balancing their personal and work-life needs (Kuhail et al., 2020). As a result, they may feel reluctant to leave the company due to the need for job security and welfare considerations (De Clercq et al., 2021). The company offers welfare benefits to encourage employees to perform at their best. Based on this understanding, the hypothesis is:

H9. Work-life balance positively affects employee performance, mediated by continuance commitment.

2.16. The Mediation Role of Normative Commitment

Work-life balance refers to the extent to which an employee is satisfied with both their work and other life roles outside of work. Individuals who achieve work-life balance maintain consistent ethical standards for their work and responsibilities (Mazerolle & Hunter, 2018). To instill values in employees, they must recognize that commitment to the company is essential and obligatory. Normative commitment among employees

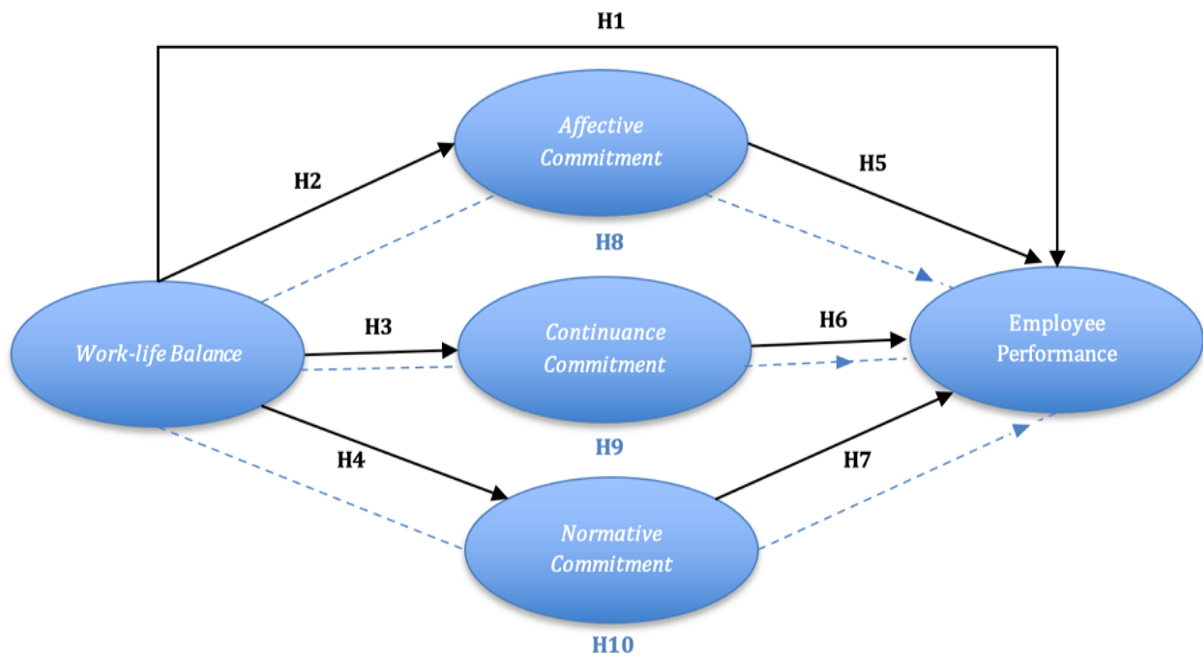


Figure 1. Conceptual research model

positively influences their performance, enhancing productivity and helping achieve company goals (Brooks et al., 2021). Based on this understanding, the hypothesis is:

H10. Work-life balance positively affects employee performance, mediated by normative commitment.

The research framework is illustrated in Figure 1.

3. RESEARCH METHOD

3.1. Data and Sample Collection

The population for this study consists of 138 employees working in micro, small, and medium enterprises (MSMEs) within the food and beverage sector in the Gendongan sub-district, Tingkir District, Salatiga City. This population size is based on data from the Central Bureau of Statistics for Salatiga City for the year 2023. The sample size will be determined using the Slovin formula:

$$n = \frac{138}{1 + (138 \times (0,042)^2)} = 111 \text{ sample.}$$

A total of 111 workers were sampled to ensure the sample accurately represented the population. Data collection occurred from July 2023 to August 2023. The study focused on employees in micro, small, and medium enterprises (MSMEs) within the food and beverage sector, who often have irregular working hours. These employees frequently experience role conflict due to the simultaneous demands of their tasks and responsibilities. Consequently, work-life balance significantly influences an individual's perception of commitment to their occupation and society (Newhall-Marcus et al., 2008). The respondents selected for this study were married MSME employees, who face the challenge of balancing work and family roles. Data were collected using a questionnaire, which was administered in person to ensure participation. The sample was drawn using simple random sampling, eliminating systematic bias in the selection of respondents.

To enhance clarity, the questionnaire included objective constructs and detailed descriptions of all variables. After data collection, the data were analyzed for common method bias (CMB). The confirmatory single-method factor test, as recommended by Podsakoff et al. (2003), was employed to assess the impact of a latent method factor in the measurement model. The statistical significance of the relationships among all measurement items and their respective variables indicated that CMB was not a significant issue.

3.2. Data Analysis Techniques

The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach is a statistical tool used for analyzing small sample sizes, particularly when theoretical support is limited and predictive accuracy is

crucial. Therefore, PLS-SEM was selected for this study, which includes a mediator variable (Hair et al., 2019). Mediation analysis was conducted to investigate the impact of work-life balance on employee performance, using affective commitment, continuance commitment, and normative commitment as mediating variables.

3.3. Items for Measurement

This study utilized five variables: the independent variable (work-life balance, WB), the dependent variable (employee performance, EP), and three mediating variables (affective commitment, AC; continuance commitment; and normative commitment, NC). Each variable is measured using four to seven indicators, as detailed in Appendix 1. Data were collected using a Likert scale to assess attitudes, views, and perceptions of social phenomena among individuals or groups. Respondents rated each indicator on a scale from 1 to 5, where 1 indicates "Strongly disagree," 2 "Disagree," 3 "Neutral," 4 "Agree," and 5 "Strongly agree." Table 1 presents the demographic profiles of the study participants.

4. DATA ANALYSIS AND DISCUSSION

Factor analysis was conducted to assess the accuracy and reliability of the measurement model. All indicators have outer loadings exceeding the 0.6 threshold (see Table 2). Construct consistency is achieved with a composite reliability (CR) score of 0.871 or higher. The average variance extracted (AVE) for all constructs is greater than 0.5 (Table 2), indicating convergent validity. Discriminant validity was evaluated by comparing the square root of the AVE for each construct with the correlations between constructs, following the Fornell-Larcker criterion (Fornell & Larcker, 1981). Discriminant validity is confirmed if the Heterotrait-Monotrait ratio (HTMT) is less than 0.90 (Henseler et al., 2015), as shown in Table 3. Table 3 demonstrates that the measurement of discriminant validity in this study is satisfactory, supporting the feasibility of the research. Additionally, the R^2 value indicates that work-life balance, normative commitment, affective commitment, and continuance commitment together explain 76.7% of the variance in employee performance.

Descriptive analysis reveals that the work-life balance indicator related to working within reasonable hours has the highest loading value. Employees feel that the time available aligns well with their work agreements, allowing them sufficient personal time. The highest indicator of affective commitment is a sense of kinship, attributed to good communication between MSME owners and employees. For continuance commitment, the leading indicator is the fear of job loss, as respondents find it challenging to secure alternative employment, prompting them to remain in the MSME sector. The top indicator for normative commitment is the reluctance to leave the workplace despite better offers, due to obligations like debt payments deducted from salaries. Lastly, the highest indicator of employee performance is the continuous effort by employees to enhance their performance quality to boost business productivity. The relationships between variables in the research model, including the path analysis coefficients, are illustrated in Figure 2.

4.1 Hypothesis Test

We tested the hypotheses and obtained the following results, as shown in Table 4 and Figure 2: a) Work-life balance positively influences employee performance, with a path coefficient of 0.270 and a p-value < 0.01, supporting H1. b) Work-life balance has a positive impact on affective commitment, indicated by a path coefficient of 0.675 and a p-value < 0.01, supporting H2. c) Work-life balance positively affects continuance commitment, with a path coefficient of 0.546 and a p-value < 0.01, supporting H3.

Table 1. Respondent demographics

Demographic Variable	Category	Sample Size ($n=111$)	Frequency	Percentage (%)
Gender	Male	58		52
	Female	53		48
Age (years)	18-30	92		83
	> 30	19		17
	< 1	34		31
Work experience (years)	2-3	58		52
	> 3	19		17

Table 2. Reliability and validity test

Construct	Item	Loading factors	AVE	Composite Reliability	Rho A	Mean
Work-Life Balance	WB1	0,662	0,531	0,872	0,826	3,96
	WB2	0,757				3,80
	WB3	0,743				3,89
	WB4	0,741				3,86
	WB5	0,737				3,84
	WB6	0,730				3,86
Affective Commitment	AC1	0,783	0,588	0,877	0,833	4,10
	AC2	0,794				4,00
	AC3	0,770				3,90
	AC4	0,797				3,80
Continuance Commitment	CC1	0,755	0,630	0,895	0,833	3,90
	CC2	0,770				3,80
	CC3	0,825				3,90
	CC4	0,797				3,80
	CC5	0,819				3,90
Normative Commitment	NC1	0,786	0,609	0,889	0,840	3,50
	NC2	0,729				3,40
	NC3	0,761				3,40
	NC4	0,826				3,0
	NC5	0,797				3,30
Employee Performance	EP1	0,686	0,522	0,867	0,819	3,60
	EP2	0,793				3,50
	EP3	0,744				3,60
	EP4	0,735				3,50
	EP5	0,723				3,60
	EP6	0,645				3,60

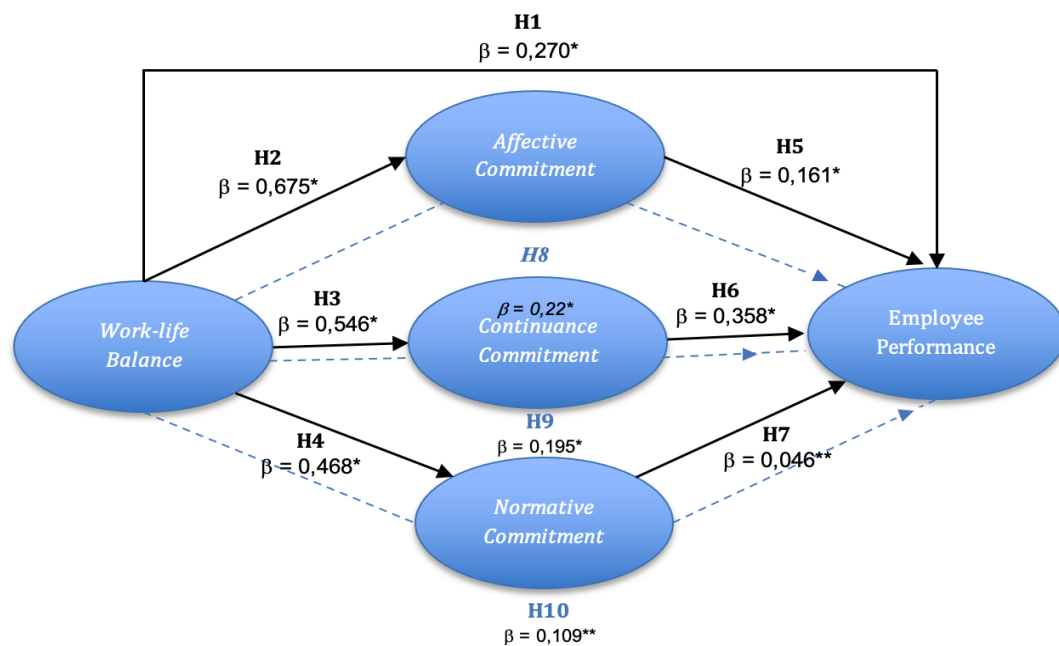
**Figure 2.** Results of the research model (*p value < 0.01; **p value < 0.05)

Table 3. Discriminant validity

	AC	CC	EP	NC	WB
AC					
CC	0,730				
EP	0,712	0,744			
NC	0,640	0,515	0,495		
WB	0,803	0,645	0,720	0,563	

Notes: WB= Work-Life Balance, AC= Affective Commitment, CC= Continuance Commitment, NC= Normative Commitment, EP= Employee Performance

Table 4. Hypotheses testing

Hypothesis	Relationship	Coefficient β	<i>p</i> -value	Test Result
H1	WB → EP	0,270	0,002	Significant
H2	WB → AC	0,675	0,0001	Significant
H3	WB → CC	0,546	0,0003	Significant
H4	WB → NC	0,468	0,0002	Significant
H5	AC → EP	0,161	0,065	Significant
H6	CC → EP	0,358	0,0001	Significant
H7	NC → EP	0,046	0,389	Insignificant
H8	WB → AC → EP	0,109	0,046	Significant
H9	WB → CC → EP	0,195	0,002	Significant
H10	WB → NC → EP	0,022	0,235	Insignificant

Notes: WB= Work-life Balance, AC= Affective Commitment, CC= Continuance Commitment, NC= Normative Commitment, EP= Employee Performance

d) Work-life balance positively influences normative commitment, with a path coefficient of 0.468 and a *p*-value < 0.01, supporting H4. e) Affective commitment positively impacts employee performance, with a path coefficient of 0.161 and a *p*-value < 0.1, supporting H5. f) Continuance commitment positively affects employee performance, with a path coefficient of 0.358 and a *p*-value < 0.01, supporting H6. g) Normative commitment does not significantly affect employee performance, as indicated by a path coefficient of 0.046 and a *p*-value > 0.1, leading to the rejection of H7. h) Affective commitment significantly mediates the relationship between work-life balance and employee performance, with a path coefficient of 0.109 and a *p*-value < 0.05, supporting H8. i) Continuance commitment mediates the relationship between work-life balance and employee performance, with a path coefficient of 0.195 and a *p*-value < 0.01, supporting H9. j) Normative commitment does not mediate the relationship between work-life balance and employee performance, as shown by a path coefficient of 0.022 and a *p*-value > 0.1, leading to the acceptance of H10.

4.2 Discussion

The study results indicate that work-life balance positively affects employee performance. Employees with flexible and reasonable working hours, sufficient family time, vacation time, and a comfortable workplace experience improvements in both the quality and quantity of their performance. Access to personal communication, such as using a cellphone for important matters during work, also contributes to enhanced performance, leading employees to deliver their best and achieve maximum productivity. These findings align with previous research by Aqeel Ahmed Soomro & Breitenacker (2017), Aslam (2015), and Mendis & Weerakkody (2017), which also highlight the positive impact of work-life balance on employee performance. The second finding shows that work-life balance enhances affective commitment. Employees who maintain a balance between personal and work life, characterized by flexible hours and sufficient family time, develop a strong emotional bond with their workplace, making it difficult for them to leave. Access to personal communication during work further strengthens this bond. These results support the research of Ali et al. (2022), Oyewobi et al. (2019), and Panda & Sahoo (2021), which suggest that a better work-life balance increases affective commitment.

The third finding reveals that work-life balance positively influences continuance commitment, consistent with the research of De Clercq et al. (2021b) and Kuhal et al. (2020). Employees who perceive their workplace as the right choice are less likely to leave, even when faced with new job opportunities. The fourth finding indicates that work-life balance positively affects normative commitment, supporting the findings of Kuhal et al. (2020) and Mazerolle & Hunter (2018). Employees with a harmonious personal and professional life, facilitated by flexible working hours and sufficient family time, view leaving the workplace as unethical. The fifth finding shows that affective commitment positively impacts employee performance. Positive emotional bonds motivate employees to maximize their abilities and achieve high productivity. Employees often view workplace issues as personal challenges, enhancing their commitment. These findings are consistent with the research of Kaplan et al. (2021) and Ribeiro et al. (2018). The sixth finding indicates that continuance commitment positively affects employee performance. Employees who view their workplace as the right choice are motivated to improve performance, as finding new employment is challenging. This aligns with the findings of Diamantidis & Chatzoglou (2019), Galanaki (2020), Arnia & Zhafira (2022), and Arniadan Zhafira (2022).

The seventh finding reveals that normative commitment does not significantly impact employee performance. Employees continue working due to internalized ethical values rather than societal norms, and performance is driven by wages or rewards rather than obligation. This contrasts with the research of Brooks et al. (2021) and Đorđević et al. (2020). The eighth finding shows that work-life balance improves employee performance, mediated by affective commitment. A balanced work and personal life foster positive emotional bonds, encouraging employees to perform at their best. Access to personal communication and time off for family matters reinforces this commitment, making employees view their workplace as part of their family. Thus, affective commitment partially mediates the relationship between work-life balance and employee performance. The ninth finding indicates that work-life balance enhances employee performance, mediated by continuance commitment. Employees who perceive their workplace as the right choice, due to favorable wages and welfare, are motivated to maintain high performance. Continuance commitment partially mediates this relationship.

Conversely, the tenth finding shows that work-life balance does not improve employee performance when mediated by normative commitment. Employees' ethical values and societal norms are not the primary drivers of performance; instead, wages and rewards are more influential. As a result, employees may leave for better offers, emphasizing the importance of positive emotional bonds and sustainable work conditions.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The conclusion of this study indicates that work-life balance does not enhance employee performance when mediated by normative commitment. While societal values and ethics contribute to performance improvements in MSMEs, they are not the primary drivers. Employees with a good work-life balance, such as favorable wages and proximity to family, tend to feel satisfied and maintain high performance in MSMEs. Therefore, the key to maximizing productivity in the MSME sector lies in fostering affective commitment, which involves building strong emotional ties by treating employees as part of the MSME family and ensuring their welfare, such as providing wages that reflect their performance.

Theoretically, this research supports social exchange theory, which explores the impact of work-life balance on employee performance through affective and continuance commitment in MSMEs within the food and beverage sector. This theory highlights the relationship between employers and employees, where continuance commitment focuses on practical outcomes, and affective commitment reflects a sense of belonging to the organization. Practically, when companies prioritize a healthy work-life balance, employees tend to be more motivated, enthusiastic, and less stressed, enhancing their performance. Ensuring work-life balance makes employees feel included and fosters a sense of family ties, increasing affective commitment. This sense of belonging makes employees reluctant to leave, thereby strengthening continuance commitment. Consequently, employees develop both affective and continuance commitment, viewing MSMEs as part of their family and feeling prosperous. Employees with these feelings are less likely to leave and more likely to perform at their best, boosting MSME productivity. Conversely, an imbalance between personal and professional life can negatively affect employees' psychological health, reducing performance output. Therefore, improving employee performance in the MSME sector requires attention to balancing personal life and work, fostering affective commitment through strong emotional ties, and encouraging continuance commitment by considering employee welfare.

This research has several limitations. First, it employs a cross-sectional design, suggesting that future research could benefit from longitudinal studies. Second, the respondents were limited to MSME employees in the Salatiga regency working in the food and beverage sector. Future research could expand to include respondents from a broader range of sectors, such as the trading sector.

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Appendix 1. Instrument questionnaire

Construct	Code	Item Indicators
Work-Life Balance (Chaudhuri et al., 2020)	WB1	The company where you work provides flexible working hours.
	WB2	The working hours provided by the company are sufficient and not excessive.
	WB3	Have enough time with your family.
	WB4	The company provides time off for employees.
	WB5	The company where they work provides free space for employees.
	WB6	A place where you feel safe and have a sense of belonging and well-being.
Affective Commitment (Bourroui et al., 2019)	AC1	Enjoy working at the organization.
	AC2	Feel part of the family in the organization.
	AC3	Feeling an emotional attachment to the organization.
	AC4	Feel the problems the organization has become part of its problems too.
Continuance Commitment (Galanaki, 2020)	CC1	Find it difficult to leave the company despite having a desire to leave.
	CC2	Daily life will be disrupted when leaving the company.
	CC3	Fear of losing your job because you may not be able to get another job.
	CC4	Feel that you have no other choice when leaving the company.
	CC5	Stay in the company because of the sacrifice of wanting to continue to adapt and gain much experience.
Normative Commitment (Brooks et al., 2021)	NC1	Believe that always loyal to the company.
	NC2	Believing that always giving the best performance to the company is an obligation.
	NC3	Believe that people who like to leave work within the company is an unethical act.
	NC4	Will not leave the company even if you get a better offer.
	NC5	Feel get good moral values if staying in the company is a career development.
Employee Performance (Diamantidis and Chatzoglou, 2019)	EP1	Quality work meets company standards.
	EP2	Always trying to improve the quality of performance.
	EP3	The work done always meets the target.
	EP4	Complete work assignments with full responsibility with satisfactory results.
	EP5	Control field of work.
	EP6	Doing work on time and full of responsibility to obtain the expected performance results.