

# Organizational Commitment As A Mediating Role In The Relationship Between Work-Life Balance And Compensation On Employee Performance

Anik Herminingsih<sup>1</sup>

<sup>1</sup>Program Studi Manajemen, Universitas Mercu Buana, Indonesia

---

**Abstract:** Modern companies are placing greater emphasis on the need for employees with strong organizational commitment. This study aims to examine the influence of work-life balance and compensation on organizational commitment, as well as its impact on employee performance. The study was conducted by involving 100 employees of a manufacturing company, namely PT. Chint Indonesia, located in Jakarta, was the respondent. Data were obtained using a questionnaire filled in self-rating, then analyzed using a structural model and processed with the AMOS program. The findings of the study revealed that both work-life balance and compensation have a significant impact on organizational commitment, and that organizational commitment, in turn, significantly influences employee performance.

**Keywords:** structural equation model, work-life balance, organizational commitment, performance.

---

## INTRODUCTION

Employees are an important factor in the survival of the company because employees are the driving force of the organization. The role of employees is needed to maximize work so that the processing time is in accordance with the company's targets to improve performance. The increasing number of employees from Generation Z requires a different approach to achieving organizational effectiveness. Data from PT. CHINT Indonesia shows that employees have not met the performance targets set by the company. According to Mathis and Jackson (Robert L. Mathis, 2019) Performance is what employees do or do not do and is influenced by factors within the employee and external conditions, including the company context. The results of a pre-survey of employees showed that 80% of employees experienced a clash between work responsibilities and personal life or household life, meaning there was an imbalance between work and household or work-life balance. Meanwhile, 60% expressed dissatisfaction with compensation, and 70% showed a lack of organizational commitment. As stated by (Armstrong, 2009) Organizational commitment plays a vital role for employees, as those who are committed tend to strive for high performance to support the organization's growth. Based on this rationale, the author examines the influence of work-life balance and compensation on employee performance, with organizational commitment acting as a mediating variable at PT. CHINT Indonesia. This study is motivated by the importance of maintaining a balance between work and personal life, as well as providing fair compensation in fostering employee commitment to the organization. Organizational commitment is believed to play a crucial role in enhancing employee performance. Additionally, the findings are intended to contribute valuable insights and serve as a reference for future researchers conducting similar studies. Work-life balance is defined as a state of equilibrium in which an individual is equally committed to both work responsibilities and personal or family obligations (Robert L. Mathis, 2019). It has attracted considerable attention from researchers, reflecting its growing importance in understanding employee well-being and organizational effectiveness. (Valery et al., 2023) found that achieving a healthier balance between professional and personal responsibilities can result in enhanced job performance. The same result was also found by (Saebah & Merthayasa, 2024) and (Ihwughwavwe & Shewakramani, 2024). Work-life balance has also been shown to significantly influence organizational commitment as researched by (Hutagalung et al. (2020)). Several studies have found that achieving balance between work and personal life does not necessarily translate into improved job performance. The research conducted by (Rosita, 2023), (Laksmi et al., 2024), and (Aneilah Vivian Zerlina, 2024) maintaining a balance between work and personal life does not necessarily translate into improved job outcomes. The same results were also found by (Fikri et al., 2024) and (Darmadi et al., 2024) The discovery that work-life balance does not

have a significant impact on employee performance underscores a gap in understanding the relationship between personal life balance and job effectiveness. This inconsistency in previous studies presents an opportunity for further investigation to better understand the effect of work-life balance on employee outcomes. Compensation refers to the total rewards employees receive in exchange for their work, including both financial and non-financial benefits such as salaries, bonuses, incentives, benefits, and recognition, aimed at motivating and retaining employees (Gary Dessler & Varrkey, 2005). Compensation encompasses various forms of payment, including bonuses, profit sharing, overtime wages, recognition incentives, and sales commissions. Result of researches by (Desky, 2023) and (Thapa, 2023) Showed that compensation significantly affects employee performance. Adequate compensation can enhance job satisfaction, encourage productivity, and foster a stronger sense of commitment, ultimately leading to improved individual and organizational performance, as found by (Indrawati et al., 2020), (Zaki Azzuhairi et al., 2022), and (Agung et al., 2024). In addition to findings that show a positive and significant impact of compensation on employee performance, some studies have also revealed that improvements in compensation alone may not directly enhance how well employees perform their tasks such as (Hasyim & Wirjawan, 2024), (Samsuddin et al., 2023), (Rupi., 2021) and (Pudjowati et al., 2022). The same result also found by (Hamdani & R. Ervin Agung Priambodo, 2024), that compensation can influence performance indirectly through the presence of a mediating variable, such as organizational commitment. The results of researches about the effects of compensation also still need to be examined more, because still any gap of the result of the researches, Compensation has been indicating that better compensation practices can enhance employees' loyalty and dedication to the organization, as research by (Ernawati & Sinambela, 2021), and also result by by (Handoko\*, 2020), (Rosadi et al., 2021), (Yuliana et al., 2024), and (Mustangin, 2022). The more employees are satisfied with the compensation, the more they are committed to the organization. According to (Luthans (2009), Organizational commitment refers to: (1) a strong willingness to stay with a particular organization; (2) a drive to work in accordance with the organization's goals; and (3) a belief in and alignment with the organization's values and objectives. Simply put, it reflects an employee's loyalty to the organization and represents a continuous effort by members to show their dedication to the organization's growth and long-term success. Meanwhile (Robert L. Mathis (2019) defines organizational commitment can be described as a psychological state in which an individual aligns themselves with the organization's goals and values, accompanied by a strong intention to continue being a member of the organization, reflect an individual's commitment and alignment with the organization.

The significance of organizational commitment in enhancing employee performance has been empirically supported by numerous studies, demonstrating that employees who are more committed to their organization tend to perform at higher levels. Research by (Suharto et al., 2019) Showed that employees who are strongly committed to their organization are more likely to exhibit higher levels of motivation, responsibility, and productivity, which in turn contributes to better overall job performance and organizational success. The same results found by (Purba, 2020), (Hidayah & Tobing, 2018), (Yunaningsih et al., 2020), and (Saebah & Merthayasa, 2024).

### Research Framework

Based on the study of theory and previous research, the framework of thought and research hypothesis are as shown in Figure 1.

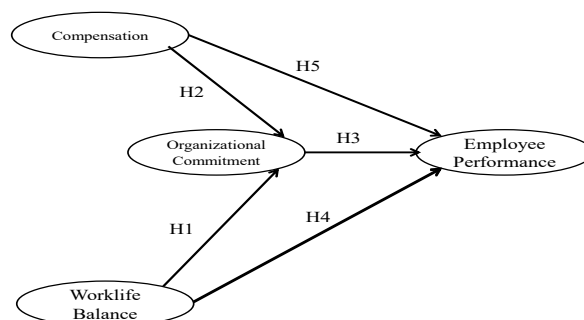


Figure 1. Research Framework

### 1. Method

## Research Design

This study employs an explanatory survey approach, wherein each variable proposed in the hypothesis is examined by testing the causal relationships between the independent variables and the dependent variable. This research will be conducted at PT. CHINT Indonesia is located at Prima Center 1 Complex, Block C9-10, Jl. Pesing Poglar Pool PPD No. 11, West Jakarta 11710. While the research subjects or respondents in question include employees at PT. CHINT Indonesia. This research was conducted from May until July 2024.

## Research Variables

This study involves three main variables, consisting of exogenous variables (X1 and X2) and endogenous variables (Y1 and Y2). The variables related to this study are as follows:

**Table**

**1**

**Operational Variables**

No	Variable	Definition	Dimensions	Scale
1	Worklife Balance	Employee perceptions of work-life balance.	1. Work Interference with Personal Life 2. Personal Life Interference Work 3. Personal Life Enhancement O Work 4. Work Enhancement Of Personal Life	Likert
2.	Compensation	Perception of the rewards given by the company to employees for their services in carrying out tasks and responsibilities.	1. Financial compensation 2. Non Financial compensation	Likert
3.	Organizational Commitment	The desire to maintain membership in the organization	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	Likert
4.	Employee performance	The overall level of success of an employee during a certain period in carrying out a task.	1. Quality 2. Efficiency 3. Ability 4. Use of time 5. Knowledge	Likert

## Scale and Data Collection

The measurement scale applied use the Likert scale. This scale is used to assess individuals' or groups' attitudes, opinions, and perceptions toward social phenomena. In this context, higher scores indicate a more favorable or positive perception of the variable being evaluated by the respondents. The data collection was the Questionnaire Technique. The entire population studied was 120 employees as a sample, but 100 questionnaires were collected.

## Data Analysis

The data analysis by using SEM, assisted by the Analysis of Moment Structure version 23 program (Ghozali, 2013). The testing steps carried out are as follows: 1) Development of Theoretical Model, 2) Development of Path Diagram (Path Analysis). The exogenous constructs are compensation (X1) and work-life balance (X2), while organizational commitment (Y1) is the mediating variable, and employee performance (Y2) is the endogenous variable.

## Confirmatory Factor Analysis

Validity testing is carried out using confirmatory analysis. The basis for making decisions on this validity test is if the loading factor is 0.6, then the item is valid. This reliability test uses a calculation method using construct reliability, where the cut-off value is at least 0.70.

#### Assumption Testing

The Model Assumption Evaluation Test is carried out on the sample size, namely based on using 13 parameters, samples used is 100 respondents. Data normality is tested univariately by detecting using the critical ratio multivariate kurtosis criteria. Outlier testing is carried out by considering the Mahalonobis distance value. The criteria used are to test the magnitude of the Mahalonobis d-square value and p1 and p2. If the Mahalonobis d-square value in the scattered data has a probability value of p1 and p2 of 0.000, then the data is considered an outlier.

#### Good Fit Index

This analysis requires several fit indices to measure the truth of the proposed model, consisting of  $\chi^2$  \_Chi Square, RMSEA, CMIN, TLI, GFI, etc.

#### Hypothesis Testing

The results of this test will show whether all analyzed paths show a significant critical ratio (CR), as seen from the magnitude of the path coefficient (estimate and standardized estimate) with a CR value that has a significance level of less than 5%.

## FINDINGS AND DISCUSSIONS

### Characteristics of Respondents

The characteristics of respondents show that most respondents are male, which is 79 percent, while females are 21 percent of the total respondents. The age range of respondents is mostly in the 31-40 year group, which is 59 percent, and the age range of 20-30 years is 26%. Thus, 85 percent are aged 40 years or less, so that employees in the company are dominated by employees from the generation Y group. The education of respondents is dominated by bachelor's degree graduates (S1) as much as 86 percent, while the most work period has been more than 5 years, which is 51 percent.

Table Respondent Characteristics	2 Characteristic No.	Answers	%
1.	Gender	Male	79
		Female	21
		<b>Total</b>	<b>100</b>
2.	Age	20 – 30 years	26
		> 30 – 40 years	59
		> 40 – 50 years	15
		> 50 years	0
		<b>Total</b>	<b>100</b>
3.	Education	High school	0
		Diploma (D3)	14
		Undergraduate (S1)	86
		<b>Total</b>	<b>100</b>
4.	Work period	< 5 years	49
		= > 5 years	51
		<b>Total</b>	<b>100</b>

Source: Research Data Processed (2024)

### Descriptive Statistics

Descriptive statistics showing that the respondents' answer scores for the compensation variable can still be improved, considering the average score in all dimensions is less than 4.00. The highest score is

facilities, while the lowest average score is in the indirect financial dimension. The average score for the organizational commitment variable shows that the employees' organizational commitment can still be improved considering the average score is less than 4.00, with the highest score on affective commitment with an average score of 3.29. Continuance commitment of less than 3.00 shows that most have more affective commitment. The average score for the work-life balance variable is less than 3.00, indicating that work-life balance is not a serious problem for employees. It can be seen that the score of work support for personal life and personal life support for work is greater than its score as a distraction. Employee performance based on employee perceptions is also quite good, but the average score is still below 4.00, so efforts are needed to improve. The performance dimension with the highest score is the use of time, followed by job knowledge.

### Confirmatory Factor Analysis

The results of the confirmatory factor analysis consist of loading factor and construct reliability assessments presented in Table 3. As presented in Table 3, the overall dimensions of the research variable measurements are valid, considering the overall loading factor value is greater than 0.50. The overall measurement is reliable, considering the construct reliability value is greater than 0.70.

The highest loading factor value for the compensation variable is in the indirect financial compensation dimension, which is 0.888, but in terms of the average score, it has the lowest, which is 3.1359. The highest loading factor value for the organizational commitment variable is in the normative commitment dimension, which is 0.729, but based on respondent perceptions, it has the lowest average score, which is 3.1073. The highest loading factor value for the work-life balance variable is in the WLB2 dimension, which is 0.958, but based on respondent perceptions, the average WLB2 score actually has the lowest score, which is 2.1543. The highest factor loading value for the employee performance variable is in the work quality dimension, which is 0.839. The highest factor loading value indicates that this dimension is the most significant as a measure of the variable.

**Table 3**

**Results of Confirmatory Factor Analysis**

	Mean Score	Loading Factor	Validity	Construct Reliability	Reliability
Direct Financial	3,3307	0,626	valid		
Non Direct Financial	3,1359	0,888	valid		
Facility	3,7700	0,684	valid	0,754	Reliable
Non Financial	3,6229	0,747	valid		
<b>Compensation</b>	3,4649				
Affective	3,2900	0,603	valid		
Continuance	2,9167	0,542	valid	0,773	Reliable
Normative	3,1073	0,729	valid		
<b>Organizational Commitment</b>	3,1046				
WLB1	2,5854	0,580	valid		
WLB2	2,1543	0,958	valid		
WLB3	3,7125	0,901	valid	0,798	Reliable
WLB4	3,3695	0,720	valid		
<b>Work-life Balance</b>	2,9554				
Quality	3,8341	0,839	valid		
Efficiency	3,7083	0,635	valid		
Capability	3,8639	0,648	valid	0,734	Reliable
Time	3,9667	0,552	valid		
Knowledge	3,9000	0,737	valid		
<b>Employee Performance</b>	3,8546				

Source: Research Data Processed (2024)

### Goodness of Fit Model

The results show that the model is quite good. This is because several criteria have shown good values.

Tabel

4

Hasil Uji Kesesuaian Model

No.	Goodness of Fit Index	Cut-off Value	Result	Conclusion
<b>Absolute Fit Measure</b>				
1.	X2 Chi-Square	Diharapkan kecil		
2.	RMSEA	< 0,08	0,141	Fair
3.	GFI	> 0,90	0,963	Good
<b>Incremental Fit Measure</b>				
4.	TLI	> 0,95	0,933	Fair
5.	CFI	> 0,95	0,976	Good
<b>Parsimonius Fit Measures</b>				
6.	AGFI	> 0,90	0,876	Fair
7.	CMIN/DF	> 2,00	4, 625	Good

Source: Research Data Processed (2024)

**Hypothesis Testing Results**

The results are presented in Table 5, using testing criteria based on the P value with a significance of 0.05. If the significance value is 0.05 or more, it is said that the research hypothesis is accepted.

**Hypothesis 1: Work-life balance has an effect on organizational commitment**

The results of testing a CR of 2.813 with a significance level (P) of less than 0.05, which is 0.005, meaning that the hypothesis is accepted. The hypothesis that work-life balance has a significant effect on organizational commitment is supported by the research data, indicating that the better an employee's work-life balance, the stronger their commitment to the organization.

This result supports those who found that employees who manage their work and personal responsibilities effectively tend to perform better in their jobs. The result also supports the findings by (Saebah & Merthayasa, 2024) and (Ihwughwavwe & Shewakramani, 2024). Work-life balance was also found to have a significant effect on organizational commitment as researched by (Hutagalung et al., 2020), and (Rumangkit & Zuriana, 2019).

Tabel

5

**Hypothesis Testing Results**

Hypothesis	Estimate	S.E.	C.R.	P	Conclusion
Commitment <--- WL Balance	.309	.110	2.813	.005	Hypothesis accepted
Commitment <--- Compensation	.698	.154	4.535	***	Hypothesis accepted
Performance <--- Commitment	.482	.239	2.014	.044	Hypothesis accepted
Performance <--- WL Balance	-.205	.118	-1.741	.082	Hypothesis rejected
Performance <--- Compensation	.213	.195	1.090	.276	Hypothesis rejected

Source : Research Data Processed (2024)

**Hypothesis 2: Compensation affects organizational commitment**

The test results a Critical Ratio (CR) of 4.535 with a significance level (P) of 0.000, which is below 0.05, indicating that the hypothesis is accepted. This finding reinforces that compensation has a significant influence on employees' organizational commitment, indicating that fair and well-structured compensation can enhance employees' dedication and loyalty to the organization. In other words, effective compensation, as perceived by employees, positively and significantly influences their level of commitment to the organization.

This result supports previous research that indicated compensation has positive and significant effect on organizational commitment by (Ernawati & Sinambela, 2021), and also result by (Handoko\*, 2020), (Rosadi et al., 2021), (Yuliana et al., 2024), and (Mustangin, 2022). This implies that the greater the employees' satisfaction with the compensation they receive, the higher their level of commitment to the organization.

### **Hypothesis 3: Organizational commitment affects employee performance**

The results a Critical Ratio (CR) of 2.014 with a significance level (P) of 0.044, indicating that the hypothesis is accepted. This means the data supports the hypothesis that organizational commitment influences employee performance, suggesting that higher levels of commitment among employees are associated with better performance outcomes.

The result of this research supports the importance of organizational commitment to improving employee performance as research by (Suharto et al., 2019) That showed that when employees feel a strong sense of loyalty and attachment to their organization, they are more motivated, engaged, and likely to put in greater effort in their work. The same results found by (Purba, 2020), (Hidayah & Tobing, 2018), (Yunaningsih et al., 2020), and (Saebah & Merthayasa, 2024).

### **Hypothesis 4: Work-life balance affects performance**

The test results showed a Critical Ratio (CR) of -1.741 with a significance level (P) of 0.082, which is greater than 0.05. This indicates that the hypothesis is not accepted. Therefore, the assumption that work-life balance significantly impacts employee performance is not supported by the research findings, indicating that maintaining a good balance between work and personal life does not automatically result in enhanced job performance.

This result did not support previous research by (Valery et al., 2023), (Saebah & Merthayasa, 2024), and (Ihwughwawe & Shewakramani, 2024).and (Hutagalung et al., 2020), and (Rumangkit & Zuriana, 2019). However this result supported the research conducted by (Rosita, 2023), (Laksmi et al., 2024), and (Aneilah Vivian Zerlina, 2024). They indicated that achieving balance between work and personal responsibilities does not necessarily translate into higher job performance levels. The same results were also found by (Fikri et al., 2024) and (Darmadi et al., 2024) maintaining a balance between work and personal life does not necessarily lead to improved job performance.

### **Hypothesis 5: Compensation affects employee performance**

The test results of the effect of compensation on employee performance produced a CR of 1.090 with a significance level (P) greater than 0.05, which is 0.276, meaning that the hypothesis is not accepted. This indicates that improvements in compensation do not necessarily lead to better employee performance. In other words, the effectiveness of compensation in enhancing performance appears to be limited based on the findings of this study. These results are not in line with previous research that found a significant positive relationship between compensation and employee performance. (Desky, 2023) and (Thapa, 2023) That showed compensation significantly affects employee performance. This result also does not support research by (Indrawati et al., 2020), (Zaki Azzuhairi et al., 2022), and (Agung et al., 2024). But this research supported research by (Hasyim & Wirjawan, 2024), (Samsuddin et al., 2023), (Rupi., 2021) and (Pudjowati et al., 2022). The same result was also found by (Hamdani & R. Ervin Agung Priambodo, 2024) That compensation had no significant effect on employee performance but through another variable as a mediator.

Overall, the findings of the study suggest that the management of work-life balance and personal life influences employee performance indirectly by enhancing organizational commitment. In this context, organizational commitment serves as a mediating variable, linking work-life balance and compensation to improved employee performance.

## **CONCLUSION**

Work-life balance has a meaningful impact on organizational commitment, with the WLB2 dimension showing the strongest influence. Similarly, compensation significantly affects organizational commitment, particularly through the dimension of indirect financial benefits. Organizational commitment also plays a crucial role in enhancing employee performance, with normative commitment being the most dominant factor. On the other hand, work-life balance and compensation do not directly impact employee performance. In summary, both work-life balance and compensation contribute positively to employee performance by fostering greater organizational commitment. Handling work-life balance issues, especially in the WLB2 and compensation dimensions, especially the provision of benefits, needs attention from company managers because it can increase employee commitment to the company, which will then improve employee performance.

## REFERENCES

1. Agung, R., Yusnita, N., & Tukiran, M. (2024). The Effect of Compensation and Work Environment On Commitment To The Organisation With Job Satisfaction As An Intervening Variable (Empirical Study at One of the F&B Companies in Bogor City). *Dinasti International Journal of Education Management And Social Science*, 5(5), 1349–1361. <https://doi.org/10.38035/dijemss.v5i5.2852>
2. Aneilah Vivian Zerlina, B. (2024). Pengaruh work overload dan work-life balance terhadap job performancemelal job stress pada karyawan. *Jurnal Ilmu Manajemen*, 12.
3. Armstrong, M. (2009). *Armstrong's Handbook Performance Management: An Evidence-Based Guide to Delivering High Performance* (Google eBook). <http://books.google.com/books?id=wtwS9VG-p4IC&pgis=1>
4. Darmadi, Suryani, N. L., & Syatoto, I. (2024). The Influence of Work Environment and Work Motivation on Employee Performance. *International Journal Management and Economic*, 3(2), 09–15. <https://doi.org/10.56127/ijme.v3i2.1284>
5. Desky, H. (2023). The Effect of Compensation and Motivation on Performance Employees at Public Works and Spatial Planning Service of North Aceh. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 495–504. <https://doi.org/10.37641/jimkes.v11i2.2130>
6. Ernawati, & Sinambela, E. A. (2021). The Effect of Compensation and Career Development on Organizational Commitment. *Journal of Engineering and Social Sciences*, 1(1), 24–32.
7. Fikri, M., Utomo, K. W., & Hidayah, Z. (2024). Optimization Employee Performance Through Role Work Life Balance And Work Environment. 5(5), 5008–5022.
8. Gary Dessler, & Varrkey, B. (2005). *Human Resource Management by Gary Dessler 15th-ed.* <http://www.pearsonmylabandmastering.com>
9. Hamdani, A., & R. Ervin Agung Priambodo. (2024). Influence of Motivation and Compensation on Employee Performance through Job Satisfaction at PT Biofarma (Persero). *Kontigensi: Jurnal Ilmiah Manajemen*, 12(1), 176–186. <https://doi.org/10.56457/jimk.v12i1.524>
10. Handoko\*, R. T. (2020). The Mediating Role of Compensation to the Effect of Work Competency and Workload on Organizational Commitments' Civil Servant: The Study of Regional Civil Service Agency in East Java Province. *Airlangga Development Journal*, 3(1), 15. <https://doi.org/10.20473/adj.v3i1.18149>
11. Hasyim, W., & Wirjawan, T. W. (2024). The Influence Of Compensation, Work Environment, And Organizational Commitment On Employee Performance (Case Study at PT Witan Prensisi Indonesia). *Journal of Research in Social Science and Humanities*, 4(2), 193–198. <https://doi.org/10.47679/jrssh.v4i1.103>
12. Hidayah, T., & Tobing, D. S. K. (2018). The influence of job satisfaction, motivation, and organizational commitment to employee performance. *International Journal of Scientific and Technology Research*, 7(7), 122–127.
13. Hutagalung, I., Soelton, M., & Octaviani, A. (2020). The role of work-life balance for organizational commitment. *Management Science Letters*, 10(15), 3693–3700. <https://doi.org/10.5267/j.msl.2020.6.024>
14. Ihwughwawwe, S. I., & Shewakramani, R. (2024). The Impact of Work-Life Balance on Employee Performance: An Evaluative Study of Health and Safety Industry in Nigeria. *International Journal of Humanity and Social Sciences*, 2(1), 39–73. <https://doi.org/10.47941/ijhss.1673>
15. Indrawati, L., Sujana, I. wayan, & Agung, A. A. P. (2020). The Effect of Compensation and Motivation Toward Work Satisfaction in Improving Employee Performance in Pt. Panin Bank Utama Branch Office (Kcu) Kuta Bali. *International Journal Of Segce IJSEGCE*, 3(2), 484–492. <https://doi.org/10.1234/ijsegce.v3i2.155>
16. Laksmi, N. L. P. A. D., Dharma, G. S., & Mahyuni, L. P. (2024). Millennial Working Moms Performance : The Impact of Work- Life Balance and Mental Health with Social Support and Organizational Trust. 13(2), 442–453.
17. Mustangin, 2022. (2022). Available Online at : <https://www.scholarzest.com> THE INFLUENCE OF COMPENSATION, LEADERSHIP, AND WORK ENVIRONMENT ON THE WORK MOTIVATION AND ITS IMPLICATION TO ORGANIZATIONAL COMMITMENT OF ISLAMIC BOARDING SCHOOL EDUCATORS IN KABUPATEN BOGOR. 3(4), 91–105.
18. Pudjowati, J., Susi Tri Wahyuni, Endang Siswati, Mochammad Balafif, & Winarno. (2022). The Effect Of Work Motivation, Competence And Compensation On Employee Spirit And Performance At Regional Office II Of The National Civil Service Agency In Surabaya. *International Journal of Science, Technology & Management*, 3(3), 673–684. <https://doi.org/10.46729/ijstm.v3i3.499>
19. Purba, C. B. (2020). How is the impact of employee performance influenced by organizational commitment, integrity, and leadership? *Academy of Entrepreneurship Journal*, 26(Special Issue 4), 1–10.
20. Robert L. Mathis, J. H. J. (2019). *Human Resource Management*. In *The Business Planning Tool Kit* (Vol. 13). <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=71>
21. Rosadi, E., Sularso, R. A., & Titisari, P. (2021). The Effect Of Compensation and Work Environment On Organizational Commitment Through Employee Job Satisfaction. *International Journal Of All Research Writings*, 3(9), 5–9.
22. Rosita, S. (2023). The Effect Of Work-Life Balance On Employee's Job Satisfaction And Work Motivation As Intervening Variable On Head Office PT Perkebunan Nusantara VI. *ASEAN Entrepreneurship Journal (AEJ)*, 9(1), 61–72.
23. 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>
24. Rupi, I. Z. J. (2021). The Influence Of Leadership, Compensation, Communication And Work Environment On Employee Performance Through Organizational Commitment As An Intervening Variable (Study at Bank Kaltimara Syariah Samarinda Branch). *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 5(3), 1050–1066. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
25. Saebah, N., & Merthayasa, A. (2024). The Influence of Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. *International Journal of Social Service and Research*, 4(03), 744–751.



<https://doi.org/10.46799/ijssr.v4i03.685>

26. Samsuddin, H., Tenry Sose, A., Manda, D., Fauzan, R., & Zarkasi. (2023). Employee Performance and the Effects of Compensation, Motivation, and Job Satisfaction. *Jurnal Mirai Management*, May, 436-447.
27. Suharto, Suyanto, & Hendri, N. (2019). The impact of organizational commitment on job performance. *International Journal of Economics and Business Administration*, 7(2), 189-206. <https://doi.org/10.35808/ijeba/227>
28. Thapa, R. (2023). The Impact of Compensation towards Employees' Performance: Employees' Motivation as the Mediating Role. *The Spectrum*, 1(1), 79-95. <https://doi.org/10.3126/spectrum.v1i1.54942>
29. Valery, M. B., Santati, P., & Hadjri, M. I. (2023). The Influence of Work-Life Balance on Employee Performance. *JPIM (Jurnal Penelitian Ilmu Manajemen)*, 8(2), 208-217. <https://doi.org/10.30736/jpim.v8i2.1601>
30. Yuliana, R., Indah Rahmawati, N., & Wismar'ein, D. (2024). The Effect of Organizational Culture and Compensation on Organizational Commitment Through Job Satisfaction As a Variable Intervening at PT. Duwa Atminuda Kudus. *KnE Social Sciences*, 2024, 126-141. <https://doi.org/10.18502/kss.v9i17.16317>
31. Yunaningsih, A., Septiawan, F. E., Listiani, T., & Alamsyah, D. P. (2020). The Lecturer's Performance : Mediation of Commitment. *International Journal of Scientific & Technology Research*, 9(6), 146-152.
32. Zaki Azzuhairi, A., Budi Eko Soetjipto, & Puji Handayati. (2022). The Effect of Compensation and Work Motivation on Intention to Stay Through Job Satisfaction and Organizational Commitment to Employees. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 2(3), 712-729. <https://doi.org/10.55227/ijhess.v2i3.284>