



ENHANCING A BETTER JOB PERFORMANCE THROUGH WORK-LIFE BALANCE: MEDIATING-MODERATING EFFECT OF EMPLOYEE ENGAGEMENT AND AFFECTIVE COMMITMENT

Adi Miftahudin¹, Syifa Maulidiah², Muhamad Alwi³✉

^{1,2,3}Management Department, Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Indonesia

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The Indonesian shipbuilding industry, contributing approximately 4% to the national GDP, faces significant operational challenges, impacting its projected growth targets for 2025. This study investigates the mediating roles of employee engagement and the moderating role of affective commitment in linking work-life balance to job performance. Using a quantitative-explanatory approach, a survey was conducted with 173 employees of PT. Kodja Bahari, analyzing data via Structural Equation Modeling - Partial Least Squares (SEM-PLS). The research at PT. Kodja Bahari found that work-life balance (WLB) significantly impacts job performance (JP), with employee engagement (EE) acting as a mediator between them. Affective commitment (AC) also plays a role, strengthening the relationship between WLB, EE, and JP. To improve job performance, PT. Kodja Bahari should adopt more flexible work policies, such as adjustable working hours and remote work options. The company should invest in training programs to enhance employees' skills and foster stronger emotional attachment to the company through recognition and rewards. However, the study's results are limited to one company, so future research should involve multiple companies and additional statistical methods for more comprehensive, as well as applying a longitudinal design.

✉correspondence Address:
Jl. Pemuda Raya No.32, Sunyaragi, Kec. Kesambi,
Kota Cirebon, Jawa Barat 45132
E-mail: malwy1980@gmail.com

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INTRODUCTION

The Indonesian shipbuilding industry contributes around 4% to the national GDP, with significant growth potential (Liga Asuransi, 2025). However, of the 5,121 vessels added to the national fleet between 2019 and 2021, only 477 units were produced domestically, highlighting a gap in production capacity (Ekonomi Bisnis, 2025). However, Bappenas projects the maritime transport sector could contribute IDR 240 trillion to the economy, nearly equivalent to the energy sector (Anugerah, 2022). The sector, including ship repair and maintenance, over 250 shipyards, grew by 4.5% in 2023 due to rising demand for maritime transportation (INSA, 2024; IPerindo, 2024).

The growth is reflected in the actions of national shipping companies, such as PT

Samudera Indonesia, Tbk, which added 11 vessels in 2023 with an investment of USD 330 million (IDR 4.94 trillion) (INSA, 2024), and PT Trans Power Marine Tbk. (TPMA), which purchased 79 used tugboats and barges for IDR 1.2 trillion (INSA, 2024). This fleet expansion demonstrates optimism on its potential in this sector. Therefore, as if the gap in this industry could not be addressed, the projection of the Indonesian maritime sector's growth would not be achieved, then it will negatively impact to the national economics stabilizations.

To sustain the growth stability, each company must maintain its business performance, which can be measured in financial and non-financial aspects (Krishnan & Ramasamy, 2011). Financial performance is characterized by indicators like revenue, profitability, and growth

(Tudose et al., 2022). Therefore, maximizing financial performance relies heavily on employee efficiency and effectiveness; the better the job performance, the higher the profitability. However, PT. Kodja Bahari, a shipbuilding company, experienced a significant decline in profitability, with IDR 250 billion in 2022 (Hartawan et al., 2023), but a 15% decrease in net profit in 2023 compared to previous years (Kusasi et al., 2023). This decline is attributed to high operational costs, lack of employee engagement in skill development, and inefficiency in project planning (Laporan Keuangan PT Kodja Bahari, 2023; Samudera, 2024). The company also struggles with implementing new technologies, such as a digital-based project management system, which has not been fully adopted by all employees due to limited number of skilled experts and technicians in ship repair (Kodja Bahari, 2023). If these job performance issues are not addressed, they could lead to bankruptcy, highlighting the need for a comprehensive study on job performance at PT. Kodja Bahari and its influencing factors.

The suboptimal internal performance at PT Kodja Bahari indicates challenges in managing work-life balance and employee competence development. Job demands, with irregular working hours and tight targets, require employees to work overtime, which has the potential to cause stress and fatigue due to the imbalance between work and personal life, ultimately reducing active employee participation in various company-provided activities. Internal data from PT Kodja Bahari shows that only 60-70% of employees participate in training and skill development programs. In other words, the lack of work-life balance implemented by the company results in lower employee engagement. This phenomenon is also supported by Abdulaziz et al. (2022) and Lestari & Margaretha (2021), who found a positive correlation between work-life balance and employee engagement. Lee et al. (2020) also concluded that employees with poor work-life balance tend to be less motivated.

Alpha Maritime encounters difficulties associated with the administration of personnel resources participating in the scheduling and vessel maintenance procedures. The deficiency of credentialed workers in vessel upkeep, which is crucial to satisfy the perpetually advancing global excellence benchmarks and rival with overseas dockyards, contributes to the obstacles that the firm needs to confront (Kodja Bahari, 2023). Consequently, staff members ought to be more vigorously involved, which subsequently might improve task accomplishment (Noercahyo et al., 2021; Nguyen et al., 2021). Hence, this investigation aims to investigate the function of workforce involvement as a factor capable of intermediating the impact of occupation-existence equilibrium on task execution. This is attributable to the reality that numerous earlier scholars have

discovered contradictions in the connection between occupation-existence equilibrium and task execution. Eshun & Segbenya (2024); Johari et al. (2018); Suhaimi & Seman (2019); Banu & Sundharavadivel (2019) Which discovered an affirmative and notable impact from occupation-existence equilibrium towards task execution in assorted categories of commerce. Nevertheless, Krishnan et al. (2018) discovered an opposing outcome of both factors. Accordingly, the proof void on this examination has highlighting the necessity to reassess the consequence upon task execution.

Internal data from PT Kodja Bahari shows a relatively low employee retention rate, with the employee turnover ratio reaching 13% in 2023 and increasing to 15% in 2024. The normal employee turnover ratio is 10% (De Winne et al., 2018). This indicates weak employee attachment to the company, referred to as affective commitment (Liu et al., 2019). In other words, the higher the employee turnover, the lower the affective commitment of employees. This could worsen the situation at PT Kodja Bahari, where the impact of a minimal work-life balance program on low job performance will be further exacerbated by the low affective commitment of employees (Kim., 2014; Udin., 2023; Anita et al., 2020). Additionally, the low attachment to PT Kodja Bahari causes employees to feel that self-development or skill enhancement is unnecessary, as they believe their tenure at the company will not be long. In other words, it is suspected that affective commitment could also strengthen the influence of employee engagement on job performance.

This investigation furnishes an original input by scrutinizing the connection among occupation-existence equilibrium, workforce involvement, and task execution within Southeast Asia's vessel construction sector, a subject insufficiently probed. Whilst numerous analyses have associated occupation-existence equilibrium with workforce involvement and task execution, this inquiry bridges a void by concentrating on the distinct setting of Organization Beta Marine, an enterprise inside a swiftly progressing field encountering major hurdles in functional effectiveness and the deployment of novel technologies. Additionally, this exploration postulates the tempering function of affective commitment within the association linking occupation-existence equilibrium and task execution, a theme infrequently debated within the scholarship. Consequently, this scrutiny not only enhances the academic corpus concerning personnel asset oversight within the nautical domain but also furnishes actionable guidance to elevate firm accomplishment via occupation-existence equilibrium initiatives and the optimized advancement of workforce participation.

Self-Determination Theory

Self-Determination Theory (SDT) is highly relevant in explaining the relationships between the variables. SDT emphasizes the fulfillment of three basic psychological needs: autonomy, competence, and relatedness (Auttin et al., 2022). Work-life balance plays a role in fulfilling the need for autonomy, as employees with a good balance feel they have control over their time and energy, thus becoming more engaged in their work or called it as employee engagement (Kyambade & Namatovu, 2025). This high level of engagement, in turn, enhances affective commitment to the organization, as employees feel valued and develop a stronger connection to the company (Hwang et al., 2022). Furthermore, SDT also links competence with employee development through training programs that improve their skills, which contributes to enhanced job performance (Good et al., 2022). Therefore, this model demonstrates that a good work-life balance can increase engagement and commitment, which ultimately positively impacts job performance, through the fulfillment of employees' psychological needs as outlined in SDT.

Work-Life Balance on Job Performance

Occupation-existence equilibrium denotes a person's capacity to administer and harmonize duration and exertion amid occupational requirements and private existence, encompassing facets such as periods for relatives, companions, leisure pursuits, and individual welfare, whilst still satisfying vocational duties (Brough et al., 2022). Moreover, Alex & Kaur (2023) elucidate that occupation-existence equilibrium (WLB) pertains to how personnel perceive the harmony betwixt their occupational and private existence. Alterations within occupational configurations and urgent occupational strains can detrimentally influence personnel's communal, occupational, and familial existences (Arlinghaus et al., 2019). Consequently, occupation-existence equilibrium transforms into a pivotal concern that enterprises necessitate tackling via efficient personnel asset administration. Enterprises, irrespective of their dimensions, must guarantee that personnel possess sufficient duration to fulfill their private necessities (Wong et al., 2020). An adaptable occupational atmosphere permits personnel to more effectively reconcile their private and vocational accountabilities (Weideman & Hofmeyr, 2020). Should an establishment disregard occupation-existence equilibrium concerns. Therefore, the hypothesis that can be formulated is:

H1: Work-Life Balance has a positive and significant effect on Job Performance.

Mediation Effect of Employee Engagement

Furthermore, work engagement refers to a positive attitude that employees have towards the

company and the values upheld by that company (Lestari & Margaretha, 2021). Employee engagement is considered a vital motivational element in the business world (Ahmed., 2021). Actively engaged employees are more likely to express positive feelings, which contribute to increased focus and attention to their work (Ye & Chu, 2024). Additionally, training and development can be seen as the foundation that supports the enhancement of employee engagement within the company (Aldabbas et al., 2023). Training programs not only provide technical skills but also strengthen employees' problem-solving abilities and enhance resilience in facing challenges (Kwo et al., 2024).

To encourage employee engagement in various activities organized by the company, it is essential for the company to ensure that each employee maintains a balance between work and personal life or work-life balance (Smith., 2023). Maintaining this balance is crucial for promoting, engaging, and encouraging active participation from employees in the organizational process (Chanana & Sangeeta, 2021). Previous research shows that employees who work too much tend to have lower engagement levels, which ultimately impacts their performance (Neuber et al., 2021). Other findings also reveal that a good work-life balance is strongly associated with higher levels of employee engagement (Jaharuddin & Zainol, 2019; Mulan., 2022; Znidarsic & Bernik, 2021). Employees who are actively engaged typically exhibit more positive attitudes, both in their relationships with colleagues and in how they perform the tasks assigned to them (Bakker., 2022).

Moreover, employees with high levels of engagement in the company are generally more prepared to face challenges and obstacles that arise in the workplace (Riyanto et al., 2021). Actively engaged employees are more likely to invest their full capabilities, both physical and cognitive, in their work, which, in turn, supports the improvement of overall organizational performance (Kim & Kim, 2021). The increased commitment and dedication from these employees are reflected in higher productivity, efficiency, and work effectiveness (Cahyana & Ubaidillah, 2023). Additionally, engaged employees tend to be more collaborative, contributing to a positive work culture characterized by teamwork, effective communication, and reciprocal support (Ismail et al., 2019). In other words, employees who maintain a good work-life balance are more likely to exhibit higher levels of engagement, which ultimately has a positive impact on the enhancement of their job performance (Arifin et al., 2019; Susanto et al., 2023). Therefore, the hypothesis that can be proposed is:

H2: Work-Life Balance has a positive and significant effect on Employee Engagement.

- H3:** Employee Engagement has a positive and significant effect on Job Performance.
- H4:** Employee Engagement mediates the effect of Work-Life Balance on Job Performance.

Moderation Effect of Affective Commitment

Meyer et al. (2002) characterize affective commitment as the sentimental connection and readiness of personnel to remain within an establishment, propelled by their congruence alongside its principles, conventions, and aims. Affective commitment mirrors a worker’s sentimental tie and allegiance towards their establishment, unit, or collective (Mittal et al., 2022). It is distinguished by the laborer's preparedness to surpass occupational anticipations and persist alongside the establishment (Khan et al., 2020). Personnel possessing elevated affective commitment tend to intensely associate themselves alongside the establishment and uphold their allegiance, even amidst arduous circumstances (Aziz et al., 2020). Whenever personnel hold a potent affective commitment, they are more congruent alongside the establishment’s targets (Abebe & Assemie, 2023). Furthermore, personnel demonstrating concurrently potent affective commitment and a beneficial occupation-existence equilibrium are more disposed towards being immensely efficient (Anita et al., 2020). This transpires since personnel possessing an elevated degree of affective commitment regard their labor as indispensable towards their individuality.

Furthermore, When employees are affectively committed to their organization, they tend to exhibit higher levels of engagement, as they feel a deeper emotional connection to their work and the organization's goals Ampofo & Karatepe (2022). The emotional bond is not only enhances the dedication but also amplifies their motivation to go beyond the basic requirements of the job (Asif et al., 2018). As a result, employees who are both highly engaged and strongly committed are more likely to demonstrate exceptional job performance. affective commitment acts as a catalyst, ensuring that the positive effects of employee engagement translate into higher productivity and greater organizational success (Winarno & Hermana, 2019). Furthermore, employees with strong affective commitment are more likely to persist through challenges and maintain high performance, even during periods of stress or adversity, thereby reinforcing the connection between engagement and job performance (Udin., 2023). Therefore, hypothesis proposed is:

- H5:** Affective Commitment positively moderate the relationship between Work-Life Balance and Job Performance.
- H6:** Affective Commitment positively moderate the relationship between Employee Engagement and Job Performance.

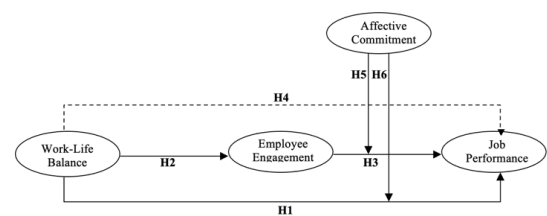


Figure 1. Research Model

METHOD

This study adopts a Quantitative-Explanatory approach. The population in this study includes all employees of PT. Dok & Perkapalan Kodja Bahari (Persero) Galangan Cirebon, with a total population of 173 individuals. Since the population size is relatively small, this study uses a census sampling technique, where the entire population is used as the sample for the research. Data will be analyzed through SEM-PLS (Structural Equation Modeling - Partial Least Squares) The model evaluation process will be conducted through a series of structured and systematic tests.

The research instrument to measure Job Performance (JP) refers to Setiawan et al. (2025) and assessed by 5 items related to task completion, achievement of performance targets, fulfillment of responsibilities, focus on critical aspects of work, and completion of essential tasks. Work-Life Balance (WLB) is measured by 7 items (Haider et al., 2018), covering the compatibility of personal life and work, family support, the impact of work on personal health, and the emotional energy available for the job. Employee Engagement (EE) is measured with 12 items (Park et al., 2022) and Shuck et al. (2017), reflecting the level of focus, attention to tasks, emotional involvement in work, and commitment to the company’s mission and goals. Affective Commitment with 8 items (Ng., 2023), encompassing emotional attachment to the company, sense of belonging, and the willingness to remain with the company long-term. All variables are measured using a 1-5 Likert scale.

RESULT

The total data which had been collected is 173 respondents participated in total, the detail of respondent’s demographic is presented below.

Tabel 1. Respondent's Demographic

Demographic	Frequency	Percentage
Gender		
Male	157	91%
Female	16	9%
Age		
< 25 y.o	11	6%
25 y.o - 30 y.o	81	47%
31 y.o - 35 y.o	43	25%
> 35 y.o	38	22%
Working Period		
< 2 Years	49	28%
2 - 4 Years	47	27%
5 – 7 Years	32	18%
8 – 10 Years	26	15%
> 10 Years	19	11%
Educational Background		
High School (SMA)	14	8%
D1/D2/D3	26	15%
Undgraduate (S-1/ D4)	115	66%
Master (S-2)	13	8%
Doctoral (S-3)	5	3%

From the 173 respondents, the demographic composition is predominantly male, comprising 91% of the sample, this gender disparity is typical in the shipbuilding industry due to its technical and labor-intensive nature. The largest age group is between 25-30 years, representing 47%, which aligns with the industry’s younger workforce, particularly those at the start of their careers. Regarding working period, 28% of respondents have been employed for less than 2 years, suggesting a relatively high turnover or recruitment of younger, less experienced workers. The educational background is dominated by respondents holding an undergraduate degree (66%), reflecting the company’s emphasis on

higher education for technical and managerial roles. Smaller proportions have a diploma (15%), high school education (8%), master's degrees (8%), and doctoral degrees (3%), showing a workforce that values practical experience but also includes individuals with advanced qualifications, particularly in managerial or specialized roles.

Evaluation of Measurement Model

The assessment of the measurement model is conducted to evaluate the extent to which the research instrument is valid & reliable.

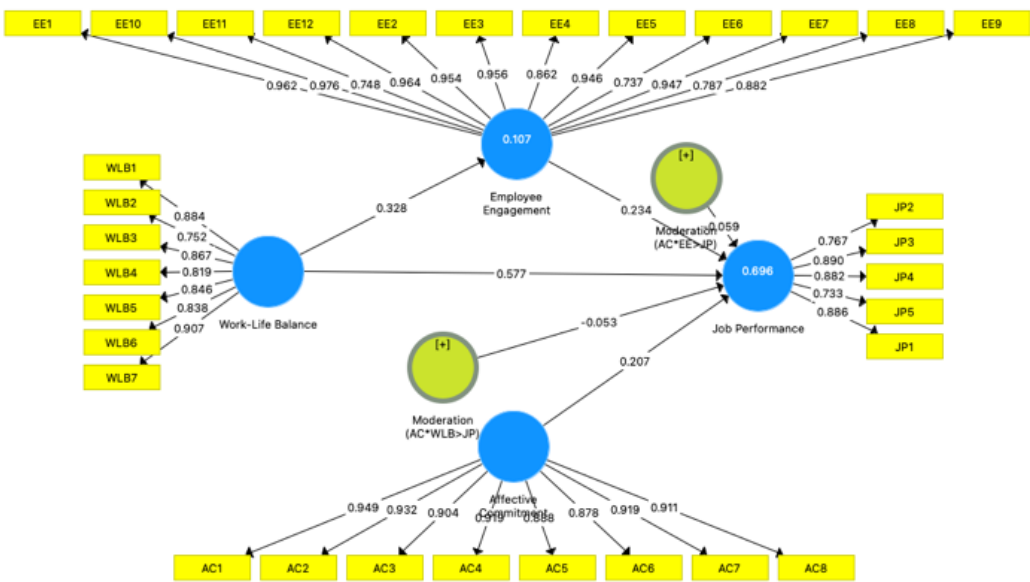


Figure 2. Outer Loading

Table 2. Indicator & Internal Reliability

Vaiable	Items	Loading Factor	CA	CR
Job Performance	JP1	0.886	0.889	0.919
	JP2	0.767		
	JP3	0.890		
	JP4	0.882		
	JP5	0.733		
Affective Commitment	AC1	0.949	0.971	0.976
	AC2	0.932		
	AC3	0.904		
	AC4	0.919		
	AC5	0.888		
	AC6	0.878		
	AC7	0.919		
	AC8	0.911		
Work-Life Balance	WLB1	0.884	0.933	0.946
	WLB2	0.752		
	WLB3	0.867		
	WLB4	0.819		
	WLB5	0.846		
	WLB6	0.838		
	WLB7	0.907		
Employee Engagement	EE1	0.962	0.977	0.980
	EE2	0.954		
	EE3	0.956		
	EE4	0.862		
	EE5	0.946		
	EE6	0.737		
	EE7	0.947		
	EE8	0.787		
	EE9	0.882		
	EE10	0.976		
	EE11	0.748		
	EE12	0.964		

Referring to table 2 above, all items are indicated reliable since all the value are exceed the standard, in which loading factor needs to be >0.708 (hair et al., 2019). The highest loading factor items in each variable reflect the core aspects that most directly capture the essence of the constructs. For Job Performance, the highest item, with a loading factor of 0.890, likely measures the fundamental responsibility and accountability that define an employee's performance. In Affective Commitment, the

highest item, with a loading factor of 0.949, taps into the emotional attachment and willingness of employees to stay with the organization, which is central to the construct. For Work-Life Balance, the highest item, with a loading factor of 0.907, focuses on emotional energy and well-being, which are critical for maintaining a balance between personal and work life. Lastly, in Employee Engagement, the highest loading item, with a loading factor of 0.976, emphasizes intrinsic motivation and voluntary effort, which

are key indicators of how engaged and committed employees are to their work. Besides that, Analysis of reliability reveals that all variables in this study are reliable, with Cronbach's Alpha values greater than 0.6 and Composite Reliability values above 0.7. Employee Engagement shows the highest reliability, with Cronbach's Alpha of 0.977 and Composite Reliability of 0.980, followed by Affective Commitment and Work-Life Balance.

Table 3. Convergen Validity (AVE)

Variable	AVE
Job Performance	0.696
Affective Commitment	0.833
Work-Life Balance	0.716
Employee Engagement	0.806

Based on Table 3, all variables show AVE values above 0.5 as the treshhold. This indicates strong convergent validity for each construct, meaning the items within each construct have a positive correlation and effectively measure the intended construct. The Affective Commitment variable recorded the highest convergent validity with an AVE of 0.833, indicating strong validity. The Job Performance variable, with an AVE of 0.696, is slightly below 0.7 but still indicates adequate convergent validity. Similarly, Work-Life Balance and Employee Engagement showed AVE values of 0.716 and 0.806, respectively, further confirming good validity for these constructs.

To assess construct validity in this study, alternative approaches can be used as a reference. A Heterotrait-Monotrait (HTMT) ratio value below 0.85 is generally considered adequate to ensure construct validity. The following Table 4 presents the obtained HTMT values.

Table 4. Discriminant Validity (HTMT)

	AC	EE	JP	MOD AC* EE>JP	MOD AC* WLB>JP
AC					
EE	0.433				
JP	0.609	0.546			
MOD AC* EE>JP	0.189	0.123	0.155		
MOD AC* WLB>JP	0.059	0.109	0.258	0.394	
WLB	0.450	0.333	0.812	0.102	0.231

The results of the testing presented in Table 4 show that all Heterotrait-Monotrait Ratio (HTMT) values between the variables are below the threshold of 0.85. This provides support for adequate discriminant validity between the constructs. Therefore, the constructs in this model are conceptually distinct and can be differentiated from one another. The researcher has only presented the HTMT results to assess discriminant validity. This decision was made because HTMT has proven to be more reliable in evaluating discriminant validity compared to other metrics (Hair et al., 2022, pp. 88-89).

Evaluation of Structural Model

To evaluate the structural model, several parameters need to be considered, including the collinearity, explanatory power of the model, effect size, and hypothesis testing. detailed explanation of parameters presented in Table 5.

Table 5. Coefficient Determination

	R Square	R Square Adjusted
Employee Engagement	0.107	0.102
Job Performance	0.696	0.687

Table 5 presents the coefficient of determination (R²) analysis, revealing that the research model, which includes Employee Engagement, Work-Life Balance, and Affective Commitment explains 69.6% of the variance in Job Performance (R² = 0.696). This finding indicates that a significant proportion of job performance dynamics is explained by the model. However, a notable portion of variance, 30.4%, is influenced by external factors outside the scope of this study. On the other hand, the predictive power of the model for Employee Engagement is

relatively limited, with an R^2 value of 0.107, meaning only 10.7% of the fluctuations in employee engagement can be explained by the

Work-life Balance. The dominance of external factors is reflected in the residual proportion of 89.3%.

Tabel 6. The Result of Collinearity Test, Effect Size, and Hypothesis Testing

H	Path	Org Sample (O)	F ²	VIF	T Statistics	P Values	Result
H1	Work-Life Balance → Job Performance	0.577	0.826	1.210	10.745	0.000	Supported
H2	Work-Life Balance → Employee Engagement	0.328	0.120	1.326	4.677	0.000	Supported
H3	Employee Engagement → Job Performance	0.234	0.132	1.364	4.369	0.000	Supported
H4	Work-Life Balance → Employee Engagement → Job Performance	0.077	-	-	3.348	0.001	Supported
H5	MOD Affective Commitment pada Work-Life Balance → Job Performance	0.059	0.291	1.285	4.187	0.001	Supported
H6	MOD Affective Commitment pada Employee Engagement → Job Performance	0.053	0.109	1.331	2.728	0.023	Supported

Table 6 shows that hypotheses H1 through H6 have significant effects on the tested variables. H1, which examines the impact of Work-Life Balance on Job Performance, shows a strong effect ($f^2 = 0.826$), with a T-Statistic of 10.745 and a p-value of 0.000, indicating that this hypothesis is supported. H2, which examines the impact of Work-Life Balance on Employee Engagement, shows a moderate effect ($f^2 = 0.120$), with a T-Statistic of 4.677 and a p-value of 0.000, which is also supported. H3, which investigates the effect of Employee Engagement on Job Performance, shows a moderate effect ($f^2 = 0.132$), with a T-Statistic of 4.369 and a p-value of 0.000, and is therefore supported. H4, which examines the mediating effect of Employee Engagement between Work-Life Balance and Job Performance, shows a small effect ($f^2 = 0.077$), with a T-Statistic of 3.348 and a p-value of 0.001, and is supported. H5, which tests the moderating role of Affective Commitment on the relationship between Work-Life Balance and Job Performance, shows a small effect ($f^2 = 0.291$), with a T-Statistic of 4.187 and a p-value of 0.001, indicating support for this hypothesis. Lastly, H6, which examines the moderating effect of Affective Commitment on the relationship between Employee Engagement and Job Performance, shows a small effect ($f^2 = 0.109$), with a T-Statistic

of 2.728 and a p-value of 0.023, confirming that this hypothesis is also supported.

DISCUSSION

The results of hypothesis testing (H1) indicate that work-life balance (WLB) has a significant positive effect on job performance (JP), which suggests a robust relationship between the two variables. This finding is consistent with the research by Brough et al. (2022), which asserts that employees with a favorable work-life balance are more likely to enhance their job performance due to improved physical and mental well-being, leading to greater energy and focus in their tasks. Moreover, this finding aligns with the Self-Determination Theory (SDT), which posits that work-life balance fulfills basic psychological needs, particularly the needs for autonomy and competence. Employees at PT. Kodja Bahari who perceive control over their time and energy, as reflected by WLB7, which pertains to emotional, are likely to experience higher levels of engagement and a sense of control over their work, thereby improving their performance. This result further underscores the challenges at PT. Kodja Bahari, where inadequate work-life balance may lead to stress and fatigue, consequently diminishing employees' emotional energy.

Additionally, the study reveals that the f-square value for the relationship between WLB and JP is higher than that between employee engagement (EE) and JP, suggesting that work-life balance exerts a stronger influence on job performance. A well-maintained WLB directly impacts employees' physical and mental well-being, which in turn enhances the quality and quantity of their work. In contrast, while employee engagement is significant, its impact on performance is more contingent on external factors, such as job satisfaction and team dynamics, which at PT Kodja Bahari are not fully optimized without prior improvements in work-life balance.

The results of hypothesis testing H2 also indicate that work-life balance (WLB) has a significant positive effect on employee engagement (EE), suggesting that employees with a good work-life balance tend to be more engaged in their work. Chanana & Sangeeta (2021) and Mulan (2022) also found similar results, where employees with a favorable work-life balance are more involved in their work. This study also reveals that the highest loading factor was obtained from WLB7, which measures the emotional energy and well-being of employees at PT Kodja Bahari. This indicates that employees who feel healthy and balanced are more motivated and engaged in their work. At PT Kodja Bahari, the issue of insufficient work-life balance may reduce the level of engagement, as reflected in the low participation of employees in training and company activities.

The analysis results show that H3 is accepted, where employee engagement (EE) is found to have a significant positive effect on job performance (JP). This aligns with the research by Bakker (2022), which revealed that employees who are actively engaged in their work tend to exhibit higher performance because they are more focused, dedicated, and intrinsically motivated to complete tasks. This finding reinforces the perspective of Self-Determination Theory (SDT), where employees at PT Kodja Bahari who are more engaged and have a strong connection to their work tend to feel more competent and empowered in their tasks. This is further clarified by the highest loading factor on EE10 which measures employees' dedication to working harder for the success of the company. By fulfilling the needs for competence and relatedness, employee engagement becomes a key driver in improving performance. However, despite the positive impact of employee engagement, the lower f-square value indicates that its effect on job performance is smaller compared to work-life balance. This can be explained by the fact that employee engagement at PT Kodja Bahari is still heavily influenced by other factors, such as job satisfaction, interpersonal relationships, and a supportive work environment. At PT Kodja Bahari, even though

employee engagement is high, issues such as poor work-life balance and the stress experienced by employees can diminish the positive impact of engagement on their job performance.

The results of hypothesis testing H4 show that employee engagement (EE) mediates the relationship between work-life balance (WLB) and job performance (JP). Given that H1 is also accepted, this indicates that employee engagement plays a partial mediation role. The partial mediation role of employee engagement in the relationship between work-life balance and job performance means that a good work-life balance will have a greater impact on job performance through the improvement of employee engagement in their work. In the context of PT Kodja Bahari, there are two conditions that affect the partial mediation role of employee engagement in the relationship between work-life balance and job performance. When employees feel that their work-life balance is well-maintained, they will be more focused on their job tasks, which can directly improve their job performance, as reflected in H1. However, in cases where work-life balance is not optimal, for example, when employees feel fatigued or stressed due to excessive workload, the direct influence of work-life balance on job performance tends to be hindered. In this condition, employee engagement plays a critical role as a mediator. Employees who feel engaged in their work, despite facing challenges in balancing work and personal life, will still strive to overcome these challenges and focus on their tasks. Thus, employee engagement becomes an essential factor in translating the benefits of a good work-life balance into enhanced job performance, especially when work-life balance is not fully optimized.

This study also found that H5 is accepted, where affective commitment (AC) positively moderates the relationship between work-life balance (WLB) and job performance (JP). This indicates that employees' emotional commitment strengthens the effect of work-life balance on their job performance. In the framework of Self-Determination Theory (SDT), affective commitment can enhance employees' sense of relatedness and competence toward the organization, as employees who feel emotionally connected are more likely to value their work-life balance and take greater responsibility for their tasks. The highest loading factor on AC1, which measures emotional commitment, shows that employees at PT Kodja Bahari with strong affective commitment are more likely to be dedicated to achieving higher performance, especially when they feel supported by the company in maintaining their work-life balance. Thus, employees with high affective commitment are not only more motivated but also more inclined to invest effort into their work, which

amplifies the positive effects of a healthy work-life balance on their job performance. This highlights the importance of fostering emotional commitment at PT Kodja Bahari, as it can significantly enhance the impact of work-life balance on job performance.

The results of statistical analysis also show that H6 is accepted, meaning that affective commitment (AC) positively moderates the relationship between employee engagement (EE) and job performance (JP). This indicates that employees' emotional commitment strengthens the impact of their engagement on job performance. Research by Asif et al. (2018) supports this finding, showing that employees with strong emotional commitment to the organization tend to perform better because they are more dedicated and more aligned with the company's goals. This finding is reinforced by the second highest outer loading value for affective commitment, which is on AC2, measuring the extent to which employees feel emotionally connected to the company, particularly the sense of being part of the company family. In this regard, affective commitment acts as a catalyst that strengthens the transition from employee engagement to improved performance. At PT Kodja Bahari, the low level of emotional commitment, reflected in the high employee turnover rate (13-15%), indicates that while high employee engagement is crucial, the positive influence of engagement on performance is more significant when employees have strong emotional commitment to the company. In other words, emotional commitment amplifies the relationship between employee engagement and their performance. This underscores the importance of fostering emotional commitment at PT Kodja Bahari, as it will enhance the impact of employee engagement on overall job performance.

CONCLUSION AND RECOMMENDATION

Based on the research conducted at PT. Kodja Bahari, it was found that work-life balance (WLB) significantly affects job performance (JP), indicating that a balanced work-life approach has a strong influence on improving job performance. Furthermore, employee engagement (EE) was shown to act as a mediator between WLB and JP, suggesting that employees who are emotionally engaged in their work tend to perform better. Affective commitment (AC) was found to function as a moderating variable, strengthening the relationship between WLB and JP, as well as between EE and JP, highlighting that employees' emotional attachment to the company can enhance the positive impact of both variables on performance. Therefore, these findings provide evidence that improving work-life balance, engagement, and affective commitment can be an

effective strategy to enhance job performance at PT. Kodja Bahari.

PT. Kodja Bahari must take concrete steps to improve work-life balance (WLB) in order to optimize job performance. Based on the findings that show a significant impact of WLB on performance, the company should develop more measurable flexible work policies, such as adjusting working hours to better suit personal needs and offering remote work options for positions where applicable. The implementation of more flexible leave policies and the reduction of unnecessary workloads should also be considered. Furthermore, given the finding that a good WLB enhances employee engagement (EE), PT. Kodja Bahari needs to invest more in training programs directly related to the development of employees' skills, such as certifications in technical fields that can add value to employees without compromising their work-life balance. These training programs should not only focus on technical skills but also on interpersonal and problem-solving skills, which could motivate employees to contribute more. The training provided should be driven by clear goals, rather than merely being a requirement, to foster a stronger sense of employee attachment to the company. To enhance affective commitment, PT. Kodja Bahari needs to shift its approach to employee management by providing recognition based on actual contributions, not just outcomes, in order to create a more motivating corporate culture. This could be implemented through a more transparent recognition system, such as rewarding successful projects or individual achievements in meeting specific targets.

This study has limitations in terms of the generalizability of its results, as it was conducted in only one company, PT. Kodja Bahari, and thus cannot represent the broader phenomena in other industries. Therefore, future research is recommended to conduct a comparative study between several companies within the same or different industries to obtain findings that are more generalizable. Additionally, this study did not employ additional statistical instruments, such as ANOVA or t-tests, which could assess the demographic impact on the relationships between variables. Future studies should incorporate such analyses to provide deeper and more comprehensive insights. Another limitation is the cross-sectional design of the study, which was constrained by time, resources, and energy. Future research should ideally adopt a longitudinal design to minimize bias and obtain more accurate results regarding the dynamics of the relationships between variables over an extended period.

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