



WORK-LIFE BALANCE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE: THE MEDIATION ROLE OF JOB SATISFACTION

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This research aims to examine the influence of work-life balance and organizational commitment on employee performance through job satisfaction. The population in this study were permanent employees of the sanding department at PT. Sandang Asia Maju Abadi. The sampling technique used in this research was a purposive sampling technique using a saturated sampling technique with a sample size of 147 employees. The data analysis method uses descriptive statistical tests via SmartPLS 4.0 data processing software. The research results show that there is a positive and significant influence of work-life balance on employee performance. Organizational commitment has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Also, job satisfaction mediates the influence of work-life balance and organizational commitment on employee performance. Future research can use other variables as mediating variables for different research objects to obtain more generalized research results. Company management can improve employee performance by holding training and development sessions as well as more regular work evaluations for employees. Employees are expected to regularly participate in work evaluations and make good use of their time after work.

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INTRODUCTION

Human resources are an important asset owned by an organization. In line with changes and developments over time, competition for human resources has become increasingly fierce, therefore they are required to continue to explore and develop their potential to the maximum. Companies are required to have competent human resources in order to maintain the sustainability of a company because human resources play an important role in determining the success or failure of the company in achieving its goals (Dhermawan et al., 2012). All companies certainly expect each of their human resources to have high work productivity in carrying out their work. Employee work productivity is influenced by employee performance factors.

Employee performance is defined as the main factor related to the contribution that employees have made to each organization (Bagaskara & Ranihusna, 2021). Employee performance is a form of implementation of achieving the vision and mission of a company and can be a benchmark for each individual or employee so that they can achieve or exceed the productivity targets previously set by a company (Metin & Asli, 2018). Companies that have employees with high performance will have an impact on increasing company performance and employees will also have a higher level of trust in their company (Pujiono et al., 2020). Meanwhile, low employee performance in a company can cause obstacles in efforts to achieve common goals (Soomro et al., 2018).

According to Dousin et al., (2019) and Thi & Loan (2020), there are two factors that can influence employee performance, namely work-life balance and organizational commitment. Work-life balance plays an important role in encouraging employee performance which can improve employee performance and have a good impact on the general performance of a company (Hassi, 2016). Therefore, work-life balance is needed in employees in order to achieve maximum employee performance. Greenhaus et al., (2003) stated that work-life balance is defined as a balance of work and life in which a person is balanced between responsibilities at work and responsibilities in the family or life. Several studies show that work-life balance has a significant effect on employee performance (Bataineh, 2019; Johari et al., 2018; Kim, 2014). However, research conducted by Ardiansyah & Surjanti (2020) shows that work-life balance does not have a significant effect on employee performance.

According to Tnay et al., (2013), organizational commitment is defined as belief, acceptance, and readiness to involve themselves in the goals and values of their workplace by working diligently and having a desire to maintain relationships, procedures, results, etc. . Several studies show that organizational commitment has a significant effect on employee performance (Eliyana et al., 2019; Hendri, 2019; Rantesalu et al., 2016). However, research conducted by Askolani & Maulid (2019) shows that organizational commitment does not have a significant effect on employee performance.

Based on the differences in the research results, the researchers used other variables that act as mediation for the influence of work-life balance and organizational commitment on employee performance. One variable that is predicted to be a mediator is job satisfaction (Diyanti et al., 2021; Dousin et al., 2019; Thi & Loan, 2020). According to Leary et al., (2009), job satisfaction is a person's feeling of satisfaction or pleasure that arises from their work and is positively related to employee health and performance. When employees feel satisfied with their work, the employee is in a positive mood and shows higher employee performance at work (Hendri, 2019). Therefore, in this study the researcher raises job satisfaction as a mediating variable.

In relation to the research object, the employees who are the objects of this research are employees of the sanding department of PT. Sandang Asia Maju Abadi. The selection of this object was based on the phenomenon of employee performance in the matching section, namely based on observations and interviews conducted by researchers with the head of the company's HRD, it was discovered that the level of employee

performance was not optimal in several indicators.

Based on these problems, this research aims to examine the influence of work-life balance and organizational commitment on employee performance through job satisfaction as a mediating variable.

HYPOTHESES DEVELOPMENT

The Effect of Work-Life Balance on Employee Performance

Anitha (2014) explains that when employees are able to balance work and other activities, they can make a big contribution to their organization so that it has an impact on improving the good performance of their employees. Increased employee performance is caused by a high work-life balance (Byrne, 2005).

Several studies show that work-life balance has a positive and significant influence on employee performance. Research conducted by Bataineh (2019) on pharmaceutical industry employees in Jordan shows that work-life balance has a positive and significant influence on employee performance. The results of this research are in line with research by Johari et al., (2018) on employees in the Malaysian education sector which shows that work-life balance has a positive and significant effect on employee performance. Abdirahman (2018) showed the same research results, namely that work-life balance had a significant effect on employee performance with the object of administrative staff at universities in the northern region of Malaysia. Based on the explanation above, it can be said that work-life balance has a positive and significant influence on employee performance.

H1: Work-life balance has a positive and significant effect on employee performance

The Effect of Organizational Commitment on Employee Performance

Employees who are committed to their organization tend to be more prominent workers compared to employees who are less committed because they make extra efforts to achieve their company's vision and mission (Jafri & Lhamo, 2013). Employees with a higher level of organizational commitment are expected to be more motivated and work at maximum performance levels (Aysen Berberoglu, 2015). Higher employee commitment will increase employee performance (Fu & Deshpande, 2014).

Several studies show that organizational commitment has a significant influence on employee performance. The research results of Rantesalu et al., (2016) show that organizational commitment has a positive and significant effect

on employee performance at the South Sulawesi provincial training center. The results of this research are supported by Hendri (2019) who shows that organizational commitment has a positive and significant effect on the performance of Persero West Kalimantan employees. The results of the same research by Fu & Deshpande, (2014) on insurance company employees in China show that organizational commitment has a positive and significant effect on employee performance. Based on the explanation above, it can be said that organizational commitment has a positive and significant influence on employee performance.

H2: Organizational commitment has a positive and significant effect on employee performance

The Effect of Work-Life Balance on Job Satisfaction

Work-life balance implemented in a company can increase the level of job satisfaction for employees so that it can awaken employee morale in carrying out their duties and obligations towards the company (Hutcheson, 2012). Employees who are satisfied with their achievements and professionalism at work will be more likely to achieve company goals. Work-life balance has been proven to increase employee job satisfaction in various industries and countries (Dousin et al., 2019).

Several studies show that work-life balance has a positive and significant influence on job satisfaction. The research results of Kasbuntoro et al., (2020) show that work-life balance has a positive and significant effect on employee job satisfaction in Jakarta banking companies. Research by Andrade et al., (2021) shows the same results that work-life balance has a positive and significant effect on job satisfaction in hotel employees from 37 different countries. These results are also supported by research by Agha et al., (2017) which shows that work-life balance has a positive and significant effect on job satisfaction in teachers of higher education institutions in Oman. Based on the explanation above, it can be said that work-life balance has a positive and significant influence on job satisfaction.

H3: Work-life balance has a positive and significant effect on job satisfaction

The Effect of Organizational Commitment on Job Satisfaction

When employees are satisfied with their work, this indicates that they have the desire to stay with their company longer (Handayani & Ekhsan, 2022). Organizational commitment can

increase job satisfaction as demonstrated by the attitude of committed employees who will work hard to achieve the goals and benefits of their organization because they will feel satisfied and proud of their achievements (Vandenberg & Lance, 1992). Therefore, organizational commitment can influence employee job satisfaction.

Several studies show that organizational commitment has a positive and significant influence on job satisfaction. Renyut et al., (2017) research on Maluku government employees shows that organizational commitment has a positive and significant influence on job satisfaction. These results are supported by research by Novitasari et al., (2020), which shows that organizational commitment has a significant effect on employee job satisfaction in Indonesian packing industry companies. The same research was conducted by Narendra (2018) which showed the results that organizational commitment had a positive and significant effect on the job satisfaction of health and non-health workers at RSU Al Islam Mawardi Sidoarjo. Based on the explanation above, it can be said that organizational commitment has a positive and significant influence on job satisfaction.

H4: Organizational commitment has a positive and significant effect on job satisfaction

The Effect of Job Satisfaction on Employee Performance

An employee who has a positive attitude towards his work will gain job satisfaction and have a willingness to commit to his organization so that employee performance will increase (Wu et al., 2012). If employees are satisfied with their work, then they are willing to make sacrifices and serve for the interests of the company (Prabowo et al., 2018).

Several studies show that job satisfaction has a positive and significant influence on employee performance. Hendri (2019) found that job satisfaction has a positive and significant influence on the performance of Persero West Kalimantan employees. The results of this research are supported by Pang & Lu (2018) who show that job satisfaction has a positive and significant effect on the performance of employees of container shipping companies in Taiwan. Apart from that, the results of the same research conducted by Rene & Wahyuni (2018) also show that job satisfaction has a significant effect on the performance of employees in the insurance sector in Jakarta. Based on the explanation above, it can be said that job satisfaction has a positive and significant influence on employee performance.

H5: Job satisfaction has a positive and significant effect on employee performance

The Effect of Work-Life Balance on Employee Performance through Job Satisfaction

Wijaya & Suwandana (2022) stated that implementing a good work-life balance in employees will improve the employee's performance by strengthening the employee's job satisfaction. Experience of individual work-life balance, when employees are able to balance work and personal life and with job satisfaction obtained at work, their performance will increase. Job satisfaction is able to influence the relationship between work-life balance and employee performance, which means that the value of job satisfaction can change the relationship between work-life balance and employee performance (Soomro et al., 2018).

There is research that shows that work-life balance has a positive and significant influence on employee performance through job satisfaction. The results of research by Dousin et al., (2019) on doctors and nurses in Malaysia, show that work-life balance has a positive and significant effect on employee performance through job satisfaction. These results are supported by research by Widiati (2019) which shows the results that work-life balance has a positive and significant effect on employee performance through job satisfaction as a mediating variable. Based on the explanation above, it can be said that work-life balance has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

H6: Work-life balance has a positive and significant effect on employee performance through job satisfaction.

The Effect of Organizational Commitment on Employee Performance through Job Satisfaction

Diyanti et al., (2021) stated that the higher the organizational commitment that employees have towards the company and supported by job satisfaction, the higher the employee's performance. When employees want to be fully committed, they will show their satisfaction with their work and will show better performance to achieve company goals (Handayani & Ekhsan, 2022).

There is research that shows that organizational commitment has a positive and significant influence on employee performance through job satisfaction. The results of research by Diyanti et al., (2021) on barbershop employees in Bali show that organizational commitment has a positive and significant influence on employee performance which is mediated by job satisfaction. The results of this research are supported by research by Narendra (2018) which shows that organizational commitment has a positive and significant effect on employee performance through job satisfaction. The same research from Handayani & Ekhsan (2022) shows the results that organizational commitment has a significant effect on employee performance through job satisfaction. Based on the explanation above, it can be said that organizational commitment has a positive and significant influence on employee performance through job satisfaction as a mediating variable.

H7: Organizational commitment has a positive and significant effect on employee performance through job satisfaction.

Based on the development of the hypothesis, the following research model can be formed:

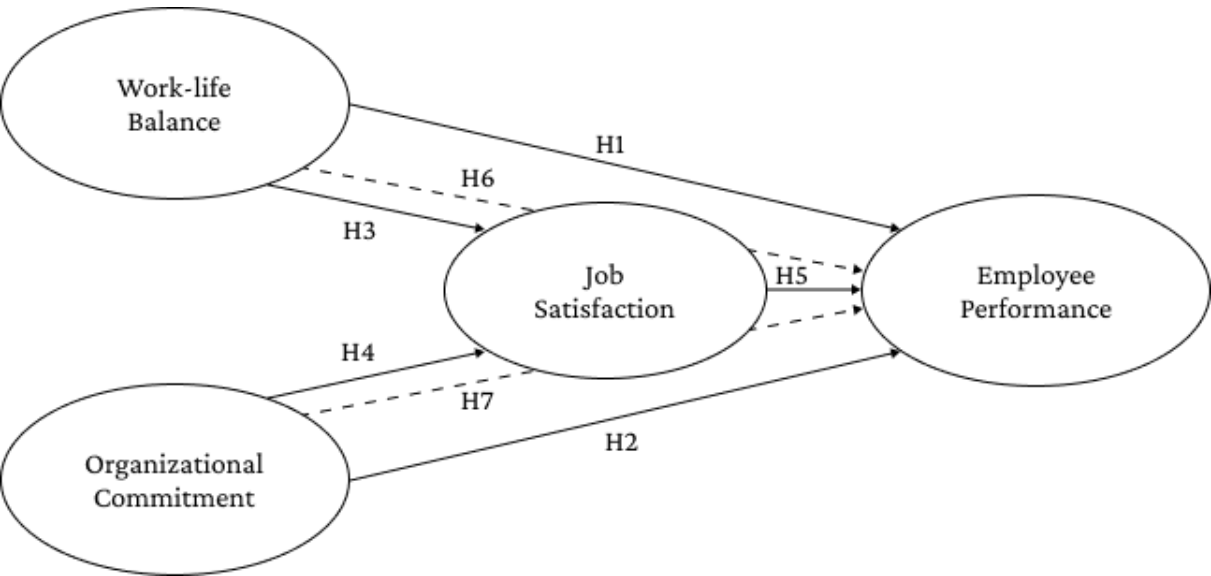


Figure 1. Research Model

METHOD

This research method is quantitative research. The object of this research is the employees of the sanding department of PT. Sandang Asia Maju Abadi. The data used in this research is primary data, which comes from interviews with the company's HRD head and filling out questionnaires by employees in the sanding department. Filling out the questionnaire uses a Likert scale of 1-5.

The population in this study was 162 employees. The sampling technique in this research is purposive sampling technique, which is a technique for determining and taking samples by making certain considerations because this research does not carry out generalizations (Sugiyono, 2016). Determining the number of samples uses a saturated sampling technique, which is a sampling technique when all members of the population are used as samples (Sugiyono, 2016). The sample in this research was 147 employees. This research uses Structural Equation Model-Partial Least Square (SEM-PLS) with SmartPLS 4.0 software.

RESULT AND DISCUSSION

Instrument Validity

Convergent validity is related to the basis that the measures of a construct should have a high correlation (Abdillah & Hartono, 2015). Measuring convergent validity uses the rule of thumb which consists of outer loading > 0.7, communality > 0.5, and AVE (Average Variance Extracted) > 0.5 (Chin & Todd, 1995).

Discriminant validity is related to the basis that measures of different constructs should not have a high correlation (Abdillah & Hartono, 2015). Measuring discriminant validity uses the rule of thumb where the AVE root value > latent variable correlation and cross loading factor > 0.70 on one variable.

Table 1. AVE value and AVE Root value

Variable	AVE Value	AVE Root Value
Work-Life Balance	0.546	0.739
Organizational Commitment	0.565	0.752
Job Satisfaction	0.555	0.745
Employee Performance	0.560	0.784

Based on table 1, it can be seen that the root AVE value > AVE value. So it can be said that the construct is valid.

Instrument Reliability

When an instrument can consistently show the same results every time a measurement is carried out, then the instrument used to measure the data and the resulting data can be said to be trustworthy or reliable (Ferdinand, 2014). There are two methods used for reliability testing in SmartPLS, namely Cronbach alpha and composite reliability. An instrument is said to be reliable if it meets the rule of thumb, which means it has a Cronbach alpha value > 0.70 and composite reliability > 0.70 (Abdillah & Hartono, 2015).

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Work-Life Balance	0.896	0.915
Organizational Commitment	0.914	0.928
Job Satisfaction	0.885	0.909
Employee Performance	0.902	0.920

Based on table 2, it can be seen that the Cronbach's alpha value and composite reliability value are more than 0.70. So it can be said that all constructs are reliable.

Determination Test

The coefficient of determination or R2 value is used to measure the level of variation in changes in the independent variable towards the dependent variable. The higher the R2 value in a model, this shows that the better the prediction model of the proposed research model (Abdillah & Hartono, 2015). The rule of thumb for the R2 value in the structural model is 0.67 (good), 0.33 (moderate), and 0.19 (weak).

Table 3. Coefficient of Determination Value

Variable	R Square Value (R ²)
Job Satisfaction	0.773
Employee Performance	0.926

Based on table 3, the R2 value or the coefficient of determination of the job satisfaction variable is 77.3%, meaning that the job satisfaction variable is influenced by 77.3% by the work-life balance and organizational commitment variables, while the remaining 22.7% is explained by other variables. outside the model. The coefficient of determination of the employee performance variable is 92.6%, meaning that the employee performance variable is influenced by 92.6% by the variables work-life balance, organizational commitment and job satisfaction, while the remaining 7.4% is explained by other variables outside the model. this research.

TESTING HYPOTHESIS

Hypothesis testing in this research uses the SEM-PLS analysis technique via SmartPLS 4.0 software which is carried out using the bootstrapping test. Hypothesis testing can be done by looking at the t-statistical value and p-value of each variable. The rule of thumb in hypothesis testing is the t-statistic value > 1.64 or p-value < 0.050.

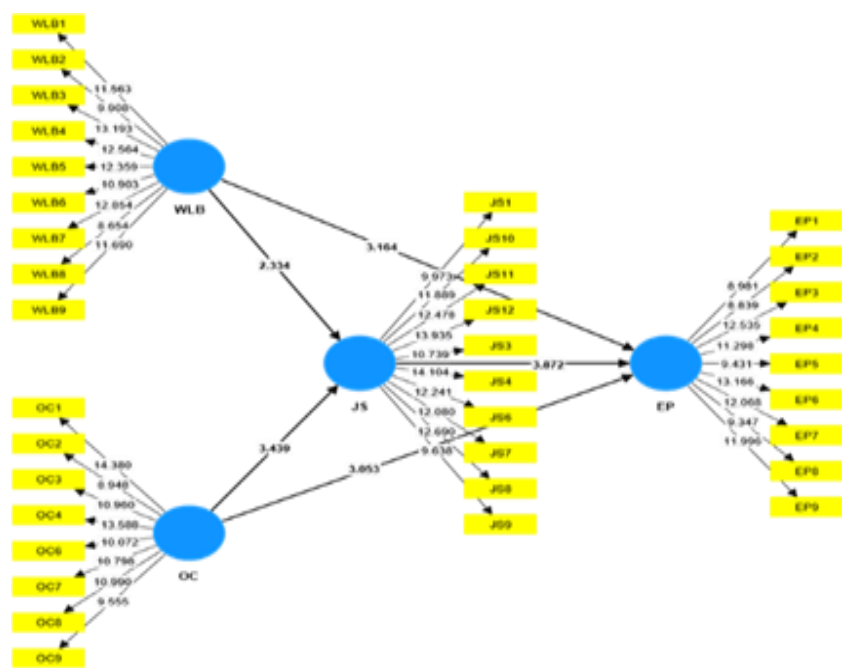


Figure 2. Bootstrapping Model

Table 4. Direct Influence Path Coefficient Results

	Original Sample	T-Statistic	P-Value
WLB → EP	0.398	3.164	0.001
OC → EP	0.339	3.053	0.001
WLB → JS	0.358	2.334	0.010
OC → JS	0.532	3.439	0.000
JS → EP	0.259	3.872	0.000

Table 5. Indirect Effect Results

	Original Sample	T-Statistic	P-Value
WLB → JS → EP	0.093	2.068	0.019
OC → JS → EP	0.138	2.496	0.006

The Effect of Work-Life Balance on Employee Performance

Based on the results of hypothesis one testing regarding the influence of work-life balance on employee performance through the bootstrapping test using smartPLS 4, it shows a

positive and significant influence. The original sample value is 0.398 and the t-statistic value is 3.164 > 1.64 or the p-value is 0.001 < 0.050, indicating that H1 is accepted. This means that the higher the employee's work-life balance, the greater the employee's performance at work, and

vice versa. The significant influence between work-life balance and employee performance means that the influence of work-life balance has a real, important and meaningful role in the employee performance of PT. Sandang Asia Maju Abadi sanding section.

The results of this research support the results of research conducted by Bataineh (2019), which shows that work-life balance has a positive and significant effect on employee performance. The results of this research also support the results of research conducted by Johari et al., (2018), which shows that work-life balance has a positive and significant effect on employee performance. So it is proven that work-life balance has a positive and significant effect on the employee performance of sanding department PT. Sandang Asia Maju Abadi.

Based on the research results, it can be seen that employees feel a good work-life balance in their work. This will encourage an increase in employee performance which is felt by the sanding department employees. Employees will have confidence that the good work-life balance they feel at work is one way to improve their performance at work.

The Effect of Organizational Commitment on Employee Performance

Based on the results of the second hypothesis test regarding the influence of organizational commitment on employee performance through the bootstrapping test using SmartPLS 4, it shows a positive and significant influence. The original sample value is 0.339 and the t-statistic value is $3.053 > 1.64$ or p-value is $0.001 < 0.050$, indicating that H2 is accepted. This means that the higher the employee's organizational commitment, the greater the employee's performance at work, and vice versa. The significant influence between organizational commitment and employee performance means that the influence of organizational commitment has a real, important and meaningful role in the employee performance of PT. Sandang Asia Maju Abadi sanding section.

The results of this research support the results of research conducted by Rantesalu et al., (2016) which shows that organizational commitment has a positive and significant influence on employee performance. The results of this research also support the results of research conducted by Hendri (2019) which shows that organizational commitment has a positive and significant effect on employee performance. So it is proven that organizational commitment has a positive and significant effect on the employee performance of PT. Sandang Asia Maju Abadi sanding section.

Based on the research results, it can be seen that employees have felt good organizational

commitment in their work. This will encourage an increase in employee performance which is felt by the sanding department employees. Employees will have the belief that good organizational commitment in employees is one way to improve their performance at work.

The Effect of Work-Life Balance on Job Satisfaction

Based on the results of the third hypothesis test regarding the influence of work-life balance on job satisfaction through the bootstrapping test using smartPLS 4, it shows a positive and significant influence. The original sample value is 0.358 and the t-statistic value is $2.334 > 1.64$ or the p-value is $0.010 < 0.050$, indicating that H3 is accepted. This means that the higher the employee's work-life balance, the greater the employee's job satisfaction at work, and vice versa. The significant influence between work-life balance and job satisfaction means that the influence of work-life balance has a real, important and meaningful role in the job satisfaction of PT employees. Sandang Asia Maju Abadi sanding section.

The results of this research support the results of research conducted by Kasbuntoro et al., (2020) showing that work-life balance has a positive and significant effect on job satisfaction. The results of this research also support the results of research conducted by Andrade et al., (2021) which shows that work-life balance has a positive and significant influence on job satisfaction. So it is proven that work-life balance has a positive and significant effect on job satisfaction of sanding department employees PT. Sandang Asia Maju Abadi.

Based on the research results, it can be seen that employees feel a good work-life balance in their work. This will encourage an increase in job satisfaction felt by sanding department employees. Employees will have confidence that the good work-life balance they feel while working is one way to increase their job satisfaction while working.

The Effect of Organizational Commitment on Job Satisfaction

Based on the results of the fourth hypothesis test regarding the influence of organizational commitment on job satisfaction through the bootstrapping test using smartPLS 4, it shows a positive and significant influence. The original sample value is 0.532 and the t-statistic value is $3.439 > 1.64$ or the p-value is $0.000 < 0.050$, indicating that H4 is accepted. This means that the higher the employee's organizational commitment, the greater the employee's job satisfaction at work, and vice versa. The significant influence between organizational commitment and job satisfaction means that the

influence of organizational commitment has a real, important and meaningful role in the job satisfaction employee of PT. Sandang Asia Maju Abadi sanding section.

The results of this research support the results of research conducted by Renyut et al., (2017), which shows that organizational commitment has a positive and significant influence on job satisfaction. The results of this research also support the results of research conducted by Narendra, (2018), which shows that organizational commitment has a positive and significant effect on job satisfaction. So it is proven that organizational commitment has a positive and significant effect on job satisfaction of employee PT. Sandang Asia Maju Abadi sanding section.

Based on the research results, it can be seen that employees have felt good organizational commitment in their work. This will encourage an increase in job satisfaction felt by sanding department employees. Employees will have the belief that good organizational commitment in employees is one way to increase their job satisfaction at work.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the fifth hypothesis test regarding the influence of job satisfaction on employee performance through the bootstrapping test using SmartPLS 4, it shows a positive and significant influence. The original sample value is 0.259 and the t-statistic value is $3.872 > 1.64$ or the p-value is $0.000 < 0.050$, indicating that H5 is accepted. This means that the higher the employee's job satisfaction, the higher the employee's performance at work, and vice versa. The significant influence between job satisfaction and employee performance means that the influence of job satisfaction has a real, important and meaningful role in the performance of PT employees. Sandang Asia Maju Abadi sanding section.

The results of this research support the results of research conducted by Hendri, (2019), which shows that job satisfaction has a positive and significant influence on employee performance. The results of this research also support the results of research conducted by Pang & Lu (2018), which shows that job satisfaction has a positive and significant influence on employee performance. So it is proven that job satisfaction has a positive and significant effect on the employee performance of PT. Sandang Asia Maju Abadi sanding section.

Based on the research results, it can be seen that employees have felt good job satisfaction in their work. This will encourage an increase in employee performance which is felt by the

sanding department employees. Employees will have the belief that the job satisfaction felt by employees is one way to improve their performance at work.

The Effect of Work-Life Balance on Employee Performance through Job Satisfaction

Based on the results of the sixth hypothesis test regarding the influence of work-life balance on employee performance through job satisfaction as a mediating variable using the bootstrapping test with smartPLS 4, it shows a positive and significant influence. The original sample value is 0.093 and the t-statistic value is $2.068 > 1.64$ or p-value is $0.019 < 0.050$, indicating that H6 is accepted, that there is an indirect influence between work-life balance on employee performance through job satisfaction. This means that job satisfaction has a role in mediating the influence of work-life balance on the employee performance of PT. Sandang Asia Maju Abadi sanding section.

The results of this research are in line with the results of research conducted by Dousin et al., (2019), which shows that work-life balance has a positive and significant effect on employee performance through job satisfaction as a mediating variable. The results of this research also support the results of research conducted by Widiati (2019), which shows that work-life balance has a positive and significant effect on employee performance which is mediated by the variable job satisfaction. So it is proven that work-life balance has a positive and significant effect on employee performance through job satisfaction of employee PT. Sandang Asia Maju Abadi sanding section.

Based on the research results, it can be seen that the employee performance implemented by the sanding department employees shows the job satisfaction they feel at work. Sanding employees who have a good work-life balance accompanied by good job satisfaction support, is one way to improve employee performance. Job satisfaction felt by employees in the sanding section of PT. Sandang Asia Maju Abadi really reflects their level of suitability for their work. Therefore, the job satisfaction felt by employees is a sign that their work-life balance is going well, which will then have an impact on increasing the employee performance of sanding department PT. Sandang Asia Maju Abadi.

The Effect of Organizational Commitment on Employee Performance through Job Satisfaction

Based on the results of the seventh hypothesis test regarding the influence of organizational commitment on employee performance through job satisfaction as a mediating variable using the bootstrapping test

with SmartPLS 4, it shows a positive and significant influence. The original sample value is 0.138 and the t-statistic value is $2.496 > 1.64$ or p-value is $0.006 < 0.050$, indicating that H7 is accepted, that there is an indirect influence between organizational commitment on employee performance through job satisfaction. This means that job satisfaction has a role in mediating the influence of organizational commitment on the employee performance of PT. Sandang Asia Maju Abadi sanding section.

The results of this research are in line with the results of research conducted by Diyanti et al., (2021), which shows that organizational commitment has a positive and significant effect on employee performance through job satisfaction. The results of this research also support the results of research conducted by Narendra, (2018), which shows that organizational commitment has an indirect and significant effect on employee performance through job satisfaction. So it is proven that organizational commitment has a positive and significant effect on employee performance through job satisfaction of employee PT. Sandang Asia Maju Abadi sanding section.

Based on the research results, it can be seen that the employee performance implemented by the sanding department employees shows the job satisfaction they feel at work. Sanding department employees who have good organizational commitment accompanied by good job satisfaction support, is one way to improve employee performance. Job satisfaction felt by employees in the sanding section of PT. Sandang Asia Maju Abadi really reflects their level of suitability for their work. Therefore, the job satisfaction felt by employees is a sign that their commitment to their work and the company is very good, which will then have an impact on increasing the employee performance of PT. Sandang Asia Maju Abadi sanding section.

CONCLUSION AND RECOMMENDATION

Based on the results of data analysis and discussion of research results that have been carried out on employees of the sanding section of PT. Sandang Asia Maju Abadi, it can be concluded that work-life balance has a positive and significant effect on employee performance. This shows that the greater the work-life balance, the greater the employee's performance. Organizational commitment has a positive and significant effect on employee performance. This shows that the more organizational commitment increases, the more employee performance will increase. Work-life balance has a positive and significant effect on job satisfaction. This shows that the greater the work-life balance, the greater the employee's job satisfaction.

Organizational commitment has a positive and significant effect on job satisfaction. This shows that the greater organizational commitment, the greater employee job satisfaction will increase. Job satisfaction has a positive and significant effect on employee performance. This shows that the more job satisfaction increases, the more employee performance will increase. Work-life balance has a positive and significant effect on employee performance through job satisfaction. This shows that job satisfaction successfully mediates the influence of work-life balance on employee performance. Organizational commitment has a positive and significant effect on employee performance through job satisfaction. This shows that job satisfaction successfully mediates the influence of organizational commitment on employee performance.

Based on the conclusions above, there is an implementation for further research regarding the role of job satisfaction in mediating some of the effects of work-life balance and organizational commitment on employee performance. In line with research by Dousin et al., (2019), future research should add the variable supportive supervisors or supervisor support. Future research is expected to be able to re-examine the role of job satisfaction in mediating the influence of work-life balance and organizational commitment on employee performance with samples from different objects, such as the pharmaceutical industry (Bataineh, 2019), delivery service industry (Pang & Lu, 2018), hotels (Andrade et al., 2021) so that the research results are more generalized. Future research can re-examine the role of job satisfaction in mediating the influence of work-life balance and organizational commitment on employee performance by using different variable indicators from existing research.

Implementation for management PT. Sandang Asia Maju Abadi is expected to be able to hold training and development programs for employees so that employees can develop a sense of wanting to progress and develop in carrying out their work and minimize mistakes that employees can make at work. Apart from that, company management is expected to be able to conduct more regular work evaluations by providing coaching and direction to employees in their work so that they can be more optimal at work.

Implementation for employees is expected to improve employee performance regarding work skills by regularly participating in work evaluations. Employees are also expected to be able to make good use of their time after work, such as getting enough rest and doing things they enjoy and are expected to be able to establish good communication with fellow colleagues and superiors.

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