

# The Influence of Work-Life Balance and Perceived Organizational Support on Employees' Performance is Mediated by Affective Commitment at the Employment of BPJS, Medan Kota Branch

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## ABSTRACT

Technological developments have caused changes in work patterns in offices, including BPJS Employment, Medan Kota Branch, which has decreased since the last three years. The decline in employee performance was exacerbated by the presence of the COVID-19 pandemic, which caused employees to have to work from home, so that it had an impact on their work-life balance and organizational support. This study aims to determine and analyze the effect of work-life balance and perceived organizational support on the performance of employees of BPJS Employment, Medan Kota Branch mediated by affective commitment. This research is quantitative research. The population in this study was 50 employees of BPJS Employment Medan Kota Branch. The number of samples in this study was 50, with a saturated sampling technique. The data analysis method used is SEM with SmartPLS. The results indicate that the factors that directly affect the employees' performance at BPJS Employment, Medan Kota Branch include work-life balance, perceived organizational support, and affective commitment.

**Keywords:** Work-Life Balance, Perceived Organizational Support, Affective Commitment, Employee Performance

## INTRODUCTION

Indonesia is one of the emerging nations with the fastest technological growth. The

advancement of technology has made it possible for individuals to do practically all of their daily activities from home, including shopping, learning, and even working. In learning from home and working from home, online (network) approaches are often used, which involve the use of internet facilities and home-based software without direct face-to-face encounters. In Indonesia, the work-from-home (WFH) system has been adopted by all firms, including public, state-owned, and private organizations. This began as a result of the outbreak of the COVID-19 pandemic in Indonesia at the start of the year 2020. According to the CNN Jakarta poll (2020), 73% of Indonesian employees are willing to do WFH. In addition, Anugrah (2021) highlighted that, according to SOEs employee survey data, 66 percent of SOEs workers who implemented WFH and more than 84 percent reported that their productivity was increasing.

In contrast to Anugrah's results, Fikri's (2020) research indicates that 75 percent of workers find it difficult to separate their time due to the heavy workload associated with motherhood and household leadership responsibilities, which have become a priority at home. Organizational units and incumbents must complete a certain number of tasks within a predetermined timeframe. This results in physical and mental fatigue

as well as an emotional reaction. When workers are physically and emotionally exhausted, it has a negative effect on their work productivity, which in turn affects the company's performance. The method of working from home has negative effects on employees since it may hinder productivity and performance (Brooks, 2020). The impact of the COVID-19 pandemic has

caused many companies to experience a decline in the performance of their employees, with the exception of BPJS Employment, Medan Kota Branch. However, based on the performance data of BPJS Employment, Medan Kota Branch has experienced a decline since before the COVID-19 pandemic in Indonesia, as shown in table 1.

**Table 1: Employee Performance Data for BPJS Employment Medan Kota Branch, Year 2018-2020**

Criteria	Rating	2018		2019		2020	
		Number of employees	Employee performance (%)	Number of employees	Employee performance (%)	Number of employees	Employee performance (%)
Special	5,5 - < 6	18	33.96	3	5.26	0	0.00
Very satisfying	4,5 - < 5,5	30	56.60	44	77.19	49	87.50
Satisfying	4 - < 4,5	0	0.00	4	7.02	5	8.93
Good	3,5 - < 4	0	0.00	0	0.00	2	3.57
Enough	2,5 < 3,5	0	0.00	1	1.75	0	0.00
Proportionate candidates for work	< 2,5	5	9.43	5	8.77	0	0.00
Amount		53	100	57	100	56	100

According to Table 1, there is a decrease in the employee performance of BPJS Employment. In 2018, as many as 18 employees received special criteria for their performance with a presentation of 33.96 percent. Meanwhile, in 2019, employees who received special criteria were only 5.26 percent, and even in 2020, not a single employee received special criteria. The absence of employees who obtain special criteria for their performance is due to the existence of a work from home policy that began to be established by BPJS Employment, Medan Kota Branch since the beginning of the COVID-19 pandemic. Employees are often unable to strike a balance between their work life and their personal life. This problem is commonly known as work-life balance (WLB). Several scholars have underlined that work-life balance management is one of the most essential managerial methods for enhancing employee and organizational performance. This is because work-life balance tends to have a positive impact on retention,

employee engagement, employee behavior, performance, higher productivity, job satisfaction, and employee commitment to the organization (Kim, 2014). Rochim (2019) and Herlambang (2019) discovered, however, that work-life balance had no positive influence on employee performance. In contrast to earlier studies, Mehwish and Muhammad (2017) and Wolor (2020) show that work-life balance has a positive and statistically significant effect on employee performance. In recent decades, many studies have developed the concept of the relationship between perceived organizational support and affective commitment in social exchange activities. Organizational motivation theory suggests that perceived organizational support can increase organizational affective commitment by establishing a policy of having concern for organizational well-being as well as in achieving organizational goals (Marique et al., 2013). Meyer in Waeyenberge (2016) states that affective commitment refers to the emotional or

affective relationships of an organization that go through employee involvement as well as organizational identification. Hodgkinson (2018) argues that only affective commitment can be managed and has a strong link to public service. Affective commitment can arise in a person due to several factors, namely work experience, perceived organizational support, and trust (Mercurio, 2014). Affective commitment involves the employee's emotional attachment to the company. Employees will continue to work at the company when they feel they have positive feelings that will bind employees with the company. Employees with high affective commitment can identify and strongly support company goals and values (Walston & Johnson, 2022). Although affective commitment has proven to be important, many employees still do not have a commitment to their workplace. Especially in the current millennial generation, they tend to easily move from one company to another due to the lack of work-life balance, rigid work environment, and the need for self-actualization. According to Bloomer et al. (2013), affective commitment serves as a motivator that may enhance the competence and performance of employees. This confirms the study performed by Astuty (2020), who determined that the existence of affective commitment has a significant impact on employee performance. However, the findings of Yuniawan and Udin (2020) suggest that affective commitment has no effect on employee performance. Based on the facts above, it is clear that the BPJS Employment Medan Kota Branch has problems with employee performance and research gaps in which work-life balance, perceived organizational support, and affective commitment have a negative effect on employee performance.

Referring to the phenomenon that has been described, the research questions are:

RQ1: Does work-life balance affect the employees' affective commitment at BPJS Employment Medan Kota Branch?

RQ2: Does the perceived organizational support have an effect on the employees' affective commitment at BPJS Employment Medan Kota Branch?

RQ3: Does work-life balance affect the employees' performance at BPJS Employment Medan Kota Branch?

RQ4: Does the perceived organizational support have an effect on the employees' performance at BPJS Employment Medan Kota Branch?

RQ5: Does affective commitment affect the employees' performance at BPJS Employment Medan Kota Branch?

RQ6: Does work-life balance affect employee performance through affective commitment in BPJS Employment Medan Kota Branch?

RQ7: Does perceived organizational support affect the performance of employees through affective commitment in BPJS Employment Medan Kota Branch?

#### **Accordingly, the purposes to be achieved from this study are**

1. To analyze the effect of work life balance on employee performance at BPJS Employment, Medan Kota Branch.
2. To analyze the effect of perceived organizational support on the employees' performance at BPJS Employment, Medan Kota Branch
3. To analyze the effect of the balance of work life on the affective commitment of employees at BPJS Employment, Medan Kota Branch.
4. To analyze the effect of perceived organizational support on affective commitment at BPJS Employment, Medan Kota Branch.
5. To analyze the effects of affective commitment on the performance of employees at BPJS Employment, Medan Kota Branch.
6. To analyze the effect of work-life balance on employee performance through affective commitment to BPJS Employment, Medan Kota Branch

7. To analyze the effect of perceived organizational support on employee performance through affective commitment to BPJS Employment, Medan Kota Branch..

The findings of this research are anticipated to be valuable as one of the resources that may be investigated in an effort to increase knowledge, particularly about work-life balance, perceived organizational support, affective commitment, and employee performance. In order to achieve the goals of BPJS Employment, Medan Kota Branch and practical benefits can be one of the sources of information and materials for consideration or input in improving employee performance through the influence of work-life balance, perceived organizational support, and affective commitment. It is anticipated that it will contribute to the advancement of research and serve as a tool for gaining practical knowledge on work-life balance, perceived organizational support, affective commitment, and employee performance.

## **LITERATURE REVIEW**

### **Employee performance**

The term "performance" is derived from the terms "job performance" and "actual performance" and refers to the quality and quantity of work accomplished by an employee in the context of fulfilling their assigned responsibilities (Mangkunegara, 2011). Robbins (2016) defines performance as the result of an employee's work in accordance with the job's required criteria. Atatsi (2019) defines employee performance as behaviors and measurable outcomes that employees follow or generate in relation to and in support of company goals. Some viewpoints on performance imply that performance is the outcome of work or the degree of success achieved by workers in their area of work, which is directly reflected in the quantity and quality of output generated in compliance with job requirements. In their research, Diamantidis & Chatzoglou (2019) concluded that there are six factors that can affect employee

performance, including organizational support, organizational climate, work environment, flexibility, and intrinsic motivation. Meanwhile, based on the research results of Krishnaveni & R. Monica (2018), they concluded that empowerment, competency development practices, rewards and recognition, as well as work involvement, are some of the factors that can affect the level of employee performance. According to Robbins (2016), performance indicators are a tool for assessing the degree of employee performance achievement. It divides performance appraisal into the following categories: work quality, quantity, timeliness, effectiveness, and autonomy.

### **Work life balance**

Numerous studies suggest that work-life balance has a significant influence on an individual's psychological wellbeing and sense of life's harmony, which is an indicator of the balance between duties at work and roles at home. The term "work-life balance" refers to the relationship between an individual's working and non-working activities. It is often assumed that achieving a positive work-life balance requires devoting more time to one activity (work) in order to have more time for other activities (outside work) (Kelliher, 2018). Work-life balance represents satisfaction with one's professional and personal life, in the absence of role conflicts (Kim, 2014). This work-life balance is also known as one's ability to meet work and family obligations and other non-work-related duties and activities. According to Schermerhorn (2013), work-life balance is related to a person's capacity to achieve a balance between work demands and the requirements of their personal and family life. According to Delecta (2011), work-life balance is described as an individual's capacity to meet their work and family obligations, as well as other non-work-related tasks, while maintaining a healthy work-life balance. Work-life balance programs, according to Robbins and Coulter

(2012), include resources for parent and child care, worker health and welfare care, relocation, and other services. Many businesses provide the family-friendly benefits workers need to maintain a healthy work-life balance, including flexible hours, job sharing, long-distance communication, and other options. Gragano (2020) describes in general the influence of work-life balance as divided into four types of influence between work and family based on its direction and valence. The four types include: family-to-work conflict, work-to-family conflict, family-to-work enrichment, and work-to-family enrichment. Work-life balance is influenced by various variables that may be related to the individual, family, job, or both. A study conducted by Vyas and Shrivastava (2017) provides an overview of eleven factors that affect work-life balance, including social support, organizational issues, stress issues, information technology and work issues, and family issues, social issues, organizational support, work-load issues, individual issues, and lack of knowledge. According to Fisher (2012), work-life balance is divided into two groups, each of which has two dimensions; first, demands: a) work interference with personal life and b) personal life with work interference. Second, resources; (a) work enhancement of personal life, (b) personal life enhancement of work. According to Bulger and Fisher (2012), a work-life balance may have several advantages. Work-life balance may enhance employee performance and attitudes by enabling workers to better balance their responsibilities. In addition to satisfied and productive employees, companies benefit from the capacity to attract, retain, and motivate workers. If there is a policy that impacts work-life balance from the perspective of corporate social responsibility, it may help enhance the company's image. Meanwhile, Gragano (2020) argues that work-life balance may increase job happiness, performance, and organizational dedication in addition to the quality of one's personal and family life. In

addition, it can also reduce the occurrence of stress-related symptoms such as psychological discomfort, emotional fatigue, anxiety, and depression by achieving a work-life balance.

### **Perceived Organizational Support**

The term "perceived organizational support" (POS) relates to employees' perceptions of the extent to which their contributions are valued and their well-being is considered by the company (Eisenberger, 2014). According to Robbins (2015), perceived organizational support refers to the extent to which employees think that the organization values their contributions and cares about their well-being. Employees view their employment relationships as reciprocal relationships that show relative dependence and go beyond formal contracts. Similarly, Eisenberger (2014) argues that perceived organizational support is the level at which employees believe that their organization values their contributions and cares for their well-being. Organizations can do several things to support their employees, including providing adequate compensation, protecting job security, developing jobs, and minimizing political impact (Colquitt et al., 2018). Organizational support can provide benefits for employees, such as acceptance and recognition. POS can also help employees with the various tasks they need to perform (Havizd & Gupron, 2019). Based on Allen's research (2020), in general, there are three factors that affect perceived organizational support by employees, including (1) job characteristics, stressors, and organizational actions. Based on Yuan's (2017) research, three-dimensional measures of perceived organizational support were adopted. Job support, emotional support, and developmental support are the three dimensions. According to Agustian and Fitria (2020), perceived organizational support (POS) has three dimensions: (1) fairness; (2) supervisor support; and (3) organizational rewards and job conditions. Neves & Eisenberger (2014) argue that the existence of perceived

organizational support by employees is important. Among these are: (1) organizational commitment; (2) job-related affect; (3) job involvement; (4) performance; (5) strains; (6) desire to stay; and (7) withdrawal behavior.

### **Organizational commitment**

According to Robbins and Judge (2017), organizational commitment is "the extent to which an employee identifies with a particular organization and its goals and wants to maintain his or her position within the company." Thus, we define organizational commitment as an employee's willingness to perform organizational responsibilities and a desire to keep his or her position within the organization. Moorhead and Griffin (2013) mention that organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to their organization, and organizations can increase commitment among employees by cultivating employee-perceived organizational support, which reflects the extent to which organizations care about employee well-being (Colquitt et al., 2018). As Luthans (2011) mentions, there are several special stages in an effort to increase employee organizational commitment, including: (1) Commit to people-first value; (2) explain and communicate the company's mission; (3) ensure organizational justice; and (4) create a sense of community; (5) support employee development. As per Meyer in Khanan (2021), organizational commitment consists of three components, including: (1) affective commitment; (2) continuous commitment; and (3) normative commitment.

### **Affective commitment**

The affective commitment approach is a widely used technique for organizational commitment. Luthans (2015) mentions affective commitment as a strong desire to engage with the organization, a strong desire to achieve a high level of competence on behalf of the organization, and a certain

belief in the acceptance of organizational values and goals. As Wong (2015) argues, affective commitment refers to the extent to which a person identifies with and participates in a particular organization. Meyer in Waeyenberge (2016) suggests that affective commitment refers to the emotional or affective relationships of an organization that go through employee engagement as well as organizational identification.

Perceptions of job characteristics, dependence on the organization, perceptions of participatory management, and tenure. Mercurio (2015) explains that studies on the causes of emotional commitment have gained popularity as a result of the empirical correlations shown between affective commitment and turnover, absenteeism, organizational citizenship behavior, and stress. Mangago (2014) concludes that the antecedents of affective commitment include objective and subjective aspects of work, which are classified into three categories: personal characteristics, structural characteristics, and work experience. Fenandez-Lores (2015) states that the dimension of affective commitment consists of three, namely: (1) identification with the organization, (2) involvement in the organization, and (3) emotional attachment to the organization.

### **The influence of work-life balance on affective commitment**

Work-life balance has become an important topic in the workplace as it can lower turnover rates, create job engagement, performance, high productivity, job satisfaction, and organizational commitment. Kim (2014) stated that work-life balance can increase employee affective commitment. This is in line with research conducted by Nadeeshani & Nishanthi (2020), who suggested that work-life balance has a fairly high influence on employee affective commitment.

### **The influence of perceived organizational support on affective commitment**

Several research on affective commitment based on social exchange concludes that one of the important factors that can affect affective commitment is perceived organizational support (POS), both directly in the banking and trade sectors and indirectly in the banking and education sectors (Alshaabani, 2021). Alshaabani's research found that the influence of perceived organizational support can positively influence affective commitment. With an increase in perceived organizational support by employees, the likelihood of employees having a positive sense of commitment to the organization increases. This research is in line with the research of Astuty & Udin (2020), who found that there is a significant influence of perceived organizational support on the affective commitment of employees.

### **The effect of work-life balance on employee performance**

Employee productivity and performance will decrease if the company fails to consider the importance of work-life balance and manage it properly. Wolor et al. (2020) stated that work-life balance has an influence on the performance of employees of the millennial generation. However, Kim (2015) has a different opinion, finding that there is no direct influence of work-life balance on the performance of in-role employees. According to Mehwish and Muhammad (2017), work-life balance has a positive and significant relationship with employee performance, and the role of family and demographics plays an important role in determining how well work-life balance is maintained in the company.

### **The effect of perceived organizational support on employee performance**

Shabbir et al. (2021) stated that, based on the results of their research, they found that the perception of organizational support has a significant positive effect on employee performance. Similarly, Ridwan & Ali

(2020) found that the perception of organizational support has a positive and significant effect on employee performance, both partially and simultaneously. While Karepete et al. (2016) found that perceived organizational support does not have a direct effect on employee performance. The results of this study are different from the research of Sabir et al. (2020), which showed a direct effect of perceived organizational support on employee performance.

### **The influence of affective commitment on employee performance**

Affective commitment acts as a motivator, increasing various competencies that benefit employees and, as a result, improving employee performance (Bloemer et al., 2013). Affective commitment affects employee performance positively and significantly (Astuty & Udin, 2020). This is in line with the research of Ridwan et al. (2020), which states that affective commitment affects employee performance both partially and simultaneously. Unlike previous studies, Yuniawan and Udin (2020) found that there was no influence of affective commitment on employee performance.

### **Hypotheses proposed**

Hipotesis yang disusun adalah sebagai berikut

H1: Work-life balance has a significant effect on the employees' affective commitment at BPJS Employment, Medan Kota Branch.

H2: The perceived organizational support has a significant effect on the employees' affective commitment at BPJS Employment, Medan Kota Branch.

H3: Work-life balance has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch.

H4: The perceived organizational support has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch.

H5: Work-life balance has a significant effect on the employees' performance at BPJS Employment Medan Kota Branch through affective commitment.

H6: The perceived organizational support has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch, through Affective Commitment.

H7: Affective commitment has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch.

## **RESEARCH METHODS**

This study uses a sample survey approach, i.e., data collection is only done on a part of the population (Arikunto, 2010). Based on research problems, techniques and tools used in this research are quantitative descriptive, with the nature of explanatory research that explains the relationship between research variables and hypothesis testing that have been formulated previously. This research was conducted at BPJS Employment, Medan Kota Branch North Sumatera. The research was conducted from January to April 2022.

### **Population and Sample**

The population in this research is employees at BPJS Employment, Medan Kota Branch, who numbered 50 people with the minimum criteria of having worked for three years. The entire population of 50 people will be observed (using a saturated sample). According to Sugiyono (2017), a saturated sample is a sample that represents the total population, which is usually done if the population is considered small or less than 100 people.

### **Operational Variable**

Work-life balance (X1) is the life balance felt by employees at BPJS Employment, Medan Kota Branch, between their work and personal lives, without role conflicts. Perceived Organizational Support (X2) is the degree to which employees think that BPJS Employment, Medan Kota Branch appreciates their contributions and supports

their work. "Employee performance" (Y) is the work results achieved by employees at BPJS Employment, Medan Kota Branch, in their jobs according to certain criteria that apply within the company. Affective Commitment (Z) is a strong desire of employees at BPJS Employment, Medan Kota Branch to be involved with the company; a strong desire to achieve a high level of competence on behalf of the company; and a certain confidence in accepting the values and goals owned by BPJS Employment, Medan Kota Branch.

### **Data sources and types**

Primary and secondary data are used in this investigation. According to Sugiyono (2017), primary data is a data source that supplies data collectors with information directly. This data was collected directly from respondents at the study site using questionnaires and interviews addressing the examined variables. Secondary data is data sources that do not provide data collectors with information directly.

### **Methods for Data Analysis**

Data analysis activities include grouping data based on variables and types of respondents; tabulating data based on variables from all respondents; presenting data for each variable studied; performing calculations to answer the problem formulation; and performing calculations to test proposed hypotheses. In this work, data analysis was conducted using Partial Least Square (PLS). PLS is a type of component-based structural equation modeling (SEM). According to Ghazali (2016), PLS is an alternate technique that changes from covariance-based SEM to variant-based SEM. For path analysis with observed variables using the SmartPLS software, there is no need to conduct model measurements (measurement models) to assess validity and reliability; hence, structural model estimations are performed instantly (Ghozali, 2016). The association between work-life balance (X1), perceived



organizational support (X2), performance (Y), and affective commitment (Z).

## RESULTS

### Characteristics of respondents

Respondents in this study amounted to 50 people, who are all employees of BPJS Employment Medan Kota Branch. The characteristics of respondents are described by gender, age, work, and division.

Table 2: Characteristics of respondents

Characteristics	Frequency	Percentage
<b>Gender</b>		
Female	26	52
Male	24	48
Amount	50	100
<b>Age</b>		
18 - 24 years old	4	8
25 - 40 years old	31	62
41 - 56 years old	15	30
Amount	50	100
<b>Working period</b>		
1-5 years	6	12
6-10 years	25	50
Above 10 years	19	38
Amount	50	100
<b>Division</b>		
Corporations and institutions	8	16
Special program membership	15	30
Finance	2	4
Pelayanan	13	26
General and HRD	6	12
Pengawas dan Pemeriksa	6	12
Amount	50	100

### Mean results for all variables

The result of the mean of all variables demonstrates the distribution of respondents' replies to the questionnaire's proposed statements. The following are the findings of the distribution of respondent responses for work-life balance (X1), perceived organizational support (X2), affective commitment (Z), and performance (Y).

Table 3: Summary of mean results for each variable

Constructs	Mean	Category
Work-life balance	3,48	High
Perceived organizational support	3,59	High
Affective commitment	3,46	High
Employee performance	3,53	High

### Model Evaluation

#### The Outer Model (Measurement Model)

Convergent validity is part of the measurement model, which in SEM-PLS is usually referred to as the outer model. There are two criteria to assess whether the outer model (measurement model) meets the condition of convergent validity for the reflective construct, namely the loading must be above 0.7 and the p value must be significant (<0.05).

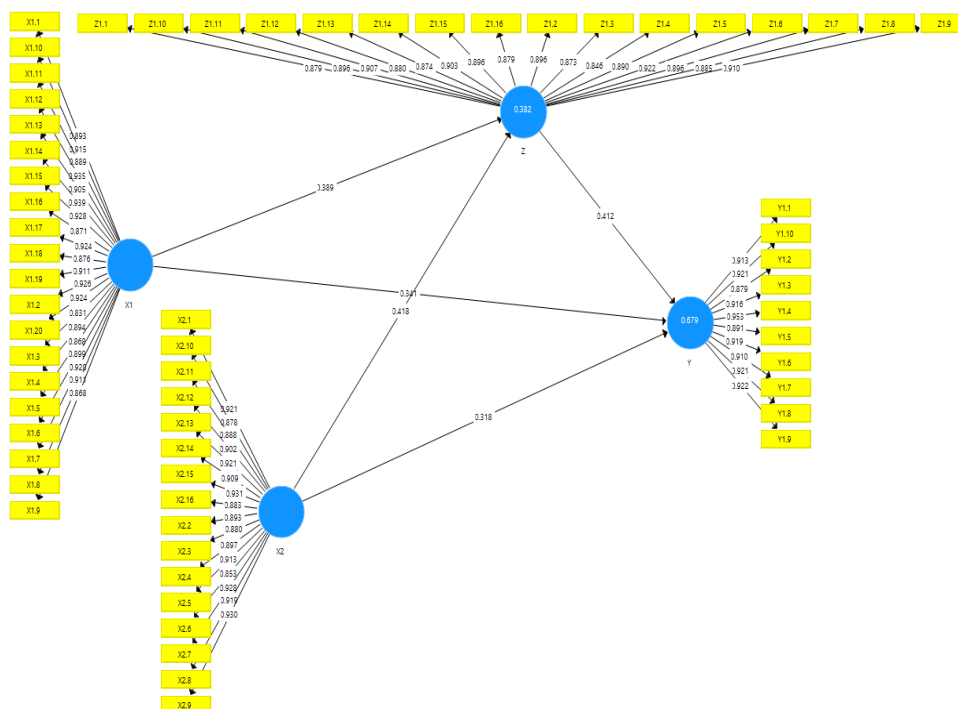


Figure 1. Validity testing based on loading factor

Figure 1 shows that the entire loading value is  $> 0.7$ , which means it has met the validity requirements based on the loading value. Furthermore, reliability testing was performed based on composite reliability (CR) values (see table 4).

Table 4: Reliability Test

	Composite Reliability	Cronbach's Alpha	AVE
X1	0.989	0.988	0.813
X2	0.986	0.985	0.816
Y	0.981	0.978	0.837
Z	0.984	0.982	0.791

The suggested CR value is more than 0.7 (Mahfud and Ratmono, 2013); hence, any CR values greater than 0.7 satisfy the reliability requirements based on CR and Cronbach's alpha (CA). In contrast, the

validity test based on the average variance extracted (AVE) value revealed that all AVE values were more than 0.5, indicating that it satisfies the AVE-based validity requirements.

## Hypothesis testing

### Direct effect

The direct effect is the influence of an independent variable on a dependent variable that does not pass via an intervening variable. There is a direct relationship between the independent variable (X), the intermediate variable (Z), and the dependent variable (Y). In table 5, the following are the findings of the significance test:

Table 5: Significance test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1 -> Y	0.341	0.328	0.155	2.204	0.028
X1 -> Z	0.389	0.395	0.164	2.374	0.018
X2 -> Y	0.318	0.316	0.157	2.024	0.044
X2 -> Z	0.418	0.422	0.159	2.627	0.009
Z -> Y	0.412	0.411	0.199	2.066	0.039

Table 5 shows the results of the following empirical findings:

1. Work-life balance (x1) has a positive effect on employee performance (y), with a path coefficient value (original sample) of 0.341 and is significant, with a value of P-Values = 0.028  $< 0.05$  (hypothesis was accepted).
2. Work-life balance (x1) has a positive effect on affective commitment (z), with a path coefficient value (original sample) of 0.381 and is significant, with a value of P-Values = 0.018  $< 0.05$  (hypothesis was accepted).
3. Perceived organizational support (x2) has a positive effect on employee performance (y), with a path coefficient value (original sample) of 0.318 and is significant, with a value of P-Values = 0.044  $< 0.05$  (hypothesis was accepted).
4. Perceived organizational support (x2) has a positive effect on affective commitment (z), with a path coefficient value (original sample) of 0.418 and is

significant, with a value of P-Values = 0.009  $< 0.05$  (hypothesis was accepted).

5. Affective commitment (z) has a positive effect on employee performance (y), with a path coefficient value (original sample) of 0.412 and is significant, with a value of P-Values = 0.039  $< 0.05$  (Hypothesis was accepted).

Table 6. Coefficient of determination (R-Square)

	R Square
Y (Performance)	0.679
Z (Affective commitment)	0.382

The R-Square value of employee performance (y) is 0.679, indicating that work-life balance (x1), perceived organizational support (x2), and affective commitment (z) may account for up to 67.9% of employee performance (y). The R-Square value of affective commitment (z) is 0.382, which means that work-life balance (x1) and perceived organizational support (x2) explain 38.2% of affective commitment (z)..

### Indirect effects

Indirect effects show the influence of work-life balance and perceived organizational support on employee performance through

affective commitment. In table 7, the results of the mediation test are presented as follows:

**Table 7: Mediation Testing (Indirect Effects)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
<b>X1 -&gt; Z -&gt; Y</b>	0.281	0.294	0.141	1.993	<b>0.047</b>
<b>X2 -&gt; Z -&gt; Y</b>	0.302	0.316	0.144	2.095	<b>0.037</b>

The results of mediation testing in Table 7 reveal the following:

The indirect effect of work-life balance (x1) on employee performance (y) through affective commitment (z) is 0.281. It is known that affective commitment (z) significantly mediates the relationship between work-life balance (x1) and employee performance (y), with P-Values =  $0.047 < 0.05$  (hypothesis was accepted).

The indirect effect of perceived organizational support (x2) on employee performance (y), through affective commitment (z) is 0.302. It is known that affective commitment (z) significantly mediates the relationship between perceived organizational support (x2) and employee performance (y), with P-Values =  $0.037 < 0.05$  (hypothesis was accepted).

### Total effects

In the study model, the total effect is the sum of all direct and indirect effects.

**Table 8: Total effects**

	Performance (Y)	Affective commitment (Z)
<b>Work-life balance (X1)</b>	0.501	0.389
<b>Perceived organizational support (X2)</b>	0.490	0.418
<b>Performance (Y)</b>		
<b>Affective commitment (Z)</b>	0.412	

The results of the mediation test in Table 8 show that the total effect of work-life balance (X1) on employee performance (Y) is 0.501, while the total effect of work-life balance (X1) on affective commitment (Z) is 0.389. The total effect of perceived organizational support (X2) on employee performance (Y) is 0.490, while the total effect of perceived organizational support (X2) on affective commitment (Z) is 0.418. The total effect of affective commitment (Z) on employee performance (Y) is 0.412.

### Analyzing research hypotheses

**Table 9: Hypotheses Test**

No.	Hypotheses	Coefficient Value	P Value	Conclusion
H1	Work-life balance has a significant effect on the affective commitment of employees at BPJS Employment, Medan Kota Branch.	0,381	0.009	Accepted
H2	Perceived organizational support has a significant effect on the affective commitment of employees at BPJS Employment, Medan Kota Branch.	0,418	0.018	Accepted
H3	Work-life balance has a significant effect on employee performance at BPJS Employment, Medan Kota Branch.	0,341	0.028	Accepted
H4	Perceived organizational support has a significant effect on employee performance at BPJS Employment, Medan Kota Branch	0,318	0.044	Accepted
H5	Work-life balance has a significant effect on employee performance through affective commitment at BPJS Employment, Medan Kota Branch	0,281	0.047	Accepted
H6	Perceived organizational support has a significant effect on employee performance through affective commitment at BPJS Employment, Medan Kota Branch.	0,302	0.037	Accepted
H7	Affective commitment has a significant effect on the performance of employees of BPJS Employment Medan Kota Branch.	0,412	0.039	Accepted

## **DISCUSSION**

### **Work-life balance has a positive and significant effect on affective commitment**

The first hypothesis states that work-life balance has a significant effect on the affective commitment of employees at BPJS Employment, Medan Kota Branch. In this case, work-life balance is the cause of affective commitment. Therefore, it is important to pay attention to and create a work-life balance that can increase the affective commitment of employees. By providing opportunities for employees to balance their work life with their personal life.

Overall, the results of the study indicate that employees of BPJS Employment Medan Kota Branch have a high work-life balance. This is due to employees who generally have worked for more than 6 years and have been able to adjust between personal and work routines. Employees with this tenure also have family, children, or relatives who understand their work conditions, so that their environment adapts to the employee's working conditions. The results of this study are in line with the research of Shashikala & Nishanthi, (2021), Rani and Desiana (2019), and Kim (2014), which state that work-life balance has a positive and significant effect on affective commitment.

### **Perceived organizational support has a positive and significant effect on the affective commitment**

The second hypothesis states that perceived organizational support has a positive and significant effect on the affective commitment of employees at BPJS Employment, Medan Kota Branch. Perceived organizational support is the cause of affective commitment in this case. The greater perceived organizational support by employees, the greater the emotional bond within employees to BPJS Employment, Medan Kota Branch. The results of this study are in line with research by Astuty & Udin (2020), Sabir et al. (2020), and Choi (2020), which states that perceived organizational support has a

positive effect on employee affective commitment.

### **Work-life balance has a positive and significant effect on the employees' performance**

The third hypothesis states that work-life balance has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch. In this case, work-life balance is the cause of employee performance. The decline in performance at BPJS Employment, Medan Kota Branch began in 2019 and continued to decline in 2020 due to the presence of the COVID-19 pandemic, which made it difficult for employees to divide work time and family time when they had to work from home. The results of this study are in line with the research of Wolor et al. (2020), Mehwish and Muhammad (2017), and Amin & Malik (2017), which state that work-life balance has a significant positive effect on employee performance.

### **Perceived organizational support has a positive and significant effect on the employees' performance**

The fourth hypothesis states that perceived organizational support has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch. In this case, the perceived organizational support is the cause of employee performance. When employees can feel the support provided by the organization, they will make maximum efforts to achieve organizational goals. The results of this study are in line with research conducted by Astuty & Udin (2020), Sabir et al. (2020), Ridwan et al. (2020), and Choi (2020), who stated that perceived organizational support had a significant positive effect on employee performance.

### **Work-life balance variable on employee performance mediated by affective commitment**

The results showed that there was an effect of the work-life balance variable on

employee performance mediated by affective commitment. Thus, this response to the fifth hypothesis, namely, work-life balance, has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch through affective commitment. Employees who have a good work-life balance will encourage the creation of affective commitment, which in turn will encourage better employee performance to produce high performance. When an employee has a high sense of belonging to their organization, the employee will improve their performance because they feel that the success of their organization is their success as well. Affective commitment is one of the important things for employees of BPJS Employment, Medan Kota Branch who provide public services. The results of this study are in line with the research of Kim (2014), Banu (2020), and Ardiansyah & Surjanti (2020), which state that there is an effect of work-life balance on employee performance through affective commitment.

#### **Perceived organizational support on employees' performance mediated by affective commitment**

The results showed that there was an influence of perceived organizational support on employee performance mediated by affective commitment. Thus, this response to the sixth hypothesis, namely, perceived organizational support, has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch through affective commitment. Perceived organizational support by employees can encourage the creation of employee affective commitment. When affective commitment to employees has grown because of the perceived organizational support, affective commitment will affect employee performance. Employees who already have an affective commitment to BPJS Employment, caused by perceived organizational support, can provide the best performance they have. With perceived

organizational support by employees, it will create an affective commitment that can encourage employee performance improvement. The results of this study are in line with research conducted by Kim (2014), Astuty & Udin (2020), and Choi (2020), which states that there is an influence between perceived organizational support and employee performance mediated by affective commitment.

#### **Affective commitment has a positive and significant effect on employee performance**

Based on the results of the study, affective commitment has a positive and significant effect on employee performance. Thus, this answers hypothesis seven, namely, perceived organizational support has a significant effect on the employees' performance at BPJS Employment, Medan Kota Branch. Affective commitment tends to be a strong factor in improving employee performance. Thus, companies can have employees who are loyal, proactive, and have the initiative to provide maximum performance as an effort to maintain and develop company goals. The results of this study are in line with research conducted by Kim (2014), Astuty & Udin (2020), Choi (2020), Ridwan et al. (2020), and Sabir et al. (2020), which state that affective commitment has a significant positive effect on employee performance.

#### **CONCLUSION AND SUGGESTIONS**

From the analysis and discussion of the effects of work-life balance and perceived organizational support mediated by affective commitment, the following conclusions can be drawn:

Work-life balance has a significant positive effect on the affective commitment of employees at BPJS Employment, Medan Kota Branch. Perceived organizational support has a significant positive effect on employees' affective commitment at BPJS Employment, Medan Kota Branch. Work-life balance has a significant positive effect on employees' performance at BPJS

Employment, Medan Kota Branch. Perceived organizational support has a significant positive effect on employees' performance at BPJS Employment, Medan Kota Branch. Through affective commitment, work-life balance has a significant positive effect on employees' performance at BPJS Employment, Medan Kota Branch. Through affective commitment, perceived organizational support has a significant positive effect on employees' performance at BPJS Employment, Medan Kota Branch through affective commitment. Affective commitment has a significant positive effect on employees' performance at BPJS Employment, Medan Kota Branch.

Some suggestions proposed by researchers are as follows:

It is recommended for BPJS Employment, Medan Kota Branch to pay more attention to the work-life balance of its employees by adjusting the workload and employee capacity and making a policy of overtime work per day. It is recommended to BPJS Employment, Medan Kota Branch to make a mini-playground or child care (baby care) so that it can make it easier for employees, the majority of whom are married, to divide their time and thoughts between work and children. It is recommended to create a positive and pleasant work environment with community-mindedness, build smooth communication between each employee, and organize team building and office gatherings that are carried out regularly, which will affect the work-life balance of employees. It is recommended to implement flexible working arrangements and remote working policies, which can assist in attracting and retaining high-quality employees who are looking for more flexibility in their work schedules. It is recommended to place employees according to their skills and competencies, in order to make it easier for employees to carry out their work duties. Hence, employees can carry out personal activities to get work-life balance. It is recommended that the social-emotional welfare of employees provide

opportunities for development, guidance from superiors or experts, as well as motivation or encouragement that can foster perceived organizational support and employee affective commitment. It is recommended to develop coaching techniques using the FUEL method (Frame, Understand, Explore, and Lay). Hence, the coaching process can make employees more aware of their competencies, which can improve employee performance. It is recommended to conduct a training needs analysis so that employees can get training that suits their needs at work. It is recommended to apply flexi time, a half-day leave policy, leave for male employees whose wives have just given birth, digital signatures, child care facilities, lactation rooms, and implement co-working spaces. It is recommended to do best practice sharing regularly between divisions as an effort to update employee knowledge and skills that will create a feeling of support from BPJS Employment for employee competency development. It is recommended to consider a pay-for-performance policy as an effort to minimize the emergence of a sense of injustice between divisions. It is recommended to provide leadership training and emotional intelligence training to increase the affective commitment of employees of BPJS Employment Medan Kota Branch. For further researchers, it is suggested that they be able to expand the research variables that may affect employee performance and deepen the influence of work-life balance variables by adding indicators of flexible working arrangements, job satisfaction, self-awareness, coaching methods, job characteristics, work environment, employee involvement, and psychosocial mentoring so that more complete information can be obtained regarding factors that affect affective commitment and employee performance.

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