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Research Article

Work-Life Balance, Organizational Communication, and Employee Performance: The Mediating Role of Organizational Commitment

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Abstract
This study examines the relationships of work-life balance and organizational communication with employee performance, focusing on the mediating role of organizational commitment. The research was conducted at CV. Jajanan Premium Nusantara, with 61 employees selected through saturated sampling. The study collected primary data using questionnaires and analyzed them with Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that work-life balance and organizational communication positively influence employee performance and organizational commitment. Organizational commitment also positively influences employee performance and mediates the relationships between work-life balance and employee performance, and between organizational communication and employee performance. These indirect effects suggest that balancing professional and personal responsibilities and fostering effective workplace communication can strengthen employees' attachment to the organization, which subsequently contributes to better performance. Beyond established direct relationships between workplace factors and employee performance, this study highlights organizational commitment as a complementary explanatory mechanism through which work-life balance and communication translate into performance outcomes. The findings provide practical insights for management to develop flexible work arrangements, improve internal communication, and strengthen employees' identification with organizational goals. These initiatives may help create a supportive work environment that encourages commitment and sustainable performance improvement.

Keywords: Employee Performance, Organizational Commitment, Work-Life Balance, Communication.

JEL Classification: J28, M12, D23

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1. Introduction

Every company needs a competitive strategy to survive in today's globalized era. Globalization encourages companies to be more effective and efficient to keep up with rapidly emerging changes. The strategy implemented can involve developing and improving employee performance.

According to Mangkunegara (2019), performance results from an employee's work in terms of the quality and quantity achieved while carrying out their duties. Employee performance is a key factor in a company or organization's success in achieving its goals. For this reason, company leaders should monitor employee performance because a decline can affect the company's overall performance.

This inconsistent performance reflects the value of CV employees. Jajanan Premium Nusantara is still not good. This is in accordance with one of the indicators that must be possessed by the performance of Isdiyarti et al. (2022), namely work quality. Work quality is defined as the results of work carried out by employees, reflecting the quality and perfection of the work results in terms of employee skills and expertise. Fluctuating performance means that employees' work quality also changes. Of course, this needs further evaluation.

CV. Jajanan Premium Nusantara needs to identify the factors that influence employee performance to advance the company, including work-life balance. According to Mendis and Weerakkody (2017), work-life balance is the company's effort to adjust employees' work patterns so they can manage their responsibilities at home alongside their work. Workload often makes it difficult for employees to balance things related to work and things that are not related to work. An imbalance between personal and professional life can cause stress, which can reduce employees' productivity (Badrianto & Ekhsan, 2021). In addition, communication is no less important in improving employee performance. Good communication affects the organizational environment and can encourage everyone to work optimally. Strong communication between colleagues and superiors improves employee performance in a company (Lawasi & Triatmanto, 2017). This is supported by previous research by Putra and Yusuf (2022), which shows that better employee communication increases employee performance, and vice versa; worse employee communication decreases employee performance. Employee performance is not only influenced by communication but also by organizational commitment.

Despite extensive research on employee performance, further investigation is needed to understand how work-life balance and organizational communication jointly contribute to performance through organizational commitment, particularly in small organizational settings. Existing studies have examined the direct relationships between work-life balance, communication, organizational commitment, and employee performance. In contrast, the mechanisms through which these workplace conditions jointly translate into performance require further contextual examination at CV. Jajanan Premium Nusantara, the relationships among employees' personal responsibilities, workplace communication, and commitment provide a relevant setting for examining these interconnected factors. However, claims regarding inconsistent employee performance require support from documented organizational records or other verifiable evidence and should not be treated as facts without such documentation. This study addresses the research gap by examining the direct relationships between work-life balance and communication and employee performance, as well as their indirect relationships through organizational commitment. Drawing on attribution theory, the study conceptualizes employee performance as an outcome associated with how employees respond to individual and organizational conditions. Its theoretical contribution lies in examining organizational commitment as a mediating mechanism that complements the direct-effect perspective and clarifies how work-life balance and communication may be associated with employee performance. By investigating these relationships within a small organizational context, this study also provides context-specific insights for developing employee-supportive policies and improving internal communication.

2. Literature Review and Hypothesis

Literature Review

Attribution Theory

Attribution theory is a grand theory of employee performance. Attribution theory examines how people interpret events and the reasons or causes of their behavior. The study of attribution was initially conducted by Fritz Heider 2018). According to Heider (1958), every individual is a pseudo-

scientist who tries to understand others' behavior by collecting and combining pieces of information until they arrive at a reasonable explanation for why others behave a certain way. Attribution theory is divided into two: internal attribution, which explains behavior based on internal factors of the individual, such as personal characteristics, attitudes, personality, or effort. Meanwhile, external attribution explains a person's behavior based on external factors, such as situations, environmental conditions, or social pressure.

Employee Performance

Employee performance comes from the word performance, which means the results of a person's work, where the results of the work can be shown in concrete and measurable evidence. According to Busro (2018), employee performance is the work results that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in achieving the vision and mission and goals of the organization, with the ability to solve problems within the specified time and not violating the law. Mangkunegara (2019) defines employee performance as the work results that have been achieved by employees both in quality and quantity. According to Rivai and Basri in Lijan (2017), employee performance is a key factor in determining task achievement for individuals, which in turn influences organizational performance.

Work-Life Balance

Work-life balance is the extent to which a person is involved and satisfied with the time and psychological demands of their personal and work roles, without conflict between the two. According to Delecta (2021), work-life balance is an individual's ability to fulfill work and family commitments, as well as other non-work responsibilities. Meanwhile, according to Handayani (2018), work-life balance is a condition when someone can share roles and feel satisfaction in those roles, which is indicated by low levels of work-family conflict and high levels of work-family facilitation or work-family enrichment.

Communication

Communication is an important part of a company, especially in forming an effective and efficient organization. According to Mangkunegara (2019), communication is the process of transferring information, ideas and understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. According to Robbins (2019), communication motivates employees by explaining what to do, how to do it and what can be done to improve below-standard performance.

Organizational Commitment

Organizational commitment refers to individuals' feelings, attitudes, and behaviors that show they identify with the organization and remain loyal to it in achieving organizational goals (Wibowo, 2019). According to Luthans (2019), commitment is a strong desire to remain a member of the organization, a desire to strive according to the organization's wishes, certain beliefs, and acceptance of organizational values and goals.

Hypothesis

Communication and Employee Performance

According to Mangkunegara (2019), communication is the process of transferring information, ideas and understanding from one person to another with the hope that the other person can interpret it according to the intended purpose. According to Mangkunegara (2019), performance is the quality and quantity of work results an employee achieves by carrying out their duties. Employee performance is a key factor in a company or organization's success in achieving its goals. Previous research conducted by Ratnasari and Aidah (2020) stated that communication has a positive and significant effect on employee performance. Another study by Putra and Yusuf (2022) showed consistent results: communication has a positive and significant effect on employee performance. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:

H2: Communication has a positive and significant effect on employee performance.

Organizational Commitment and Employee Performance
According to Luthans (2019), commitment is a strong desire to remain a member of the organization, a desire to strive according to the organization's wishes, certain beliefs, and acceptance of organizational values and goals. According to Rivai and Basri in Lijan (2017), employee performance is a key factor in task achievement and can influence organizational performance. Previous research conducted by Astuti (2022) stated that organizational commitment has a positive and significant effect on employee performance. Another study by Vipraprastha et al. (2018) showed consistent results: organizational commitment has a positive and significant effect on employee performance. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:
H3: Organizational commitment has a positive and significant effect on employee performance.

Work-Life Balance and Organizational Commitment
According to Mendis and Weerakkody (2017), Work-Life Balance is an effort companies make to adjust employees' work patterns so they can manage their responsibilities at home and at work and maintain balance. Organizational commitment refers to individuals' feelings, attitudes, and behaviors that show they identify with the organization and remain loyal to it in achieving organizational goals (Wibowo, 2019). Previous research conducted by Choeriyah and Utami (2023) stated that Work-Life Balance has a positive and significant effect on organizational commitment. Another study by Fauziah and Rozana (2024) showed consistent results: work-life balance has a positive and significant effect on organizational commitment. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:
H4: Work-life balance has a positive and significant effect on organizational commitment.

Communication and Organizational Commitment
According to Sikula (2017), communication is the process of transferring information, understanding, and comprehension from one person, place, or thing to another person, place, or thing. According to Luthans (2019), commitment is a strong desire to remain a member of an organization, to strive according to the organization's wishes, and to accept organizational values and goals. Previous research conducted by Dirwan (2022) stated that communication has a positive and significant effect on organizational commitment. Another study by Tanadi et al. (2020) showed consistent results: communication has a positive and significant effect on organizational commitment. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:
H5: Communication has a positive and significant effect on organizational commitment.

Work-Life Balance, Organizational Commitment and Employee Performance
According to Handayani (2018), Work-Life Balance is a condition when a person can share roles and feel satisfaction in those roles, which is indicated by low levels of work-family conflict and high levels of work-family facilitation or work-family enrichment. Commitment is a strong desire to remain a member of the organization, to strive according to the organization's wishes, and to accept organizational values and goals. According to Busro (2018), employee performance is the work results that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in achieving the vision and mission and goals of the organization, with the ability to solve problems within the specified time and not violating the law. Previous research conducted by Badrianto and Ekhsan (2021) stated that organizational commitment mediates the effect of Work-Life Balance on employee performance. Another study by Ardiansyah and Surjanti (2020) found consistent results, showing that organizational commitment mediates the effect of work-life balance on employee performance. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:
H6: Organizational commitment mediates the effect of work-life balance on employee performance.

Communication, Organizational Commitment and Employee Performance
According to Robbins (2019), communication motivates employees by explaining what to do, how to do it, and what can be done to improve substandard performance. Organizational commitment refers to the feelings, attitudes, and behaviors of individuals who identify themselves as part of the organization and are loyal to it in achieving organizational goals (Wibowo, 2019). According to Rivai and Basri in Lijan (2017), employee performance is a key success factor in achieving tasks, which in turn influences organizational performance. Previous research conducted by Budiati and Indarto (2023) stated that organizational commitment mediates the effect of communication on employee performance. Another study by Herlambang and Fuadi (2018) showed consistent results: organizational commitment mediates the effect of communication on employee performance. Based on the theoretical basis and supported by previous research, the following hypothesis can be formulated:
H7: Organizational commitment mediates the influence of communication on employee performance.

Research Conceptual Framework
In this study, the dependent variable are employee performance; the independent variables are work-life balance and communication; and organizational commitment is the mediating variable. Based on this explanation, the research conceptual framework is shown in Figure 1.

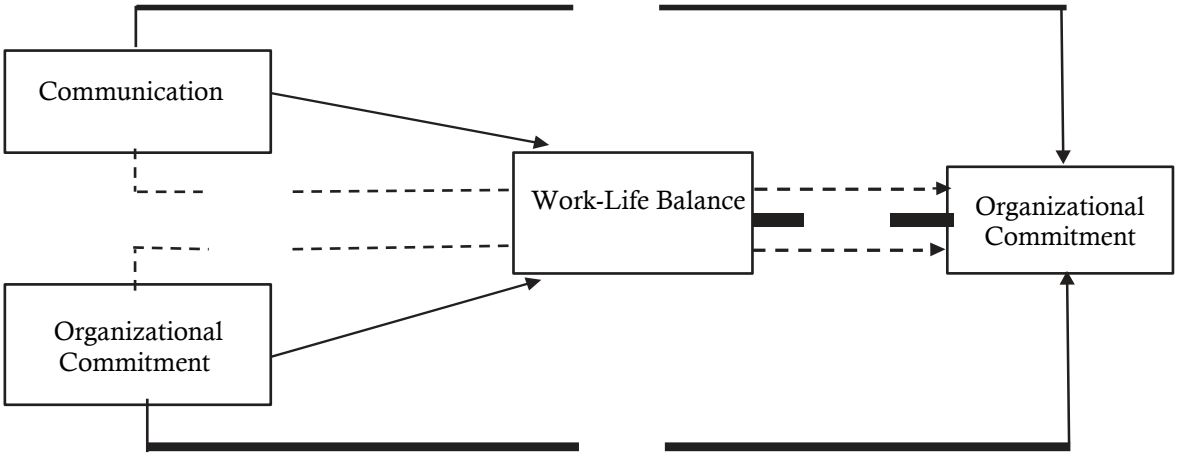


Figure 1. Conceptual Framework

3. Data and Method

Research Design
This study used a quantitative explanatory research design to examine the direct relationships between work-life balance and organizational communication and employee performance, and the mediating role of organizational commitment. Primary data were collected through a structured questionnaire distributed to CV. Jajanan Premium Nusantara employees. Jajanan Premium Nusantara. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to estimate the relationships among the research constructs and assess the indirect effects through organizational commitment.

Population, Sample, and Respondent Characteristics
The study population comprised all 61 employees of CV. Jajanan Premium Nusantara. Because the organization had a relatively small and identifiable employee population, a census sampling technique was employed, whereby all population members were invited to participate. Accordingly, the intended sample consisted of 61 employees. The final number of valid responses used in the analysis was [insert the actual number of valid responses]. Respondent characteristics should be reported using the available demographic information, including gender, age group, educational background, length of service, and job position, where collected. These characteristics provide context about the respondents and help readers assess the study sample's composition.

Research Instrument and Measurement
Data were collected using a structured questionnaire covering four constructs: work-life balance, organizational communication, organizational commitment, and employee performance. The questionnaire items were based on established measurement instruments derived from relevant literature. The sources of the measurement items were [insert the actual references for each construct]. Where necessary, we adapted the items to CV's organizational context. Jajanan Premium Nusantara, while preserving their intended conceptual meanings. The adaptation process involved [describe the actual translation, wording adjustment, expert review, or pilot-testing procedures, if conducted]. Responses were measured using an ordinal rating scale, specifically a [insert the actual scale, such as a five-point Likert scale], ranging from [insert the actual lowest response category] to [insert the actual highest response category]. The questionnaire indicators were used to assess employees' perceptions of their work-life balance, communication practices, organizational commitment, and performance.

Data Collection and Ethical Considerations
Questionnaire data were collected during [insert the actual data collection period]. Before participation, respondents were informed of the research objectives, the voluntary nature of participation, how the collected information would be used, and the measures taken to protect the confidentiality of their responses. Participants provided informed consent before completing the questionnaire. The study followed the applicable institutional ethical requirements and procedures for research involving human participants [specify the actual approval or exemption details, if applicable]. No ethical approval or consent procedure should be reported unless it was actually obtained or implemented.

Data Analysis and Justification for PLS-SEM
The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. This method was selected because the study sought to examine a predictive model involving multiple latent constructs, estimate direct and indirect relationships simultaneously, and evaluate organizational commitment as a mediator. The analysis included assessing the measurement model, evaluating the structural model and testing the proposed direct and indirect relationships. Measurement-model assessment addressed indicator reliability, internal consistency, convergent validity, and discriminant validity, as appropriate to the measurement specification. Structural-model assessment examined the model's explanatory power and predictive relevance, along with the estimated path relationships and indirect effects.

The sample-size justification should be based on an appropriate statistical-power assessment rather than a general recommendation concerning acceptable sample sizes. Specifically, the adequacy of the 61-employee population should be evaluated against the model's most demanding endogenous regression, the number of predictors, the anticipated effect size, the selected significance level, and the desired statistical power. An a priori power analysis should be reported if it was conducted before data collection; otherwise, a transparent sensitivity analysis can be used to assess the effects that the available sample could reasonably detect. Because the sample size was determined by the organization's size rather than a statistical sample-size target, interpret the findings in light of the study's statistical power and limited generalizability beyond the organization.

4. Results

Structural Model Evaluation (Inner Model)
The study evaluated the structural model (Inner Model) to test the suitability of the organizational commitment model in mediating the influence of work-life balance and communication on employee performance. The measurement criteria for the structural model evaluation can be seen in Table 1 using certain measurements and the recommended criteria rules.

Table 1. Results of Structural Model Evaluation

Evaluation Size	Criteria Rules	Model Test Results
R21 (Work-Life Balance and Communication) Organizational Commitment)	≤ 0.25 weak, 0.26 - 0.45 moderate, 0.46 - 0.70 strong, ≥ 70 very strong.	$R^2$1 = 0,468
R22 (Work-Life Balance and Communication on Employee Performance)	Q2 > 0 = model has predictive relevance, Q2 < 0 = model lacks predictive relevance.	$R^2$2 = 0,703
Q2 predictive relevance	small if ≥ 0.1, medium ≥ 0.25, large ≥ 0.36.	$Q^2$1 = 0,389
		$Q^2$2 = 0,553
		0,623

Source: Processed data (2024).

Based on Table 1, the model test results for the Tenenhaus Goodness of Fit (GoF) evaluation measure are 0.623. This shows that the model (fit) explains the influence between variables with a high level of suitability because it is≥ 0.36.

The R2 obtained is divided into two, namely R21 (Work-Life Balance and Communication on Organizational Commitment) with a value of 0.468, which means that work-life balance and communication on organizational commitment are 46.8%, and the remaining 53.2% is influenced by other factors not discussed in this study. The model is strong because the value obtained (0.468) is included in the criteria of 0.46 - 0.70. Then, R22 (Work-Life Balance and Communication on Employee Performance) has a value of 0.703, meaning that work-life balance and communication explain 70.3% of employee performance, and the remaining 29.7% is influenced by other factors not discussed in this study. The model is very strong because the value obtained (0.703) is included in the criteria ≥ 70.

The results of the Q2 test show that this model has relevance in predicting the relationship between variables (predictive relevance). This is indicated by Q2 1 of 0.389 > 0, showing that work-life balance and communication influence organizational commitment, and Q2 2 of 0.553 > 0, showing that work-life balance and communication influence employee performance.

The low values of R2 and Q2 are due to one factor: the small sample size, which can produce unstable and inaccurate estimates and contribute to the low values of R2 and Q2. Larger samples tend to provide better and more reliable estimates. However, Segarra et al. (2024) found that even though the R2 and Q2 values were low, the hypotheses linking the variables remained significant. This suggests that these variables have a real effect, but the model may need improvement to increase its predictive power.

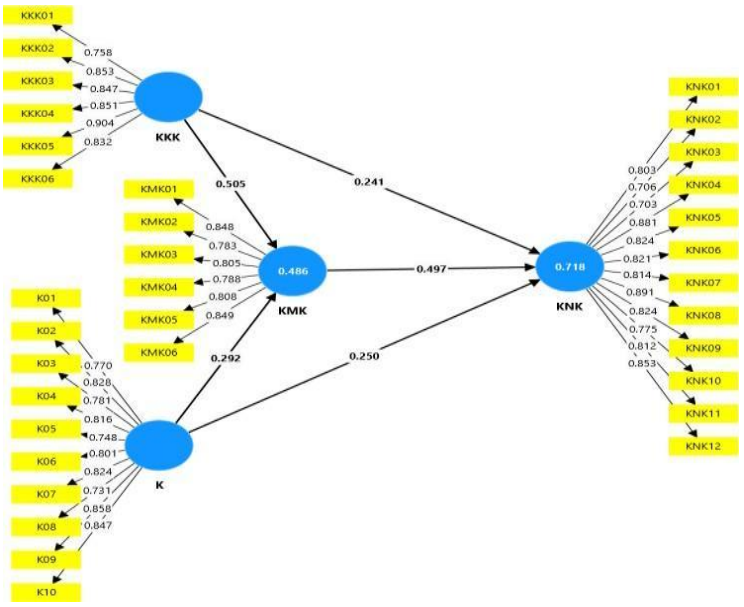


Figure 2. Path Diagram of Research Variables

Based on the structural model test results in Figure 2, the relationships between the variables can be seen. The direct influence of work-life balance and communication on organizational commitment can be seen, and the direct influence of work-life balance and communication on employee performance can be seen. In addition, it can also be seen that the variable of organizational commitment acts as a factor that mediates the variables of work-life balance and communication on employee performance.

Research Hypothesis Testing

Based on the results of the structural model test that has been carried out in Figure 2 and shows the path analysis that affects the variables both directly and indirectly. These results are used to test the seven research hypotheses. The following in Table 2 are the results of the research hypothesis testing.

Table 2. Results of Research Hypothesis Testing

Variable Relationship	Koefisien	P-Value	Description
Direct Effects			
Work Life Balance → Employee Performance	0,241	0,006	Significant
Communication → Employee Performance	0,250	0,003	Significant
Organizational commitment → Employee Performance	0,497	0,000	Significant
Work Life Balance → Organizational Commitment	0,505	0,000	Significant
Communication → Organizational Commitment	0,292	0,017	Significant
Indirect Effects			
Work Life Balance → Organizational Commitment → Employee Performance	0,251	0,030	Significant
Communication → Organizational Commitment → Employee Performance	0,145	0,003	Significant

Source: Processed data (2024).

The hypothesis testing results indicate that all relationships between variables are significant. Directly, Work-Life Balance has a positive effect on Employee Performance with a coefficient of 0.241 and a p-value of 0.006. Communication also has a positive direct effect on Employee Performance (coefficient 0.250; p = 0.003). In addition, Organizational Commitment has the greatest influence on Employee Performance, with a coefficient of 0.497 and a p-value of 0.000. Work-Life Balance and Communication are also proven to have a positive effect on Organizational

Commitment, each with a coefficient of 0.505 (p = 0.000) and 0.292 (p = 0.017). Indirectly, Work-Life Balance affects Employee Performance through Organizational Commitment with a coefficient of 0.251 and a p-value of 0.030. Similarly, the indirect effect of Communication on Employee Performance through Organizational Commitment has a coefficient of 0.145 and a p-value of 0.003. This finding indicates that Organizational Commitment significantly mediates the relationship between Work-Life Balance and Communication and Employee Performance.

5. Discussion

The Effect of Work-Life Balance on Employee Performance

The findings indicate a positive association between work-life balance and employee performance, suggesting that employees who can manage professional and personal responsibilities may have greater capacity to maintain concentration, energy, and task consistency. Lukmiati (2020), Asari (2022), and Mardiani and Widiyanto (2021) similarly reported positive relationships between work-life balance and employee performance. From an organizational perspective, adequate recovery time and manageable work arrangements may reduce work–family interference and support employees' ability to fulfill their responsibilities. However, work-life balance should not be interpreted as an automatic guarantee of higher productivity because outcomes may also depend on workload, job design, supervisory support, and available resources. Wong et al. (2020), in their meta-analysis of work–life balance arrangements, found that relationships with organizational outcomes varied across outcome categories, underscoring the need to distinguish individual performance from broader organizational outcomes. In the present study, the positive path coefficient indicates a meaningful relationship within the surveyed organization. However, the cross-sectional design does not establish that work-life balance interventions cause sustained performance improvements. Accordingly, management should examine whether employees experience manageable schedules, adequate rest, and reasonable flexibility while monitoring performance indicators over time.

The Effect of Communication on Employee Performance

The positive relationship between organizational communication and employee performance suggests that clear and timely information may help employees understand task requirements, coordinate responsibilities, and address operational problems more effectively. This interpretation is consistent with Ratnasari and Aidah (2020), Putra and Yusuf (2022), and Ertanto et al. (2021), who reported positive relationships between communication and employee performance. Effective communication can reduce ambiguity, minimize avoidable errors, and facilitate coordination between employees and supervisors, particularly when task completion depends on timely information exchange. Nevertheless, communication effectiveness depends not only on message frequency but also on clarity, relevance, consistency, and employees' opportunities to provide feedback. The findings therefore support the importance of communication as an organizational resource rather than proving that increasing communication frequency alone will improve performance. The estimated direct relationship is positive but smaller than the relationship between organizational commitment and performance, indicating that communication may provide operational support. In contrast, commitment more closely reflects employees' psychological attachment to organizational goals. Management should consequently evaluate communication quality through indicators such as task clarification, response time, feedback resolution, and the frequency of errors attributable to misunderstandings.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment exhibits the strongest direct relationship with employee performance among the predictors examined in this study. This finding is consistent with Astuti (2022) and Vipraprastha et al. (2018), who reported positive relationships between organizational commitment and employee performance. The comparatively stronger coefficient suggests that employees' identification with organizational values, willingness to remain involved, and readiness to contribute to organizational objectives may be particularly relevant to how they evaluate and perform their responsibilities. Unlike work-life balance, which concerns the compatibility of work and personal demands, or communication, which facilitates information exchange, commitment represents a more proximal attitudinal connection between employees and the organization. Such

attachment may be associated with persistence, responsibility, and willingness to coordinate individual effort with collective objectives. However, commitment should not be equated with performance: employees may feel loyal to an organization even when facing resource constraints, unclear targets, or inadequate skills. The result therefore indicates a comparatively strong association in this sample, not proof that commitment alone determines performance. This interpretation reinforces the need to combine commitment-building practices with adequate resources, clear performance standards, and fair supervisory support. It also suggests that management should monitor employee commitment alongside objective measures such as task completion, work quality, and service consistency rather than relying solely on favorable employee attitudes.

The Effect of Work-Life Balance on Organizational Commitment

The positive relationship between work-life balance and organizational commitment suggests that employees who perceive greater compatibility between their professional and personal responsibilities may also report stronger attachment to their organization. This finding aligns with Choeriyah and Utami (2023), Dihaq et al. (2022), and Fauziah and Rozana (2024), who identified positive relationships between work-life balance and organizational commitment. A plausible organizational mechanism is perceived support: when employees experience reasonable work demands and flexibility, they may interpret these arrangements as evidence that the organization recognizes their needs and values their contribution. This interpretation aligns with the broader work–life balance literature, though the association should not be treated as uniform across organizational settings. Wong et al. (2020) found that the relationship between work–life balance arrangements and organizational outcomes differed by outcome category, while Koon (2022) examined work–life balance practices through organizational-level and individual-level relationships involving employee commitment. In the present study, work-life balance has a stronger estimated association with organizational commitment than communication does, suggesting that the compatibility of work and personal demands may be particularly salient for employees in this organization. Nevertheless, the cross-sectional evidence cannot establish whether better balance strengthens commitment over time or whether employees with stronger commitment perceive their work arrangements more favorably. Management should therefore evaluate schedule flexibility, workload distribution, and employees' perceived work–life compatibility alongside periodic commitment assessments.

The Effect of Communication on Organizational Commitment

The positive relationship between organizational communication and organizational commitment indicates that employees who perceive communication more favorably also tend to report stronger attachment to the organization. This finding supports Dirwan (2022) and Tanadi et al. (2020), while Robinson et al. (2019) offer a broader discussion of workplace relationships and employee engagement that helps contextualize the importance of employee–management interactions. Communication may strengthen commitment when supervisors explain organizational decisions, communicate expectations consistently, acknowledge employee concerns, and provide meaningful opportunities for feedback. These practices can reduce uncertainty and support employees' sense of inclusion, although frequent but inconsistent or unresponsive communication may not achieve the same outcome. The estimated relationship between communication and commitment is positive but weaker than that between work-life balance and commitment. This difference suggests that, in the present organizational setting, employees' experience of balancing work and personal responsibilities may be more closely associated with their organizational attachment than communication alone. However, differences between path coefficients should be interpreted descriptively unless their statistical difference has been formally tested. Management should therefore maintain structured two-way communication while addressing work-design issues that may affect employee well-being and commitment.

The Mediating Role of Organizational Commitment in the Relationship Between Work-Life Balance and Employee Performance

The indirect relationship between work-life balance and employee performance through organizational commitment suggests that the association between employees' work–life

compatibility and performance extends beyond the direct relationship between these constructs. Employees who perceive that they can manage their personal and professional responsibilities together may also develop stronger organizational attachment, which in turn is associated with better performance. This interpretation is consistent with Badrianto and Ekhsan (2021), Ardiansyah and Surjanti (2020), and Victoria et al. (2023), who examined organizational commitment in the relationship between work-life balance and employee outcomes. Casper et al. (2019) further emphasize the conceptual and measurement complexity of work–nonwork balance, cautioning against treating all forms of balance as interchangeable. The present finding therefore contributes by identifying organizational commitment as a plausible intervening mechanism within the specific organizational context examined, rather than merely reiterating a direct association between work- life balance and performance. The estimated indirect effect is positive, but its interpretation remains associational because all constructs were assessed through a cross-sectional survey. Moreover, the evidence does not establish whether commitment fully or partially explains the relationship independently of other potential mechanisms, such as job satisfaction, fatigue, or supervisory support, beyond what the tested model establishes. Management should therefore assess whether work–life policies coincide with changes in employee commitment and work outcomes over time, rather than assuming flexibility alone produces sustained improvements.

The Mediating Role of Organizational Commitment in the Relationship Between Communication and Employee Performance

The indirect relationship between organizational communication and employee performance through organizational commitment suggests that communication may affect performance not only by clarifying tasks and coordinating work but also by strengthening employees' psychological attachment to the organization. Effective communication can help employees understand organizational priorities, receive feedback, and feel their contributions are recognized; these experiences may coincide with stronger commitment, which the estimated model links positively to performance. This interpretation is consistent with Budiati and Indarto (2023) and Herlambang and Fuadi (2018), who examined the mediating role of organizational commitment in relationships involving communication and employee outcomes. This also supports the broader argument that internal communication can foster employee participation and organizational identification (Mazzei, 2017). The estimated indirect effect indicates that commitment plays a relevant role in the relationship.

In contrast, the smaller indirect coefficient than the work-life balance pathway suggests that the two antecedents may be associated with commitment through different organizational experiences. However, the relative difference between the indirect coefficients should not be interpreted as statistically established unless a formal comparison has been performed. This finding distinguishes communication's immediate coordination function from its potential association with employee attachment. Management should therefore combine clear task instructions with two-way feedback, transparent explanations of decisions, and follow-up on employee concerns, while evaluating communication quality, commitment, and performance together over time.

6. Conclusion

This study examined the relationships between work-life balance and organizational communication and employee performance, including the mediating role of organizational commitment among CV employees. Jajanan Premium Nusantara. The findings indicate positive direct relationships between work-life balance, communication, and employee performance, as well as positive relationships between both antecedents and organizational commitment. Organizational commitment also positively relates to employee performance and mediates the relationship between work-life balance and communication and performance. The mediation findings extend the direct-effect perspective by highlighting organizational commitment as an intervening mechanism that may help explain how employees' work experiences relate to their performance. Organizational commitment shows the strongest direct association with employee performance, while work-life balance is estimated to have a stronger relationship with organizational commitment than communication. These findings should nevertheless be interpreted as associations rather than established causal effects because the study uses cross-

sectional questionnaire data. Furthermore, the census of 61 employees from a single organization limits statistical generalizability, and the findings may not represent employees in organizations with different operational structures, workforce characteristics, or management practices.

The findings suggest that management should prioritize strengthening organizational commitment while addressing the associated workplace conditions. Given its comparatively strong direct relationship with employee performance, commitment should be monitored through periodic employee surveys assessing organizational identification, willingness to contribute, and intention to remain. Work-life balance deserves particular attention because it is estimated to have a stronger relationship with commitment than communication, making workload reviews, predictable scheduling, and reasonable flexibility relevant management priorities. Structured supervisory communication should complement these initiatives through clear task expectations, regular feedback, and transparent explanations of organizational decisions. The effectiveness of these practices should be evaluated using baseline and quarterly indicators covering work quality, productivity, absenteeism, employee satisfaction, and retention. Such monitoring can help management assess whether the observed relationships align with subsequent workplace changes without assuming the proposed interventions will necessarily produce sustained improvements. Future research should use larger samples across multiple organizations and longitudinal designs to examine the temporal relationships among work-life balance, communication, organizational commitment, and employee performance.

Recommendation

Management should implement measurable work-life policies, including predictable schedules, periodic workload reviews, and reasonable flexibility, with human resource personnel and department supervisors overseeing implementation. Supervisors should hold structured monthly communication meetings, clarify performance expectations, and document how they resolve feedback. Human resource personnel should administer quarterly organizational commitment and employee satisfaction surveys to establish baselines and identify emerging concerns. Management should review productivity, work quality, absenteeism, employee satisfaction, and retention-related indicators quarterly against baseline measurements. Future researchers should examine larger, multi-company samples and longitudinal data to assess whether changes in work-life balance, communication, and organizational commitment precede measurable performance improvements across different organizational settings.

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