

Research Article

Organizational Commitment as a Mediator of Work-Life Balance, Compensation, Retention, and Support Staff Performance in Higher Education

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Received: 07-08-2026; Accepted: 29-08-2026

Abstract

Educational support staff play a vital role in ensuring effective university operations and service quality. However, maintaining employee performance remains challenging due to issues related to work-life balance, compensation, employee retention, and organizational commitment. This study examines the effects of work-life balance, compensation, and retention on employee performance, with organizational commitment as a mediating variable, among educational support staff at Kusuma Negara Polytechnic. This study used a quantitative approach and survey method, collecting data through structured questionnaires and analyzing it using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that work-life balance and retention have significant negative effects on organizational commitment, whereas compensation has a significant positive effect. In addition, work-life balance, compensation, retention, and organizational commitment positively influence commitment performance. Organizational commitment also significantly mediates relationships between the three antecedent variables and employee performance, with negative mediation for work-life balance and retention and positive mediation for compensation. This study contributes to the human resource management literature by demonstrating the differentiated mediating role of organizational commitment in higher education commitments. Managerially, the findings suggest that institutions should strengthen compensation systems while carefully evaluating work-life balance and retention policies to improve employee commitment and performance.

Keywords: The Influence of Work-Life Balance, Compensation, Retention on the Performance of YARSI University Educational Support Staff, Organizational Commitment as a Mediating Variable

JEL Classification: M12, M54, I23

How to cite: Budiarti, I., Huda, N., Ismail, V. Y., (2026). Organizational Commitment as a Mediator of Work-Life Balance, Compensation, Retention, and Support Staff Performance in Higher Education, *Research of Business and Management*, 4(2), 68–82.

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1. Introduction

The higher education sector faces increasingly intense competition due to digital transformation, changing student expectations, demographic shifts, and the rapid development of alternative learning platforms. Universities are required not only to improve academic quality but also to strengthen organizational effectiveness through superior human resource management.

In this context, educational support staff play a strategic role in ensuring the continuity of academic and administrative services that directly affect institutional performance and stakeholder satisfaction. Universities' ability to maintain service quality depends largely on employee performance, making human resource management a critical organizational concern (Robbins & Judge, 2022; Dessler, 2020).

Human resource performance remains one of the most important determinants of organizational success because employees are responsible for translating institutional strategies into operational outcomes. In higher education institutions, educational support staff are expected to provide efficient administrative services, support academic processes, and maintain operational effectiveness. However, various organizational challenges such as workload pressure, work-family conflict, insufficient rewards, and employee turnover intentions may negatively affect employee performance. Consequently, organizations need to identify factors that can enhance employee commitment and performance in order to sustain competitiveness and service excellence (Armstrong & Taylor, 2023; Wibowo, 2022).

Many organizations experience declining employee engagement and commitment, which often manifests as reduced productivity, absenteeism, tardiness, and lower service quality. Similar conditions can occur within higher education institutions where employees face increasing administrative demands and performance expectations. These conditions indicate that organizational performance depends not only on technical capabilities but also on psychological and organizational factors that shape employee attitudes and behaviors. Therefore, understanding the antecedents of employee performance is essential for organizational sustainability and effectiveness (Robbins & Judge, 2022; Colquitt et al., 2021).

One factor frequently associated with employee performance is work-life balance. The growing complexity of modern work environments has increased the need for employees to balance professional responsibilities and personal life. Employees who can achieve work-life balance generally experience lower stress levels, greater job satisfaction, and stronger organizational attachment. Conversely, an imbalance between work and personal life can result in emotional exhaustion, decreased motivation, and reduced work effectiveness. Previous studies have reported that work-life balance contributes positively to employee performance and organizational outcomes (Iddagoda et al., 2021; Eshun & Segbenya, 2024).

Compensation is another important factor influencing employee attitudes and performance. Compensation includes both financial and non-financial rewards organizations provide in exchange for employee contributions. Fair and competitive compensation systems can increase motivation, encourage higher levels of performance, and strengthen employee commitment toward organizational goals. Employees who perceive compensation as equitable are more likely to demonstrate positive work behaviors and maintain long-term relationships with the organization. Consequently, compensation has become one of the most widely examined determinants of organizational commitment and employee performance (Mahmood et al., 2021; Ambarwati et al., 2023).

Beyond compensation, employee retention has emerged as a strategic issue in human resource management. Retention reflects an organization's ability to maintain talented and valuable employees over time. High retention levels contribute to organizational stability, knowledge preservation, and consistent service quality. Conversely, low retention may increase recruitment costs, reduce organizational effectiveness, and weaken employee morale. Employees who perceive strong organizational support and future career opportunities are generally more willing to remain with the organization and contribute positively to performance outcomes (Mardhani & Dewi, 2022; Juanda et al., 2023).

Although work-life balance, compensation, and retention have individually been associated with employee performance, the underlying mechanism through which these variables influence

performance remains insufficiently explored. Organizational commitment is frequently recognized as a key psychological factor that strengthens the relationship between organizational practices and employee outcomes. Employees with high organizational commitment tend to exhibit greater commitment, stronger motivation, and a willingness to exert additional effort to achieve organizational objectives. Therefore, organizational commitment may serve as an important mediating variable linking work-life balance, compensation, and retention to employee performance (Meyer et al., 2022; Wardhana, 2024; Sinambela & Sinambela, 2019).

Several research gaps justify the importance of this study. First, most previous studies have focused on business organizations and private-sector employees, while empirical evidence involving educational support staff in higher education institutions remains limited. Second, existing studies tend to examine work-life balance, compensation, and retention separately, limiting understanding of their simultaneous effects on performance. Third, few studies have incorporated organizational commitment as a mediating mechanism that explains both direct and indirect relationships among these variables. These limitations suggest the need for a more comprehensive investigation within the higher education context (Iddagoda et al., 2021; Mahmood et al., 2021; Juanda et al., 2023).

From a business perspective, universities increasingly depend on competent and committed employees to maintain service quality and institutional reputation. Failure to manage employee well-being, compensation, and retention effectively may reduce organizational productivity and weaken competitive advantage. Therefore, identifying the factors that contribute to employee performance can provide valuable insights for university management in developing effective human resource strategies. This study is expected to inform managerial decisions on employee welfare, reward systems, retention programs, and organizational commitment (Armstrong & Taylor, 2023; Dessler, 2020).

Educational support staff represent a distinctive context that warrants separate investigation because their roles differ substantially from those of academic staff and employees in business organizations. Unlike faculty members whose performance is primarily evaluated through teaching, research, and community service, educational support staff are responsible for maintaining the continuity of administrative processes, student services, financial operations, and institutional coordination that directly affect service quality and organizational effectiveness. These responsibilities require continuous interaction with multiple stakeholders while operating under standardized procedures and increasing administrative demands, potentially shaping relationships among work-life balance, compensation, retention, organizational commitment, and performance differently from those observed in other sectors. From a theoretical perspective, this context enables a more nuanced understanding of how human resource management practices operate within service-oriented higher education institutions. From a managerial perspective, the findings can provide more targeted guidance for designing policies that enhance employee commitment and performance among educational support staff, thereby strengthening institutional competitiveness and service excellence.

2. Literature Review and Hypothesis

Literature Review

Work-Life Balance

Work-life balance refers to an individual's ability to manage and harmonize work responsibilities and personal life demands effectively. In today's dynamic work environment, employees are increasingly expected to fulfill professional obligations while maintaining personal well-being and family responsibilities. Achieving a healthy balance between these domains contributes to lower stress levels, greater job satisfaction, and improved psychological well-being. Organizations that support work-life balance create a more favorable work environment, enabling employees to remain productive and engaged in their roles. Consequently, work-life balance has become an important factor influencing employee attitudes and behaviors within organizations (Iddagoda et al., 2021; Eshun & Segbenya, 2024; Varikunta et al., 2024).

Compensation

Compensation refers to all rewards organizations provide in exchange for employees' contributions and performance. Compensation includes both financial rewards, such as salaries, incentives, and bonuses, and non-financial rewards, including recognition, career advancement opportunities, and professional development support. According to Social Exchange Theory, employees who perceive compensation as fair and equitable are more likely to develop positive attitudes toward the organization. Effective compensation systems not only enhance employee motivation but also strengthen organizational loyalty and improve overall workplace outcomes. Therefore, compensation is widely recognized as a critical human resource management practice that influences employee attitudes and performance (Armstrong & Taylor, 2023; Mahmood et al., 2021; Akbar & Wijoyo, 2021; Ambarwati et al., 2023).

Employee Retention

Employee retention refers to an organization's ability to maintain and retain talented employees for a prolonged period. Retention has become a strategic concern because high turnover can increase recruitment costs, reduce organizational knowledge, and lower operational effectiveness. Organizations that provide supportive work environments, career growth opportunities, and positive employee experiences are more likely to retain valuable employees. In higher education institutions, employee retention contributes to organizational stability, service continuity, and institutional effectiveness. Retention reflects the quality of the relationship between employees and organizations and indicates the extent to which employees are willing to remain committed to their workplace (Mardhani & Dewi, 2022; Verma & Kaur, 2024; Mather, 2025).

Organizational Commitment

Organizational commitment describes the psychological commitment, attachment and emotional bond that employees develop toward their organization. Employees with high organizational commitment tend to identify with organizational goals, demonstrate loyalty, and strongly desire to remain members of the organization. Organizational commitment is critical to organizational success because committed employees are more likely to show positive work attitudes, higher engagement, and a greater willingness to contribute beyond formal job requirements. Previous studies have emphasized that organizational commitment serves as an important link between human resource management practices and employee outcomes (Meyer et al., 2022; Sinambela & Sinambela, 2019; Wardhana, 2024; Yusuf & Syarif, 2017).

Employee Performance

Employee performance refers to the extent to which employees accomplish assigned tasks and responsibilities in accordance with organizational objectives. Performance encompasses multiple dimensions, including work quality, productivity, efficiency, punctuality, and collaboration. In higher education institutions, educational support staff performance is essential to ensuring effective academic and administrative services. High employee performance improves service quality, stakeholder satisfaction, and organizational competitiveness. Therefore, understanding the factors that influence employee performance is crucial for achieving sustainable organizational success (Robbins & Judge, 2022; Colquitt et al., 2021; Wibowo, 2022; Bangun, 2018).

Hypothesis

The Effect of Work-Life Balance on Organizational Commitment

Work-life balance helps employees manage professional and personal responsibilities effectively, reducing role conflict and improving psychological well-being. When employees perceive that their organization supports their efforts to achieve balance, they are more likely to develop a stronger emotional attachment to the organization. According to Social Exchange Theory, employees reciprocate organizational support with positive attitudes, including stronger commitment and loyalty. Previous research consistently demonstrates that work-life balance significantly enhances organizational commitment. Research by Eshun and Segbenya (2024), Varikunta et al. (2024), found that employees with greater work-life balance tend to exhibit higher levels of organizational commitment.

H1: Work-life balance has a positive effect on Organizational Commitment.

The Effect of Compensation on Organizational Commitment

Compensation reflects the extent to which organizations value employee contributions. Employees who perceive compensation as fair and appropriate are more likely to feel appreciated and respected. This perception fosters trust and strengthens employees' emotional attachment to their workplace. Social Exchange Theory suggests that employees respond positively when organizations provide valuable rewards, resulting in stronger organizational commitment. Empirical evidence from Mabaso and Dlamini (2021), Ambarwati et al. (2023), indicates that compensation positively influences organizational commitment.

H2: Compensation has a positive effect on Organizational Commitment.

The Effect of Employee Retention on Organizational Commitment

Employee retention strategies demonstrate an organization's intention to maintain long-term relationships with employees. Retention practices such as career development opportunities, job security, and supportive work environments can increase employees' sense of belonging and loyalty. Employees who perceive strong organizational efforts to retain them are more likely to develop commitment toward the organization. Studies by Verma and Kaur (2024), Mather (2025), Naz et al. (2020), and Quratulain et al. (2018) reported a positive relationship between retention and organizational commitment.

H3: Employee Retention commitment has a positive effect on Organizational Commitment.

The Effect of Work-Life Balance on Employee Performance

Employees who achieve work-life balance generally experience lower levels of stress and fatigue, allowing them to focus more effectively on work-related tasks. A balanced lifestyle enhances concentration, motivation, and job satisfaction, which ultimately contribute to improved performance outcomes. Empirical findings by Eshun and Segbenya (2024), Iddagoda et al. (2021), and Kasperczuk et al. (2025) demonstrate that work-life balance positively influences employee performance.

H4: Work-Life Balance has a positive effect on Employee Performance.

The Effect of Compensation on Employee Performance

Compensation serves as a motivational tool that encourages employees to perform at higher levels. Employees who receive fair rewards are more likely to exert greater effort and demonstrate stronger commitment to organizational objectives. Adequate compensation also enhances job satisfaction and encourages employees to maintain high performance standards. Previous research by Mahmood et al. (2021), Ambarwati et al. (2023), Akbar and Wijoyo (2021), and Armstrong and Taylor (2023) found that compensation positively affects employee performance.

H5: Compensation has a positive effect on Employee Performance.

The Effect of Employee Retention on Employee Performance

Employee retention contributes to organizational stability and enables employees to develop deeper organizational knowledge and stronger work relationships. Employees who intend to remain with an organization are generally more motivated to contribute to its success and maintain high levels of performance. Research conducted by Juanda et al. (2023), Verma and Kaur (2024), Mather (2025), supports the positive relationship between employee retention and performance.

H6: Employee Retention has a positive effect on Employee Performance.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment encourages employees to align their personal goals with organizational objectives. Committed employees tend to demonstrate greater responsibility, motivation, and willingness to exert extra effort in performing their duties. Consequently, organizational commitment is frequently associated with superior performance outcomes. Studies conducted by Meyer et al. (2022), Wardhana (2024), Hassan et al. (2024), and Khoeriyah and Widarta (2024) found that organizational commitment significantly improves performance.

H7: Organizational Commitment has a positive effect on Employee Performance.

The Mediating Role of Organizational Commitment

Organizational commitment may function as a commitment mechanism through which work-life balance, compensation, and employee retention influence employee performance. Employees who experience supportive work-life policies, fair compensation, and effective retention practices are more likely to develop stronger organizational commitment. In turn, higher organizational commitment increases motivation and work effectiveness, ultimately improving performance. Previous studies by Eshun and Segbenya (2024), Varikunta et al. (2024), Verma and Kaur (2024), and Meyer et al. (2022) support the mediating role of organizational commitment in explaining the relationship between human resource management practices and employee performance.

H8: Organizational Commitment mediates the effect of Work-Life Balance on Employee Performance.

H9: Organizational Commitment mediates the effect of Employee Retention on Employee Performance.

H10: Organizational Commitment mediates the effect of Compensation on Employee Performance.

3. Data and Method

Population and Sample

This study employed a quantitative research approach to examine the relationships among Work-Life Balance, Compensation, Employee Retention, Organizational Commitment, and Employee Performance. The population consisted of all educational support staff employed at Kusuma Negara Polytechnic. The study selected educational support staff because they play a crucial role in supporting academic and administrative activities and contribute to the institution's overall effectiveness. This study used a census approach, including all population members as research respondents. This approach was adopted to obtain comprehensive information and ensure that the findings accurately reflected the characteristics of the educational support staff within the institution. The researchers collected data through a structured questionnaire distributed directly to respondents. The questionnaire measured respondents' perceptions of work-life balance, compensation, employee retention, organizational commitment, and employee performance; responses were assessed using a five-point Likert scale ranging from strongly disagree to agree strongly. Questionnaires enabled the collection of primary data that directly reflected educational support staff's experiences and perceptions of organizational practices and work outcomes.

Variable Measurement

The independent variables in this study consisted of Work-Life Balance, Compensation, and Employee Retention. Work-Life Balance refers to the extent to which employees can balance work responsibilities and personal life demands. Compensation refers to the financial and non-financial rewards the organization provides in exchange for employee contributions. Employee Retention refers to organizational efforts to retain employees and encourage long-term employment relationships. The mediating variable was Organizational Commitment, which reflects employees' psychological attachment, loyalty, and willingness to remain with the organization. The dependent variable was Employee Performance, which represents the extent to which employees successfully perform their assigned duties and responsibilities in accordance with organizational objectives. The questionnaire items were adapted from previously validated scales in the literature to ensure content validity. Work-Life Balance items were adapted from Iddagoda et al. (2021), Compensation from Mahmood et al. (2021) and Armstrong and Taylor (2023), Employee Retention from Verma and Kaur (2024), Organizational Commitment from Meyer et al. (2022), and Employee Performance from Robbins and Judge (2022). The instrument was translated and adapted to the higher education context and reviewed by experts before distribution to ensure clarity and relevance. Work-Life Balance was measured using indicators related to balance between work and personal life, time management, flexibility, and the ability to manage work-related pressures. Compensation was measured through indicators of salary adequacy, incentives, benefits, fairness, and reward satisfaction. Employee Retention was measured using indicators of career opportunities, organizational support, job security, and intention to remain in the organization. Organizational Commitment was measured using indicators of emotional attachment,

organizational loyalty, and willingness to contribute to organizational success. Employee Performance was measured using indicators related to work quality, productivity, efficiency, timeliness, and responsibility.

Data Analysis Technique

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS. PLS-SEM was selected because it suits complex relationships involving multiple independent variables, a mediating variable, and a dependent variable simultaneously. In addition, PLS-SEM is considered effective for prediction-oriented research and can accommodate data that may not fully satisfy multivariate normality assumptions. The analysis followed a two-stage procedure. The first stage involved evaluating the measurement model (outer model) to assess the validity and reliability of the research constructs. Convergent validity was evaluated through factor loadings and Average Variance Extracted (AVE), while reliability was assessed using Composite Reliability and Cronbach's Alpha. The second stage evaluated the structural model (inner model) to examine relationships among variables and test the proposed hypotheses. Structural model evaluation included assessing path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and hypothesis testing through bootstrapping.

4. Results

Measurement Model Evaluation (Outer Model)

This measurement aims to ensure that each indicator or questionnaire item truly measures the intended construct and that the measurement results are consistent.

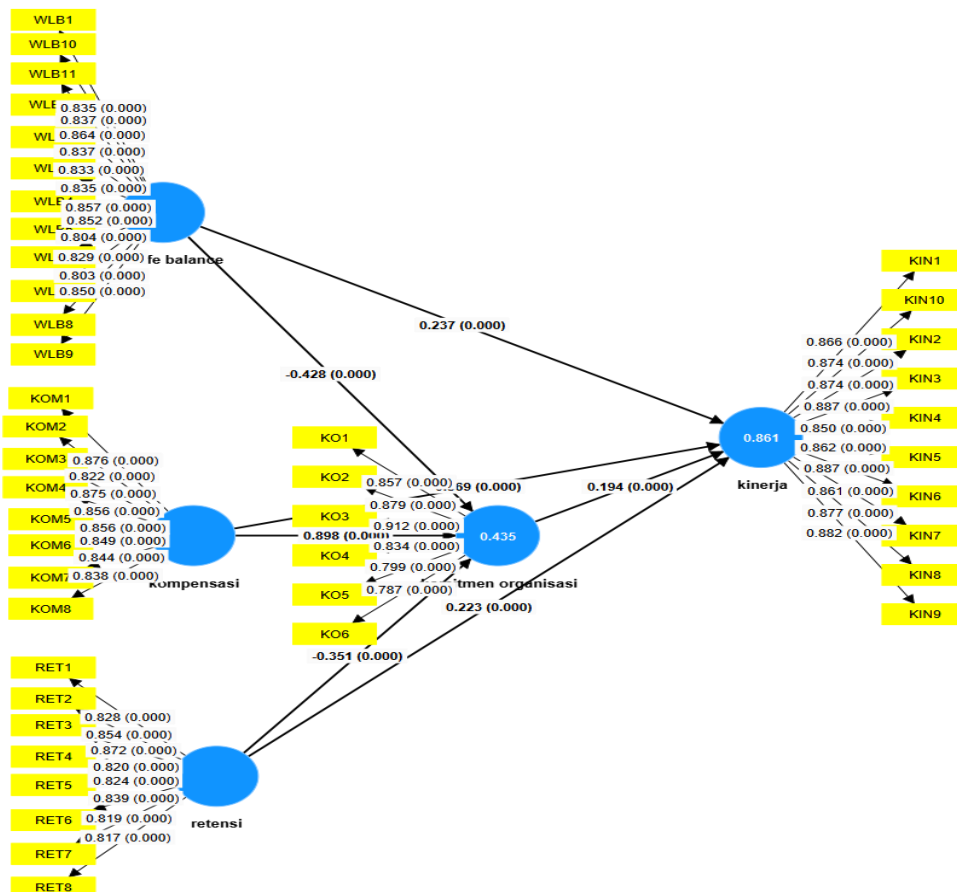


Figure 1. Results of Inner and Outer Model Analysis

Table 1. AVE Values

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Performance	0.965	0.965	0.969	0.761
Organizational Commitment	0.92	0.923	0.938	0.716
Compensation	0.946	0.947	0.955	0.726
Retention	0.938	0.942	0.948	0.696
Work-life balance	0.961	0.962	0.965	0.7

Source: Processed from research findings (2025)

Based on the outer model evaluation results, all indicators were deemed valid as they exhibited outer loading values above 0.70. Furthermore, all constructs demonstrated reliability, with Cronbach's alpha and composite reliability values exceeding 0.70. The Average Variance Extracted (AVE) values for each variable also met the convergent validity criteria, remaining above 0.50. Consequently, the research instrument was confirmed to be valid and reliable, making it suitable for structural model (inner model) analysis.

Structural Model (Inner Model) Evaluation

The primary objective of the structural model (inner model) evaluation stage is to assess the model's ability to explain the relationships between the research variables. This evaluation involves examining R-Square values to determine the extent to which independent variables explain the dependent variable, as well as conducting significance tests to assess direct and indirect effects between variables. A higher R-Square value indicates the model's ability to explain the variables under study. The inner model evaluation is presented below:

R-Square (R²) Test

The R² value represents the overall influence of exogenous/endogenous variables on other endogenous variables. The interpretation of the R² value mirrors that of linear regression R²; specifically, it indicates the proportion of variability in the endogenous variable that is explained by the exogenous variables (Gunistiyo et al., 2024).

Table 2. Coefficient of Determination Values

Variables	R-square	R-square adjusted
Performance	0.861	0.855
Organizational commitment	0.435	0.419

Source: Data processed (2025)

Based on the R-square test results, the model shows strong explanatory power for the performance variable and moderate explanatory power for the organizational commitment variable. These results indicate that the variables included in the study account for a significant portion of the variation in performance and some variation in organizational commitment. In contrast, factors outside the research model account for the remainder. Overall, the model has good explanatory power in describing the relationships among the variables under study.

Multicollinearity Test

The multicollinearity test examines the relationships between indicators. To determine whether formative indicators exhibit multicollinearity, the Variance Inflation Factor (VIF) value is assessed. A VIF value between 5 and 10 indicates multicollinearity among the indicators (Gunistiyo et al., 2024).

Table 3. Multicollinearity Values

Variables	VIF
Organizational commitment -> Performance	1.771
commitment -> Performance	3.366
Compensation -> Organizational commitment	1.94
Retention -> Pe	commitment1.782
Retention -> Organizational commitment	1.564
Work-life balance -> Performance	1.637
Work-life balance -> Organizational commitment	1.313

Source: Data Processed (2025)

Based on the multicollinearity test results, all VIF values fall below the established threshold; therefore, the research model has no multicollinearity issues. Consequently, the relationships between variables can be further analyzed through path coefficient testing and hypothesis testing.

Hypothesis Testing

Hypothesis testing was conducted to determine the significance of the relationships between variables in the research model. This testing used the bootstrapping method in SmartPLS and examined t-statistics and p-values. A hypothesis is accepted if the t-statistic exceeds 1.96 and the p-value is less than 0.05, indicating that the exogenous variable significantly affects the endogenous variable.

Table 4. Hypothesis Test Values

Variables	<i>Original sample (O)</i>	T statistics (O/ STDEV)	P values	Decision	Description
Work-life balance -> organizational commitment	-0.428	4.76	0.000	H1	commitmentWork-life balance has a significant effect on organizational commitment
Compensation -> organizational commitment	0.898	10.511	0.000	Hcommitment	Compensation has a significant effect on organizational commitment
Retention -> organizcommitment	-0.351	4.015	0.000	Hcommitment	Retention has a significant effect on organizational commitment
Work-life balance -> commitment	0.237	4.201	0.000	H4 accepted	Work-life balance has a significant effect on the performance of educational support staff
Compensation -> performance	0.569	8.735	0.000	H5 accepted	Compensation has a significant effect on the performance of educational support staff
Retention -> performance	0.223	5.049	0.000	H6 accepted	Retention has a significant effect on the performance of educational support staff

Variables	<i>Original sample (O)</i>	T statistics (O/STDEV)	P values	Decision	Description
Organizational commitment -> performance	0.194		commitment00	H7 accepted	Organizational commitment has a significant effect on the performance of educational support staff
Work-life balance -> organizational commitment -> performance	-0.08		commitment004	H8 accepted	Organizational commitment significantly mediated the effect of work-life balance on performance
Retention -> organizational commitment -> performance	-0.068	3.512	0.000	H9 accepted	Organizational commitment significantly mediated the effect of retention on performance, albeit in a negative direction
Compensation -> organizational commitment -> performance	0.174	4.153	0.000	H10 accepted	Organizational commitment significantly mediated the effect of compensation on performance.

Source: Processed from research findings (2025)

Based on the hypothesis testing results, all research hypotheses were accepted. Work-life balance, compensation, and retention significantly affected organizational commitment; compensation exerted a positive influence, whereas work-life balance and retention exerted a negative influence. Furthermore, work-life balance, compensation, retention, and organizational commitment significantly affected the performance of educational support staff. Mediation analysis showed that organizational commitment significantly mediated the relationships between work-life balance, retention, and compensation and performance. Organizational commitment negatively mediated the relationship between work-life balance and retention and performance. In contrast, it positively affected the relationship between compensation and performance. These findings indicate that compensation is the most consistent factor in enhancing both organizational commitment and performance among educational support staff, whether directly or through organizational commitment acting as a mediator.

5. Discussion

The Effect of Work-Life Balance on Organizational Commitment

The findings indicate that work-life balance influences organizational commitment among educational staff. Employees who can balance their professional responsibilities and personal lives tend to develop stronger emotional attachment and loyalty to the institution. A supportive work environment that helps employees manage both work and non-work demands contributes to positive perceptions of the organization. As a result, employees become more committed to organizational goals and are more willing to remain with the institution. These findings are consistent with Social Exchange Theory, which suggests that employees reciprocate organizational support with positive attitudes and behaviors. This result aligns with previous studies by Iddagoda et al. (2021), Eshun and Segbenya (2024), Varikunta et al. (2024), which found that work-life balance positively contributes to organizational commitment.

The Effect of Compensation on Organizational Commitment

The results demonstrate that compensation affects organizational commitment. Employees who perceive compensation as fair and appropriate are more likely to feel valued by the organization. Such perceptions encourage stronger emotional bonds and enhance employees' willingness to contribute to organizational success. Compensation serves not only as a financial reward but also as a signal of the organization's appreciation for employees' efforts and achievements. Consequently, employees develop a stronger sense of belonging and loyalty toward the institution. This finding supports Social Exchange Theory, which emphasizes reciprocal relationships between organizations and employees. The result is consistent with previous studies by Mahmood et al. (2021), Mabaso and Dlamini (2021), Ambarwati et al. (2023), and Akbar and Wijoyo (2021), which reported a positive relationship between compensation and organizational commitment.

The Effect of Employee Retention on Organizational Commitment

The findings reveal that employee retention influences organizational commitment. Organizational commitment to retaining employees through career development opportunities, supportive work environments, and job security strengthens employees' attachment to the institution. When employees perceive that the organization values their long-term contributions, they are more likely to identify with organizational objectives and maintain a positive relationship with the workplace. Effective retention practices create stability and trust, which ultimately strengthen organizational commitment. This finding is supported by previous studies conducted by Verma and Kaur (2024), Mather (2025), Naz et al. (2020), and Quratulain et al. (2018), which concluded that retention practices play a significant role in enhancing organizational commitment.

The Effect of Work-Life Balance on Employee Performance

The results indicate that work-life balance affects employee performance. Employees who successfully balance work responsibilities with personal obligations tend to experience lower stress levels and greater psychological well-being, enabling them to focus more effectively on their tasks. A balanced work environment promotes higher motivation, concentration, and job satisfaction, all of which contribute to improved performance. Employees who feel capable of managing both work and personal demands are more likely to deliver quality services and maintain consistent productivity. These findings are consistent with previous studies by Eshun and Segbenya (2024), Iddagoda et al. (2021), and Kasperczyk et al. (2025), which found that work-life balance positively influences employee performance.

The Effect of Compensation on Employee Performance

The findings show that compensation influences employee performance. Compensation functions as a motivational mechanism that encourages employees to perform their duties effectively and efficiently. Employees who receive adequate and equitable rewards tend to demonstrate greater enthusiasm, commitment, and responsibility in their work. In addition, compensation enhances employees' perceptions of fairness, which contributes to positive work attitudes and behaviors. Therefore, organizations that implement effective compensation systems are more likely to achieve higher levels of employee performance. This finding is supported by studies by Mahmood et al. (2021), Ambarwati et al. (2023), Akbar and Wijoyo (2021), and Armstrong and Taylor (2023), all of which reported that compensation positively affects employee performance.

The Effect of Employee Retention on Employee Performance

The results suggest that employee retention affects employee performance. Employees who intend to remain with an organization are generally more committed to achieving organizational objectives and maintaining high work standards. Long-term employment relationships allow employees to accumulate organizational knowledge, strengthen professional competencies, and develop productive working relationships with colleagues. As a result, retained employees are often better positioned to contribute effectively to organizational success. Furthermore, retention reduces disruptions associated with employee turnover and supports continuity in service delivery. These findings are consistent with previous studies by Juanda et al. (2023), Verma and Kaur (2024), Mather (2025), which found a positive relationship between employee retention and performance.

The Effect of Organizational Commitment on Employee Performance

The findings reveal that organizational commitment influences employee commitment. Employees with strong commitment are more likely to align personal goals with organizational objectives and demonstrate greater dedication to their work. Organizational commitment encourages employees to put in additional effort, take responsibility, and contribute positively to organizational effectiveness. Employees with high commitment levels tend to show greater persistence when facing challenges and are more motivated to achieve organizational targets. This finding supports the view that commitment is a critical factor in individual and organizational performance. This result is consistent with previous studies by Meyer et al. (2022), Wardhana (2024), Hassan et al. (2024), and Khoeriyah and Widarta (2024), which concluded that organizational commitment positively affects employee performance.

The Mediating Role of Organizational Commitment

The findings further indicate that organizational commitment serves as an important mechanism linking work-life balance, compensation, and employee retention to employee performance. Employees who experience favorable work-life balance, fair compensation, and effective retention practices are more likely to develop stronger commitment to the organization, which in turn encourages them to perform their duties more effectively and contribute more actively to organizational objectives. The mediating role of organizational commitment highlights the importance of psychological attachment in translating human resource management practices into positive performance outcomes. These findings support previous research by Meyer et al. (2022), Eshun and Segbenya (2024), Varikunta et al. (2024), and Verma and Kaur (2024), which emphasized that organizational commitment plays a crucial role in how organizational practices influence employee performance.

6. Conclusion

This study examined the effects of Work-Life Balance, Compensation, and Employee Retention on Employee Performance through Organizational Commitment among educational support staff at Kusuma Negara Polytechnic. The findings indicate that compensation has a significant positive effect on both organizational commitment and employee performance, making it the most consistent determinant across the structural model. In contrast, work-life balance and employee retention positively influence employee performance directly but show significant negative relationships with organizational commitment, resulting in negative effects on organizational commitment through the mediating variable. Organizational commitment itself positively and significantly affects employee performance and serves as a significant mediator, with effects that vary in direction across the antecedent variables. These findings demonstrate that the role of organizational commitment is not uniform and depends on the specific organizational practice being examined.

From a managerial perspective, the findings suggest that institutions should prioritize strengthening fair and competitive compensation systems, as this practice consistently enhances both organizational commitment and employee performance; work-life balance and retention policies should be evaluated diagnostically to identify organizational conditions that may weaken employees' commitment despite their positive contribution to performance. Accordingly, higher education institutions should design evidence-based human resource interventions that address these underlying issues rather than assuming that work-life balance and retention initiatives automatically improve organizational commitment.

Recommendation

Human resource institutions should prioritize evidence-based human resource improvements aligned with these findings. Management should regularly audit compensation fairness, redesign retention policies around employee needs, and evaluate workload flexibility to ensure work-life balance initiatives support both performance and commitment. Implement quarterly organizational commitment surveys and performance dashboards to monitor progress and identify emerging issues. Additionally, institutions should assess whether existing work-life balance

programs unintentionally reduce organizational attachment among educational support staff and adjust these initiatives based on empirical evidence to achieve sustainable improvements in commitment and performance.

Avenue for future research

This study has several limitations. First, the research was conducted within a single higher education institution, which may limit the generalizability of the findings to other organizational contexts. Second, the study relied on self-reported questionnaire data, which may be subject to respondent bias. Third, the research focused only on Work-Life Balance, Compensation, Employee Retention, Organizational Commitment, and Employee Performance, and did not examine other factors that may influence performance.

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