

## **Linking Work-Life Balance And Work Engagement To Performance: The Role Of Organizational Commitment As A Moderator**

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### **Abstract**

This study examines the influence of work-life balance and work engagement on performance in personnel of the South Sulawesi Police Directorate of Criminal Investigations, and assesses the role of organizational commitment as a moderation variable in this relationship. The researcher used a quantitative approach with an explanatory design and collected data from one hundred and twenty respondents who were selected according to the research criteria. The researcher analyzed the data using SEM PLS because this method tests the relationships between latent variables simultaneously, reads the direct and indirect influences, and supports testing the role of moderation in a single model. The researcher conducts an analysis through SmartPLS with the evaluation stage of the measurement model to ensure the indicators are valid and reliable, then the evaluation of the structural model to test the strength of the relationship and the significance of the path. The results of the study show that work-life balance has a positive and significant effect on performance, so that the balance of work time and personal time plays a role in maintaining focus, work resilience, and the quality of task completion. Work engagement also has a positive and significant effect on performance, with a stronger influence than work-life balance, so that work attachment is the main driver of performance improvement. Moderation testing shows that organizational commitment strengthens the relationship between work-life balance and performance, so that the impact of work-life balance is greater when organizational commitment is high. In contrast, organizational commitment does not moderate the relationship between work engagement and performance, so increasing work attachment still encourages consistent performance at different levels of commitment.

**Keywords:** Work-Life Balance, Work Engagement, Organizational Commitment, Performance

### **Abstrak**

Penelitian ini mengkaji pengaruh keseimbangan kerja-hidup dan keterlibatan kerja terhadap kinerja personel Direktorat Investigasi Kriminal Kepolisian Sulawesi Selatan, serta menilai peran komitmen organisasi sebagai variabel moderasi dalam hubungan tersebut. Peneliti menggunakan pendekatan kuantitatif dengan desain eksploratif dan mengumpulkan data dari seratus dua puluh responden yang dipilih sesuai kriteria penelitian. Peneliti menganalisis data menggunakan SEM PLS karena metode ini menguji hubungan antar variabel laten secara simultan, membaca pengaruh langsung dan tidak langsung, serta mendukung pengujian peran moderasi dalam satu model. Peneliti melakukan analisis melalui SmartPLS dengan tahap evaluasi model pengukuran untuk memastikan indikator valid dan reliabel, kemudian evaluasi model struktural untuk menguji kekuatan hubungan dan signifikansi jalur. Hasil penelitian menunjukkan bahwa keseimbangan kerja-hidup memiliki pengaruh positif dan signifikan terhadap kinerja, sehingga keseimbangan waktu kerja dan waktu pribadi berperan dalam menjaga fokus, ketahanan kerja, dan kualitas penyelesaian tugas. Keterlibatan kerja juga memiliki pengaruh positif dan signifikan terhadap kinerja, dengan pengaruh yang lebih kuat daripada keseimbangan kehidupan kerja, sehingga keterikatan kerja merupakan pendorong utama peningkatan kinerja. Pengujian moderasi menunjukkan bahwa komitmen organisasi memperkuat hubungan antara keseimbangan kehidupan kerja dan kinerja, sehingga dampak keseimbangan kehidupan kerja lebih besar ketika komitmen organisasi tinggi. Sebaliknya, komitmen organisasi tidak memoderasi hubungan antara keterlibatan kerja dan kinerja, sehingga peningkatan keterikatan kerja tetap mendorong kinerja yang konsisten pada berbagai tingkat komitmen.

**Kata kunci:** Keseimbangan Kehidupan Kerja, Keterlibatan Kerja, Komitmen Organisasi, Kinerja

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## **INTRODUCTION**

In the modern work era, which is characterized by high dynamics and increasingly complex organizational pressures, the issue of work-life balance and work engagement has become increasingly important for human resource management, especially in the public sector. Various studies show that the balance between professional demands and personal life not only contributes to mental health and job satisfaction, but also directly affects employee productivity and performance (Johari et al., 2018; Priatna, 2022). Similarly, high work engagement has been shown to improve performance through increased motivation, focus, and dedication to organizational tasks.

The context of organizations that have high-risk work characteristics and great operational pressures such as policing, work-life balance and work involvement are two important aspects in maintaining personnel performance. The Directorate of Special Criminal Investigation (Ditreskrimsus) as a special unit under the Regional Police has the responsibility to handle corruption, economic crimes, and cyber crimes, which require professionalism, mental resilience, and high commitment. Therefore, it is important to examine how work-life balance and work involvement affect personnel performance, as well as how organizational commitment can strengthen these relationships as a moderation variable.

Work-life balance is defined as the ability of individuals to meet the demands of work and personal responsibilities in a balanced manner and not interfere with each other. In the current literature, work-life balance is recognized as an important predictor of employee productivity and loyalty (Johari et al., 2018; Ferreira & Gomes, 2023). Employees who are able to balance these two aspects tend to have higher job satisfaction, lower stress levels, and more stable performance. A study by Priatna (2022) also emphasizes that this balance contributes to increased job satisfaction, which further improves the overall work performance of individuals.

Work engagement reflects an employee's level of energy, commitment, and focus in carrying out their duties. Employees who are actively involved tend to show positive work behaviors such as high initiative, willingness to help colleagues, and focus on achieving organizational targets (Aljuaid, 2025). In the public sector, work involvement is very important because it is closely related to the integrity and professionalism of employees. Recent studies have also shown that work engagement can be mediated by job satisfaction and influenced by support from superiors and a positive work environment (Xiao et al., 2023; Coetzee et al., 2014). Therefore, work engagement needs to be placed as a key focus in organizational performance improvement strategies, especially in institutions that work under high pressure.

Most of the research on work-life balance and work engagement on performance has been conducted in the private sector such as education, banking, and logistics (Johari et al., 2018; Alsadaan et al., 2023). Meanwhile, research examining the relationship between these variables in the context of public sector organizations with extreme work characteristics, such as policing, is still very limited. This shows that there is a research gap that is important to bridge. The general solutions offered in previous studies have focused on structural strategies such as the implementation of flexible work

systems or compensation, but there has been little exploration of how employee psychological conditions such as commitment to the organization can moderate the influence of work-life balance and work involvement on performance (Gudep, 2019).

From a theoretical perspective, the Job Demands-Resources (JD-R) model is widely used to explain how an organization's workload and resources affect employee engagement and performance. However, most studies in this framework do not explicitly make commitment to the organization a moderation variable. Studies by Talukder and Galang (2021) and Hasan et al. (2021) place more commitment as a mediator or the result of work-life balance and satisfaction. In fact, in the context of stressful work such as the Directorate of Criminal Investigations, loyalty and emotional attachment to institutions can be important reinforcers that encourage engagement and balance to be real performance. This creates a significant theoretical gap that deserves further research.

This study proposes a conceptual model in which organizational commitment plays a role as a moderation variable that affects the strength of the relationship between work-life balance and work engagement to performance. Personnel who have a high level of commitment to the organization tend to be able to take advantage of the conditions of work-balance and involvement optimally, thus having a stronger positive impact on their performance (Cui, 2023; Aras et al., 2022). In contrast, personnel with low levels of commitment may not show optimal performance despite being in a work environment that supports balance and engagement.

This model provides a more holistic and applicative understanding of managing human resources in high-risk work environments. Through this approach, organizations can realize that improving work-life balance and work engagement must be accompanied by the development of a long-term commitment to the organization. Thus, the results of this study not only answer the theoretical gap in the literature, but also provide practical solutions that can be implemented by police institutions in improving performance through appropriate psychological approaches (Azeem & Altalhi, 2015; Mohammed et al., 2025).

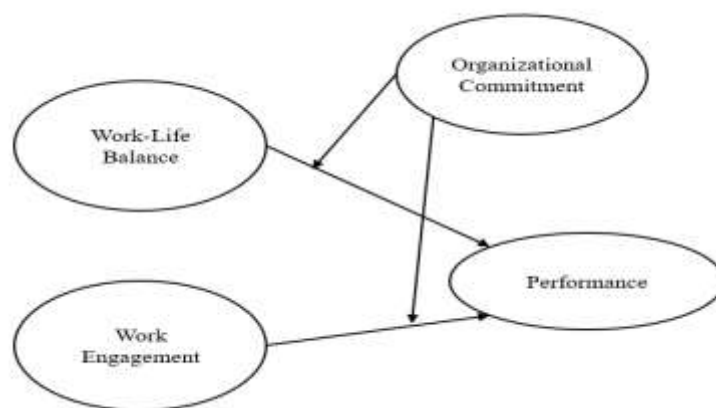
The Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Police is a functional unit under the Southeast Sulawesi Regional Police that has responsibility for handling special crimes such as corruption, economic crimes, and cybercrime. Personnel in this unit are required to have high precision, speed, and moral fortitude in the face of heavy work pressure. The high case load, erratic working hours, and high public expectations make this unit a work environment with very high complexity. In this context, this study becomes particularly relevant to understand how work-life balance, work engagement, and commitment to the organization contribute to the overall performance of personnel.

This study aims to analyze the influence of work-life balance and work involvement on the performance of Southeast Sulawesi Police Directorate of Criminal Investigations, as well as examine the role of commitment to the organization as a moderation variable. This study makes a theoretical contribution through the development of a model that combines psychological and organizational

dimensions in the context of extreme work. Practically, this research is expected to be a reference for police institutions in formulating human resource management policies that are more adaptive, sustainable, and focus on improving the welfare and performance of employees as a whole

## **METHODS**

This study applied a quantitative approach with an explanatory design to test the relationship between variables in the personnel of the South Sulawesi Police Directorate of Criminal Investigations, with a sample of 120 respondents selected according to the research criteria. The researcher collected data through a survey using a closed questionnaire compiled from the indicators of each construct in the research model, then measured all statements using a five-point Likert scale from strongly disagree to strongly agree so that respondents' perceptions were recorded measurably and consistently. The researcher analyzed the data using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) because this method supports testing the relationship of latent variables simultaneously, is able to read direct and indirect influences, and supports testing the role of moderation in the same model. The researcher carried out the analysis with SmartPLS software through two main stages, namely the evaluation of the measurement model to ensure the indicators are valid and reliable, then the evaluation of the structural model to assess the strength of the relationship between the variables and the significance of the path according to the hypothesis. The test results showed all paths in the model significantly, so that the model was able to explain the pattern of relationships between the variables tested based on the respondents' empirical data.



**Figure 1.** Research framework

## **RESULTS AND DISCUSSION**

### ***Results***

The respondents in this study amounted to 120 personnel of the South Sulawesi Police Directorate of Criminal Investigations. Based on age, the majority of respondents were in the age group of 31 to 37 years old at 40.83%, followed by the group of 38 to 44 years old at 30.83%, then the group of 24 to 30 years old at 20.00%, and the smallest proportion was in the group of 45 to 51 years old at 8.33%. Based on gender, respondents were dominated by men by 80.00%, while women by 20.00%. Furthermore,

based on education level, most of the respondents have a S1 education of 60.00%, followed by S2 of 22.50%, and high school or equivalent of 17.50%. This demographic picture shows variations in age, gender, and education level in the sample, thus providing a clear context to read the differences in respondents' perceptions of the constructs tested in the research model.

**Table 1.** Measurement items and Constructs

			<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>Average variance extracted</b>
Work-Life Balance	X1.1	0,875	0,842	0,843	0,760
	X1.2	0,861			
	X1.3	0,878			
Work Commitment	X2.1	0,909	0,890	0,893	0,821
	X2.2	0,851			
	X2.3	0,918			
Performance	Y.1	0,915	0,874	0,886	0,798
	Y.2	0,942			
	Y.3	0,859			
Organizational Commitment	M.1	0,914	0,897	0,897	0,829
	M.2	0,921			
	M.3	0,896			

Table 1 presents measurement and construction quality items for work-life balance, work engagement, performance, and organizational commitment. All indicators have a high loading value, in the range of 0.851 to 0.942, so that each item is firmly attached to the constructed being measured and shows no problems at the measurement model stage. In the work-life balance, the three indicators X1.1 to X1.3 have a loading of 0.861 to 0.878, supported by Cronbach's alpha 0.842 and composite reliability of 0.843, as well as AVE 0.760 which shows that this construct absorbs the variance of the indicator adequately. In work engagement, the X2.1 to X2.3 indicators had a loading of 0.851 to 0.918, with Cronbach's alpha 0.890 and composite reliability of 0.893, and AVE 0.821, so that the measurement of work attachment was consistent and met the convergent validity. In performance, indicators Y.1 to Y.3 have a loading of 0.859 to 0.942, accompanied by Cronbach's alpha 0.874 and composite reliability of 0.886, as well as AVE 0.798, which confirms that the performance indicator measures constructs uniformly. In organizational commitment, indicators M.1 to M.3 have a loading of 0.896 to 0.921, with Cronbach's alpha 0.897 and composite reliability 0.897, and AVE 0.829, so that organizational commitment is measured to be stable and reliable. Overall, reliability values that exceed general limits and high AVE indicate that the instrument is suitable for structural model testing at a later stage.

**Table 2.** Discriminant validity

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Organizational Commitment				
Work-Life Balance	0,693			
Performance	0,544	0,727		
Work Commitment	0,772	0,818	0,704	

Table 2 presents the results of the discriminant validity test to ensure that each construct in the model has clear boundaries and does not overlap with each other. The value of the relationship between constructs showed that work-life balance had a correlation of 0.693 with organizational commitment, then performance correlated 0.544 with organizational commitment and 0.727 with work-life balance. Work engagement has a correlation of 0.772 with organizational commitment, 0.818 with work-life balance, and 0.704 with performance. The highest correlation appeared in the relationship between work engagement and work-life balance, which was 0.818, which showed that the two were strongly related to the respondents. Even so, the correlation pattern still shows that each construct still forms a different group of concepts, because the relationships between variables move according to the theoretical direction, namely work-life balance and work attachment are associated with commitment and performance. These results provide an adequate basis for continuing the structural analysis, since the measurements of each construct show no indication that the variables are replacing each other or measuring the same in full.

**Table 3. Model Fit**

	<b>R-square</b>
Performance	0,607

Table 3 shows the R-square value for the endogenous performance variable in the model. The R-square value of 0.607 shows that the model explains 60.7% of the variation in respondent performance through the predictor constructs that you tested in the study, namely work-life balance, work engagement, and organizational commitment according to the model structure. This value indicates that the explainability of the model is at a strong level, as more than half of the changes in performance can be explained by the relationships between the variables being tested. The remaining 39.3% of the variation in performance comes from other factors outside the research model that you did not measure, so there is still room for influence from other variables in the context of the respondent's work. With this R-square, you have enough basis to continue the interpretation of the path test on the structural model because the model has already shown a good ability to explain performance.

**Table 4. Hypotheses Testing**

	<b>Original sample</b>	<b>P values</b>
Work-Life Balance -> Performance	0,223	0,000
Work Engagement -> Performance	0,559	0,000
Organizational Commitment x Work-Life Balance -> Performance	0,665	0,000
Organizational Commitment x Work Engagement -> Performance	0,031	0,792

The results of the hypothesis test in Table 4 show that the work-life balance path to performance has a coefficient of 0.223 with a p value of 0.000. A p-value smaller than 0.05 indicates a significant and positive effect. This means that when work-life balance improves, performance also increases. Respondents who are able to manage work time, recovery, and personal affairs tend to maintain focus and energy while working.

The work engagement to performance path showed a coefficient of 0.559 with a p value of 0.000. These results confirm that work engagement has a significant influence and is stronger than work-life balance. When respondents feel engaged, excited, and immersed in work, work output increases. This influence shows that work attachment is the main driver of performance in the model. If you compare the two direct influences, work engagement has the greatest contribution to performance. Work-life balance is still important, but the effect is smaller than engagement. This gives an idea that interventions that increase work engagement have a greater impact on performance than interventions that only focus on time balance arrangements. The moderation test showed that the interaction of organizational commitment and work-life balance with performance had a coefficient of 0.665 with a p value of 0.000. These results indicate the organization's commitment to significantly moderate the work-life balance and performance relationship and its direction strengthening. When organizational commitment is high, the impact of work-life balance on performance becomes greater and more consistent. The practical meaning of this moderation can be seen in the way the respondents work. When commitment is high, respondents tend to use good work-life balance conditions to maintain discipline, reduce distractions, and maintain the quality of work results. Conversely, when commitment is low, a good work-life balance does not necessarily translate into higher performance because the drive to achieve work targets is not as strong as the committed group. The second moderation test showed that the interaction of organizational commitment and work engagement with performance had a coefficient of 0.031 with a p value of 0.792. A p-value greater than 0.05 indicates an insignificant moderation effect. This means that organizational commitment does not change the strength of the influence of work engagement on performance, so that when engagement increases, performance increases consistently at various levels of commitment.

### ***Discussion***

The results of the study show that work-life balance has a significant effect on the performance of personnel of the South Sulawesi Police Directorate of Criminal Investigations. These findings corroborate the opinion of Johari et al. (2018), who stated that work-life balance plays an important role in improving performance because it reduces role conflicts and stress. In the context of high-pressure work such as in the Directorate of Criminal Investigations, this balance helps employees maintain mental resilience and focus on their duties. Organizational support in helping employees effectively manage personal and work responsibilities has been shown to have a positive impact on their performance, as also affirmed by Ferreira & Gomes (2023).

In addition, work engagement has also been shown to have a significant effect on performance, which is in line with the results of the meta-analysis by Aljuaid's findings (2025). Personnel who have a high level of involvement are characterized by energy, dedication, and full concentration showing more optimal work results. In law enforcement work, emotional engagement with the job is a major force that drives perseverance, initiative, and high responsibility. This engagement can also be enhanced through employer support and a positive work environment (Xiao et al., 2023; Coetzee et al., 2014),

which reinforces the results of this study that strengthening engagement is important in boosting performance. The findings further suggest that organizational commitment significantly moderates the relationship between work-life balance and performance. This reinforces the research of Talukder & Galang (2021), which explains that employees with high commitment will respond more positively to balanced working conditions. In the context of the Directorate of Criminal Investigation, personnel who are loyal to the institution are better able to utilize work-life balance as a source of internal motivation in completing tasks professionally. Conversely, personnel with low commitment may not fully benefit from the work balance available.

Similarly, organizational commitment has also been proven to moderate the influence of work engagement on performance. These findings are consistent with the studies of Cesário & Chambel (2017) and Cui (2023), which show that work engagement will only have optimal impact if it is followed by an affective commitment to the organization. In a risky work environment like policing, involvement alone isn't enough; It takes loyalty and a strong sense of belonging for personnel to truly channel their energy to achieve the best results. It also shows the importance of building an organizational climate that strengthens emotional closeness and a sense of responsibility towards the institution. Overall, the results of this study reinforce the existing theory and empirical evidence that work-life balance and work engagement are important predictors of employee performance, and both will have a greater impact if intervened with high organizational commitment. In the context of the Directorate of Criminal Investigation, this is very relevant considering the high workload and moral pressure that personnel face every day. Therefore, organizations need to integrate policies that support employee balance and engagement, while strengthening organizational values and loyalty, in order to create sustainable and professional work performance.

## **CONCLUSION**

Based on the results of the study, it can be concluded that work-life balance and work engagement have a significant effect on the performance of the personnel of the Directorate of Criminal Investigation of the Southeast Sulawesi Police. In addition, commitment to the organization was shown to moderate both relationships, where the positive influence of work-life balance and work engagement on performance became stronger in individuals with high levels of organizational commitment. These findings suggest that successful performance improvement depends not only on external conditions such as workload, but also on organizational support in building employee loyalty and engagement.

The implications of this study show that organizational leaders, especially in the context of law enforcement agencies, need to develop policies that support work-life balance, strengthen work engagement, and instill organizational values in a sustainable manner. Programs such as flexible work arrangements, motivational training, and strengthening work culture can be implemented to improve employee effectiveness. For further research, it is recommended to consider other factors such as work stress, job satisfaction, or leadership style as additional mediation or moderation variables, as well as

expand the context of the study to other agencies or regions so that the results are more general and comprehensive.

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