



DOI: <https://doi.org/10.38035/dijemss.v6i3>

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Work-Life Balance and Work Flexibility as Predictors of Employee Performance: The Mediating Role of Organizational Commitment in Start-Up Employees in South Jakarta

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Abstract: This study focuses on the effect of Work-life Balance and Work Flexibility on Employee Performance through Organizational Commitment. with a case study of Start-Up employees in South Jakarta. This study lies in skilled human resources, quality, and human resource management, which will encourage the company's success in achieving its goals which are expected to increase organizational commitment and improve employee performance. The data collection method used in this research is a questionnaire with quantitative research involving start-up employees in South Jakarta, with a sample of 170 respondents selected using the non-probability sampling method with the Malhotra formula. The data was analyzed using the SmartPLS method. The results of this study indicate that Work-Life Balance has a significant positive effect on Employee Performance, Flexibility has a significant positive effect on Employee Performance, Work-Life Balance has a significant positive validity on Organizational Commitment, Work Flexibility has a significant positive validity on Organizational Commitment, Organizational Commitment has a significant positive validity on Employee Performance, Organizational Commitment has a mediating effect on the relationship between Work-Life Balance and Employee Performance, Organizational Commitment has a mediating effect on the relationship between Work Flexibility and Employee Performance.

Keywords: Work-Life Balance, Work Flexibility, Employee Performance, Organizational Commitment

INTRODUCTION

A company can be said to be developing if its human resources are adequate. Therefore, work-life balance is necessary to manage the life balance of human resources, and companies that successfully implement work flexibility can improve employee performance. And build a strong commitment so that the company can achieve its goals. (Robbins, 2019). Human resources are the primary element of an organization compared to other resource elements such as capital and technology. South Jakarta has enormous potential to become a startup center in Indonesia, supported by adequate infrastructure, access to talent, and support from the government.

A startup is a newly established company that is still in the development stage. Startups usually focus on innovation, creating unique new products or services, and offering new solutions to existing problems. Startups in South Jakarta operate in various sectors, including e-commerce, fintech, content creators, health tech, game development, digital logistics, tech, digital tourism, content creativity, and media.

According to the findings, performance problems in South Jakarta startups are often related to rapid growth, limited resources, and an intense work environment. By identifying problems and implementing appropriate solutions, companies can improve employee performance and achieve their business goals. With this background, the author would like to conduct a study on human resource management, especially as it relates to the impact of work-life balance, work flexibility, performance, and organizational commitment in organizations and companies, using the employees of a startup company in South Jakarta as a case study.

Human resources are everyone's most valuable assets. The ability to think, physical ability, and environmental influences shape one's potential to contribute to society. The desire to satisfy needs and achieve life goals is the primary motivation for working. As unique beings, human beings are capable of creative and complex thinking. We are responsible for developing ourselves and our surroundings and sharing in prosperity. In an organization, human resources play an important role in increasing productivity and competitiveness and achieving organizational goals.

In general, the definition of human resources is put forward by (Darmadi, 2022) in (Hidayat & A. Anwar, 2024) As individuals who work as drivers of an organization, both institutions and companies; and function as assets whose abilities must be trained and developed. According to Mathis & Jackson (2006) in (Andini, 2020), Human resources are seen as a formal system design in an organization.

Performance theory according to experts including (Adhari in Luahambowo et al., 2024) It is said that employee performance is the result produced by the work function of an activity at work within a certain period, which shows the quality and quantity of the work. (Mathis and Jackson in Wulandari et al., 2022) He stated that performance is what employees did or did not do in doing their jobs and explained that three groups of variables affect work behavior and performance: personal variables, organizational variables, and psychological variables. (Gibson in Yolanda et al., 2022).

Mathis and Jackson (2011) in (Evi Teja Kusumah, 2015) Argue that performance is something done or not done by employees. It also stated that general performance includes elements, namely quantity of results, quality of results, timeliness of results, attendance, and workability.

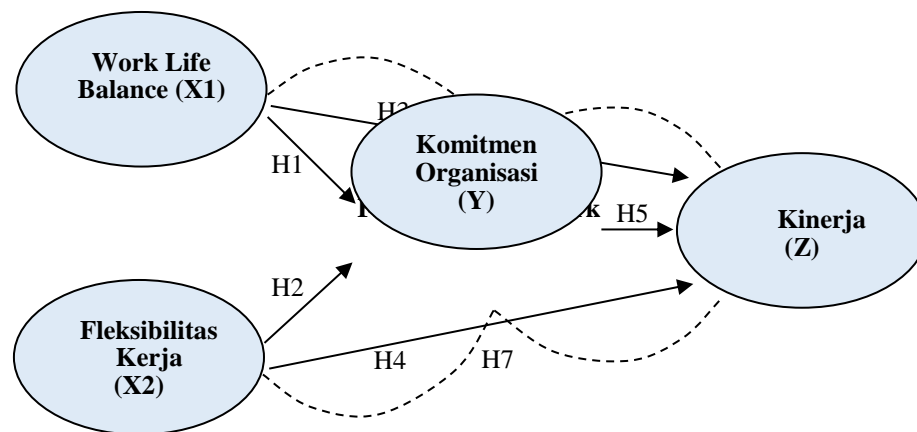
According to (Preena in Ingsih et al., 2022), If the work-life balance is good, it can improve employee performance by reducing the tendency to resign and absenteeism. Work-life balance is a condition where a person can divide roles and feel satisfaction with their roles. (Handayani in Indraswara et al., 2024). Meanwhile, according to (Price, 2023) He added that work-life balance is a technique used in the workplace to create a work environment that promotes a balance between work and personal life.

According to Poelmans et al. (Wulansari, 2023), workers who have high involvement in work and non-work life can achieve work-life balance when a) positive influences from one life are transferred to another life b) individual skills and experiences c) two or more life domains to facilitate positive experiences and influences. According to Fisher, Bulger, and Smith (2009) in (Rahmayati, 2021) There are four dimensions of this balance, namely, work interferes with individual life, individual life interferes with work, individual life enhances work, and work enhances individual life.

Work flexibility is a work arrangement that allows employees to have more control over how, when, and where they work. Work flexibility is the right to choose where and when to work, both formally and informally, which facilitates employees in working time flexibility,

timing flexibility, and place flexibility. Research by (Kurniawan, 2019) Shows that companies that provide flexibility options in scheduling and work location can increase employee satisfaction. Flexible work schedules will give employees more personal control over each time they work each day according to Griffin & Moorhead in (Huda & Ekhsan, 2023). According to Carlson et al. (Wicaksono, 2019) in (Author, 2024) Flexibility in a company can be structured through official policies set by human resource management or through more relaxed agreements. To support policies regarding employee work duration (time flexibility), time (schedule flexibility), and location (place flexibility).

Organizational commitment is a psychological state in which an employee feels emotionally and intellectually attached to the organization where he works. According to Moorhead and Griffin in (Wardana et al., 2022) Organizational commitment is an attitude that reflects an individual's perception of and attachment to the organization. Individuals with higher levels of commitment are more likely to believe are bound to be members of the organization. Commitment is a strong desire to remain a member of a particular organization, a wish to fight according to the organization's wishes, and a belief that one accepts the organization's goals. (Wilkanandya & Sudarma, 2020). According to Meyer and Allen in (Puryana & Shidiqy, 2022) Are Affective Commitment, Continuance Commitment, Normative Commitment



Based on the problem formulation, research objectives, and, research benefits above, the authors propose the following hypothesis:

- a. H1: There is an influence of Work-Life Balance on Employee Performance in start-up employees in South Jakarta
- b. H2: There is an influence of Work Flexibility on Employee Performance in start-up employees in South Jakarta.
- c. H3: There is an influence of Work-Life Balance on Organizational Commitment in start-up employees in South Jakarta.
- d. H4: There is an influence of Work Flexibility on the Organizational Commitment of start-up employees in South Jakarta.
- e. H5: There is an influence of Organizational Commitment on Employee Performance in start-up employees in South Jakarta.
- f. H6: There is an influence of Work-Life Balance on Employee Performance through Organizational Commitment on start-up employees in South Jakarta.
- g. H7: There is an influence of Work Flexibility on Employee Performance through Organizational Commitment on start-up employees in South Jakarta

METHOD

This study will use a quantitative research approach with work-life balance and work flexibility as independent variables, organizational commitment as the intervention variable, and employee performance as the dependent variable. The data source for this study is the distribution of questionnaires. The location of this study is the office of a start-up company in South Jakarta.

The population of this study is unknown, but according to the data of startups in South Jakarta, 34 startups engaged in fintech. The sampling technique used was non-probability sampling, the method used was saturation sampling using Malhotra's formula, and the sample size obtained from Malhotra's formula was 170 employees. The data analysis method used in this study was a test using the SmartPLS application.

RESULTS AND DISCUSSION

Outer Model Test

The test results indicate the accuracy of the indicators in reflecting the intended latent variable. The principle of convergent validity testing is that the indicators (manifest variables) of a construct should exhibit high correlations.

Outer Loading

Table 1. Convergent Validity

Kode	Work Flexibility	Employee Performance	Organizational Commitment	Work-Life Balance
WF1	0,858			
WF2	0,821			
WF3	0,832			
WF4	0,832			
WF5	0,822			
WF6	0,822			
EP1		0,820		
EP2		0,754		
EP3		0,780		
EP4		0,773		
EP5		0,725		
EP6		0,759		
EP7		0,796		
EP8		0,801		
EP9		0,783		
EP10		0,792		
EP11		0,774		
OC1			0,762	
OC2			0,781	
OC3			0,794	
OC4			0,795	
OC5			0,751	
OC6			0,811	
WLB1				0,717
WLB2				0,750
WLB3				0,734
WLB4				0,764
WLB5				0,756
WLB6				0,778
WLB7				0,768
WLB8				0,790
WLB9				0,775
WLB10				0,749
WLB11				0,732

Source: SmartPLS 4

The loading factor value of all question items is > 0.70, so all statement items are declared convergently valid.

Table 2. Discriminant Validity

Kode	Work Flexibility	Employee Performance	Organizational Commitment	Work-Life Balance
WF1	0,858	0,627	0,549	0,598
WF2	0,821	0,593	0,537	0,538
WF3	0,832	0,589	0,492	0,510
WF4	0,832	0,635	0,555	0,617
WF5	0,822	0,590	0,527	0,498
WF6	0,822	0,628	0,510	0,512
EP1	0,612	0,820	0,649	0,652
EP2	0,596	0,754	0,600	0,569
EP3	0,556	0,780	0,617	0,606
EP4	0,571	0,773	0,550	0,567
EP5	0,562	0,725	0,574	0,571
EP6	0,474	0,759	0,519	0,518
EP7	0,517	0,796	0,562	0,532
EP8	0,514	0,801	0,588	0,531
EP9	0,617	0,783	0,582	0,592
EP10	0,587	0,792	0,592	0,615
EP11	0,648	0,774	0,573	0,596
OC1	0,588	0,503	0,762	0,589
OC2	0,537	0,587	0,781	0,628
OC3	0,513	0,619	0,794	0,625
OC4	0,492	0,589	0,795	0,640
OC5	0,354	0,553	0,751	0,552
OC6	0,497	0,662	0,811	0,628
WLB1	0,449	0,650	0,566	0,717
WLB2	0,519	0,513	0,530	0,750
WLB3	0,505	0,532	0,575	0,734
WLB4	0,484	0,479	0,539	0,764
WLB5	0,423	0,594	0,630	0,756
WLB6	0,523	0,564	0,573	0,778
WLB7	0,610	0,572	0,607	0,768
WLB8	0,551	0,607	0,641	0,790
WLB9	0,471	0,496	0,536	0,775
WLB10	0,505	0,532	0,582	0,749
WLB11	0,431	0,611	0,675	0,732

Source: SmartPLS 4

Based on the discriminant validity data above, the diagonal value is the square root value of AVE and the value below is the correlation between constructs. The square root value of AVE in the table above is higher than the correlation value, so it can be concluded that the model is valid because it has met discriminant validity. Another way to measure discriminant validity is to look at the square root of the average variance extracted (AVE) value, the recommended value is above 0.50. The following are the reliability test values seen from the AVE value in the table below:

Table 3. AVE Test Result

Variable	Average variance extracted (AVE)	Ket
employee performance	0,606	Valid
organizational commitment	0,613	Valid
Work-Life Balance	0,571	Valid
work flexibility	0,691	Valid

Source: SmartPLS 4

Based on the table above, it provides an AVE value above 0.50 for all constructs. Work Flexibility has an AVE of 0.691, Employee Performance has an AVE of 0.606, Organizational Commitment has an AVE of 0.613 and Work-Life Balance has an AVE of 0.571. So it can be concluded that all constructs of the variables Satisfaction, Employee Involvement, Work Environment, and Work Motivation have sufficient AVE values and all constructs have values above >0.50.

Table 4. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_c)
employee performance	0,935	0,944
organizational commitment	0,873	0,905
Work-Life Balance	0,925	0,936
work flexibility	0,911	0,931

Source: SmartPLS 4

The Cronbach's Alpha and Composite reliability values for all variables are >0.70, meaning all variables are reliable.

Inner Model

Tabel 5. R-Square Test

	R-square
employee performance	0,697
organizational commitment	0,636

Source: SmartPLS 4

The table above shows the R-Square value for the variable R-Square value for the Employee Performance variable obtained a value of 0.697. These results indicate that 69.7% of the Employee Performance variable can be influenced by Work-Life Balance, Work Flexibility, and Organizational Commitment, while 30.3% is influenced by other variables outside those studied. Meanwhile, Organizational Commitment obtained a value of 0.636. These results indicate that 63.6% of the Employee Engagement variable can be influenced by the Work-Life Balance and Work Flexibility variables, while 36.4% is influenced by other variables outside those studied.

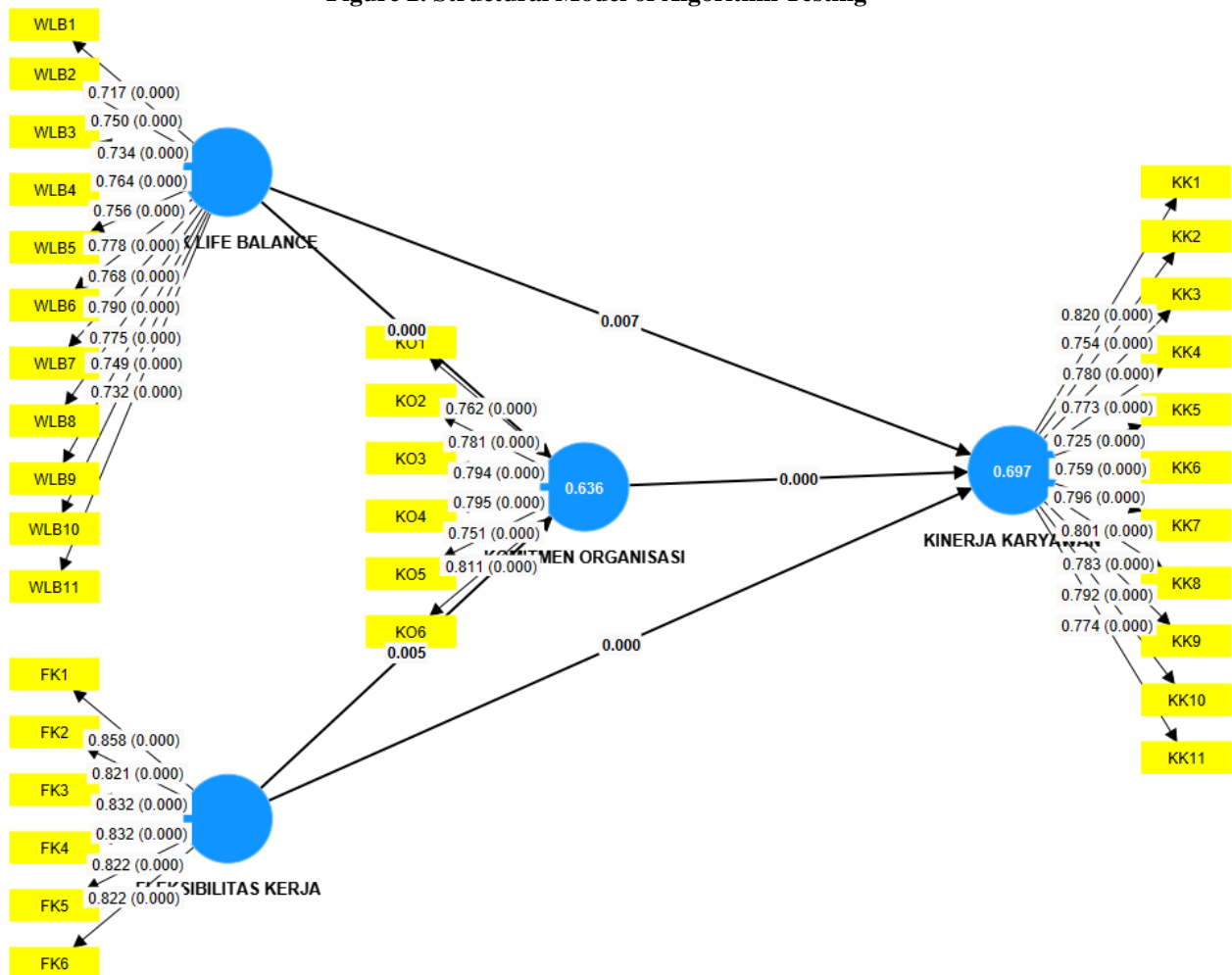
Tabel 6. F-Square Test

	employee performance	organizational commitment	work-life balance	work flexibility
employee performance				
organizational commitment	0,122			
work-life balance	0,076	0,636		
work flexibility	0,229	0,073		

Source: SmartPLS 4

The influence of Organizational Commitment on Employee Performance of 0.122 is considered weak, then the influence of Work-Life Balance on Employee Performance of 0.076 is considered weak, then the influence of Work-Life Balance on Organizational Commitment of 0.636 is considered strong, then the influence of Work Flexibility on Employee Performance of 0.229 is considered moderate, while the influence of Work Flexibility on Organizational Commitment of 0.073 is considered weak.

Figure 2. Structural Model of Algorithm Testing



Source: SmartPLS 4

Hypothesis Test or Statistical Test (t-Test)

Table 7. Statistical Test (t-Test)

	original sample (o)	sample mean (m)	standard deviation (stdev)	t statistics (o/stdev)	p values
work-life balance -> employee performance	0,258	0,250	0,096	2,698	0,007
work flexibility-> employee performance	0,362	0,370	0,077	4,713	0,000
Work-life balance -> organizational commitment	0,639	0,631	0,083	7,707	0,000
work flexibility-> organizational commitment	0,216	0,219	0,076	2,840	0,005
organizational commitment -> employee performance	0,319	0,316	0,081	3,928	0,000
work-life balance -> organizational commitment -> employee performance	0,204	0,202	0,066	3,064	0,002
work flexibility-> organizational commitment -> employee performance	0,069	0,067	0,025	2,756	0,006

Source: SmartPLS 4

- a. Hypothesis Testing H1 (It is suspected that Work-Life Balance affects Employee Performance). Based on the table above, it can be seen that the t-statistic value is 2.698 (> 1.96) and the p-value is 0.007 (<0.05) so it can be said that Work-Life Balance has a significant positive effect on Employee Performance. So the first hypothesis is accepted. Like previous research (Asari, 2022) Stated that the work-life balance variable has a significant positive effect on employee performance variables.
- b. Hypothesis Testing H2 (It is suspected that Work Flexibility affects Employee Performance). Based on the table above, it can be seen that the t-statistic is 4.713 (> 1.96) and the p-value is 0.000 (<0.05) so it can be said that Work Flexibility has a significant positive effect on Employee Performance. So the second hypothesis is accepted. Like previous research (Hafni et al., 2023) Flexible work has a positive effect on employee performance.
- c. Hypothesis Testing H3 (It is suspected that Work-Life Balance affects Organizational Commitment). Based on the table above, it can be seen that the t-statistic is 7.707 (> 1.96) and the p-value is 0.000 (<0.05) so it can be said that Work- Life Balance has a significant positive effect on Organizational Commitment. So the third hypothesis is accepted. Like previous research (Salam, 2021) there is a positive influence of work-life balance on organizational commitment directly.

- d. Hypothesis Testing H4 (It is suspected that Work Flexibility affects Organizational Commitment). Based on the table above, it can be seen that the t-statistic is 2.840 (> 1.96) and the p-value is 0.005 (< 0.05) so it can be said that Work Flexibility has a significant positive effect on Organizational Commitment. So the fourth hypothesis is accepted. Like previous research (Jurnal et al., 2024) Work flexibility has a significant effect on organizational commitment
- e. Hypothesis Testing H5 (It is suspected that Organizational Commitment affects Employee Performance). Based on the table above, it can be seen that the t-statistic is 3.928 (> 1.96) and the p-value is 0.000 (< 0.05) so it can be said that Organizational Commitment has a significant positive effect on Employee Performance. So the fifth hypothesis is accepted. Like previous research (Bonaventura Hendrawan Maranata et al., 2023) Sustainable organizational commitment has a positive and significant effect on employee performance.
- f. Organizational Commitment has a positive mediating effect on the variables of Work-Life Balance and Employee Performance. It has a t-statistic value of 3.064 (> 1.96) and a p-value of 0.002 (< 0.05) so it can be said that Organizational Commitment has a significant positive mediating effect. So the sixth hypothesis is accepted.
- g. Organizational Commitment has a positive mediating effect on Work Flexibility and Employee Performance. It has a t-statistic value of 2.756 (> 1.96) and a p-value of 0.006 (< 0.05) so it can be said that Organizational Commitment has a significant positive mediating effect. So the seventh hypothesis is accepted.

CONCLUSION

Based on the analysis above, it can be concluded that all hypothesis tests have a high role and influence in maintaining the stability of employee performance, the implementation of existing programs has given rise to the perception of respondents who stated that work-life balance can improve employee performance in managing personal life and work life. Work flexibility has an important role in improving employee performance, the respondent's perception is that regular working hours can improve performance.

From the research results that work-life balance can have a significant positive effect on organizational commitment because of the relationship between superiors and subordinates by prioritizing employee morale, work flexibility can have a significant positive effect on organizational commitment because of good organizational emotions so that employees can stay in their company, organizational commitment has a significant positive effect on employee performance because of the career path to the quantity and quality of employee performance.

From the research results that work-life balance on employee performance mediated by organizational commitment shows significant positive results, the atmosphere of the work environment can improve the quality of performance with the morals applied in the company, and work flexibility on employee performance mediated by organizational commitment shows significant positive results due to timing flexibility in employee attendance with obligations that an employee must carry out.

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