



The Effect of Work-Life Balance and Organizational Commitment on Employee Performance with Job Satisfaction as a Mediator

(Study at the Central Java High Court)

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Abstract. Employee performance is a crucial factor in supporting organizational effectiveness and the achievement of institutional goals. This study aims to analyze the influence of Work-Life Balance and Organizational Commitment on Employee Performance, with Job Satisfaction as a mediating variable at the Central Java High Court. A quantitative approach with a survey method was employed. The population comprised all non-judge Civil Servants (ASN) at the Central Java High Court, with 94 respondents selected through purposive sampling. Data were collected using a Likert-scale questionnaire and analyzed through Structural Equation Modeling-Partial Least Squares (SEM-PLS) using SmartPLS 4.0. The results indicate that Work-Life Balance has no significant direct effect on Employee Performance, whereas Organizational Commitment has a positive and significant effect. Furthermore, Work-Life Balance has a positive and significant effect on Job Satisfaction, as does Organizational Commitment. Job Satisfaction also has a positive and significant effect on Employee Performance. The findings further demonstrate that Job Satisfaction significantly mediates the relationship between Work-Life Balance and Employee Performance, as well as the relationship between Organizational Commitment and Employee Performance. These findings suggest that improving employee performance at the Central Java High Court can be achieved more effectively by strengthening organizational commitment and enhancing job satisfaction. Although Work-Life Balance does not directly influence employee performance, maintaining a healthy balance between professional and personal life remains important because it can increase job satisfaction, which subsequently contributes to improved employee performance and organizational effectiveness.

Keywords: Employee Performance; Job Satisfaction; Mediation; Organizational Commitment; Work-Life Balance.

1. INTRODUCTION

Employee performance is one of the most important determinants of organizational success, particularly in public sector institutions where the quality of human resources directly influences the effectiveness of public service delivery. Human resource management therefore plays a strategic role in improving organizational performance by ensuring that employees possess the motivation, commitment, and capability required to achieve institutional objectives. Within judicial institutions, employee performance is closely related to the quality of legal services provided to society. As an appellate court, the Central Java High Court is responsible not only for adjudicating appeal cases but also for supervising and guiding lower courts. Consequently, maintaining high employee performance is essential to ensuring an effective, transparent, and credible judicial system.

Despite its strategic importance, employee performance in judicial institutions is increasingly challenged by high workloads, strict administrative procedures, growing case volumes, and rigid bureaucratic systems. Employees are expected to complete judicial processes within specified deadlines while simultaneously complying with formal working

hours and attendance regulations. Such working conditions may increase work pressure and create conflicts between professional responsibilities and personal life, thereby influencing employees' psychological well-being and overall job performance.

One of the most widely discussed factors associated with employee performance is work-life balance (WLB). Work-life balance refers to an individual's ability to maintain equilibrium between work responsibilities and personal life. Contemporary human resource management literature emphasizes that maintaining this balance is essential for sustaining employee well-being and organizational effectiveness. Previous studies have shown that poor work-life balance increases psychological strain, job stress, and emotional exhaustion, ultimately reducing employee performance (Calderwood et al., 2022). Furthermore, inadequate work-life balance has been found to contribute to burnout and diminished psychological well-being, which negatively affect employee productivity (Borowiec & Drygas, 2023; Prasad et al., 2025). Conversely, organizations that successfully promote work-life balance tend to experience higher levels of employee satisfaction, well-being, productivity, and performance (Weerathna et al., 2022; Zhang et al., 2024).

Another important determinant of employee performance is organizational commitment, which reflects employees' psychological attachment, loyalty, and willingness to remain within an organization while contributing to its objectives. Employees demonstrating strong organizational commitment generally exhibit greater motivation, stronger dedication, and higher willingness to perform beyond formal job requirements (Turek et al., 2024). Meta-analytic evidence further indicates that organizational commitment consistently demonstrates a positive relationship with organizational performance (Nabhan & Munajat, 2023). Within public sector organizations, particularly judicial institutions, organizational commitment becomes increasingly important because employees are expected to uphold professionalism, integrity, and accountability while providing quality public services. Previous research also suggests that organizational commitment serves as an important mechanism through which effective leadership enhances employee performance (Yang & Mostafa, 2024; Todorovic et al., 2024).

Besides work-life balance and organizational commitment, job satisfaction has received considerable attention as an important psychological factor influencing employee performance. Job satisfaction represents employees' positive emotional evaluation of their work, which is shaped by the nature of the job itself, relationships with supervisors and colleagues, opportunities for career development, and the overall working environment (Karaferis et al., 2022). Employees experiencing higher levels of job satisfaction generally demonstrate stronger

motivation, increased engagement, and superior work performance. Consequently, job satisfaction has frequently been positioned as a mediating variable explaining how organizational and individual factors ultimately affect employee performance.

Previous empirical studies consistently demonstrate that work-life balance and organizational commitment positively influence employee performance (Pham et al., 2024; Shim et al., 2024; Lin et al., 2024). Nevertheless, these relationships are not always direct. Job satisfaction has frequently been identified as an important psychological mechanism that mediates the influence of work-life balance and organizational commitment on employee performance. Employees who experience balanced work and personal lives and who possess strong commitment toward their organization tend to experience higher job satisfaction, which subsequently enhances their performance.

Although extensive research has examined work-life balance, organizational commitment, job satisfaction, and employee performance, several research gaps remain. First, previous studies have predominantly focused on healthcare organizations, private companies, or public institutions outside Indonesia using cross-sectional research designs (Weeraratna et al., 2022; Karaferis et al., 2022; Zhang et al., 2024). Second, most existing studies have investigated the effects of work-life balance and organizational commitment separately without comprehensively examining the mediating role of job satisfaction within an integrated structural model (Pham et al., 2024; Hildenbrand et al., 2024). Third, empirical evidence investigating these four constructs simultaneously within Indonesia's judicial institutions remains very limited, despite the distinctive regulatory environment, organizational culture, and public accountability characterizing judicial organizations.

These limitations indicate the need for further investigation regarding the psychological and organizational mechanisms underlying employee performance within judicial institutions. Understanding how work-life balance and organizational commitment influence employee performance through job satisfaction will provide a more comprehensive explanation of employee behavior and organizational effectiveness within the public judicial sector.

Therefore, this study aims to examine the effects of work-life balance and organizational commitment on employee performance, with job satisfaction serving as a mediating variable, among employees of the Central Java High Court. By simultaneously investigating both direct and indirect relationships, this study is expected to contribute to the human resource management literature by extending the integrated mediation model within the context of Indonesian judicial institutions while providing practical recommendations for improving employee performance and sustaining high-quality public services.

2. LITERATURE REVIEW

Employee Performance

Employee performance is one of the fundamental concepts in human resource management and has become the focus of both academics and practitioners for decades. Performance refers to the work results or achievements attained by employees in carrying out their duties and responsibilities. According to Bernardin and Russel in Robbins and Judge (2024), employee performance is defined as a record of outcomes produced from specific job functions or activities over a certain period. Similarly, Armstrong and Baron (2005) describe performance as work outcomes that are closely related to organizational strategic objectives, customer satisfaction, and organizational contributions. In the public sector, employee performance is assessed not only through efficiency and productivity but also through service quality, responsiveness, and public accountability (Dwiyanto, 2008). Within judicial institutions, employee performance is more complex because it directly contributes to the quality of judicial services, legal certainty, and public trust in the justice system. Employee performance is influenced by both individual and organizational factors, including knowledge, skills, motivation, job satisfaction, organizational commitment, leadership, organizational culture, work environment, and work-life balance (Robbins & Judge, 2024; Pinder, 2008; Judge et al., 2001; Meyer & Allen, 1991; Hildenbrand et al., 2024; Bass & Riggio, 2006; Schein, 2010; Aguinis, 2014; Chandrasekar, 2011; Eisenberger et al., 1986). Bernardin (2012) proposes six dimensions of employee performance, whereas this study adopts the dimensions of effectiveness, quality of work, timeliness, and independence from Li et al. (2025) and Pham et al. (2024), which are considered appropriate for judicial institutions.

Job Satisfaction

Job satisfaction is one of the most widely studied constructs in organizational behavior because of its significant implications for both employee and organizational performance. Locke (1969) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Robbins and Judge (2024) describe job satisfaction as a positive feeling about a job resulting from evaluating its characteristics, while Spector (1997) defines it as the extent to which individuals like or dislike their jobs. Several theories explain job satisfaction, including Two-Factor Theory (Herzberg et al., 1959), Job Characteristics Model (Hackman & Oldham, 1976), Social Exchange Theory (Cropanzano & Mitchell, 2005), Equity Theory (Adams, 1965), and Expectancy Theory (Vroom, 1964). According to the Job Descriptive Index developed by Smith et al. (1969), job satisfaction

consists of four dimensions: pay, promotion, co-workers, and work itself. Previous studies also demonstrate that job satisfaction frequently serves as a mediating mechanism linking organizational factors to employee outcomes (Park, 2020; Zhang et al., 2024; Jayaraman et al., 2023; Kowalski et al., 2022).

Work-Life Balance

Work-life balance has become an increasingly important topic in human resource management because changing work demands often interfere with employees' personal and family lives. Guest (2002) defines work-life balance as an individual's ability to fulfill work commitments while simultaneously meeting family and personal responsibilities. Greenhaus et al. (2003) conceptualize work-life balance as equal involvement and satisfaction in work and family roles, whereas Kalliath and Brough (2008) emphasize compatibility between work and non-work activities that supports overall well-being. In public organizations, particularly judicial institutions, work-life balance is influenced by rigid organizational structures, hierarchical bureaucracy, strict attendance systems, fluctuating workloads, and public service demands (Beauregard & Henry, 2009; Dwiyanto, 2011; Butt, 2009; Allen et al., 2013; Kossek & Lautsch, 2012; Haar et al., 2014; Bakker & Demerouti, 2007; Vigoda-Gadot, 2007). This study adopts three dimensions of work-life balance time balance, involvement balance, and satisfaction balance based on Greenhaus et al. (2003) and Hildenbrand et al. (2024).

Organizational Commitment

Organizational commitment represents employees' psychological attachment to their organization and has become one of the central concepts in organizational behavior. Mowday et al. (1979) define organizational commitment as the relative strength of an individual's identification with and involvement in an organization. Meyer and Allen (1991) describe organizational commitment as a psychological state that characterizes employees' relationship with the organization and influences their decision to remain employed. Allen and Meyer (1996) further explain that organizational commitment reflects employees' attachment to organizational values and goals. In public sector organizations, commitment is closely related to public service motivation and organizational values (Rainey, 2014). The Three-Component Model proposed by Meyer and Allen (1991), consisting of affective commitment, continuance commitment, and normative commitment, has become the dominant framework in organizational commitment research. Previous studies identify leadership, organizational support, career development, work-life balance, organizational culture, compensation, and public service motivation as important antecedents of organizational commitment (Mathieu & Zajac, 1990; Perry & Wise, 1990; Vandenabeele, 2009; Luthans et al., 2007; Meyer et al.,

2002). In judicial institutions, organizational commitment is strengthened by integrity, professionalism, bureaucratic reform, and public accountability.

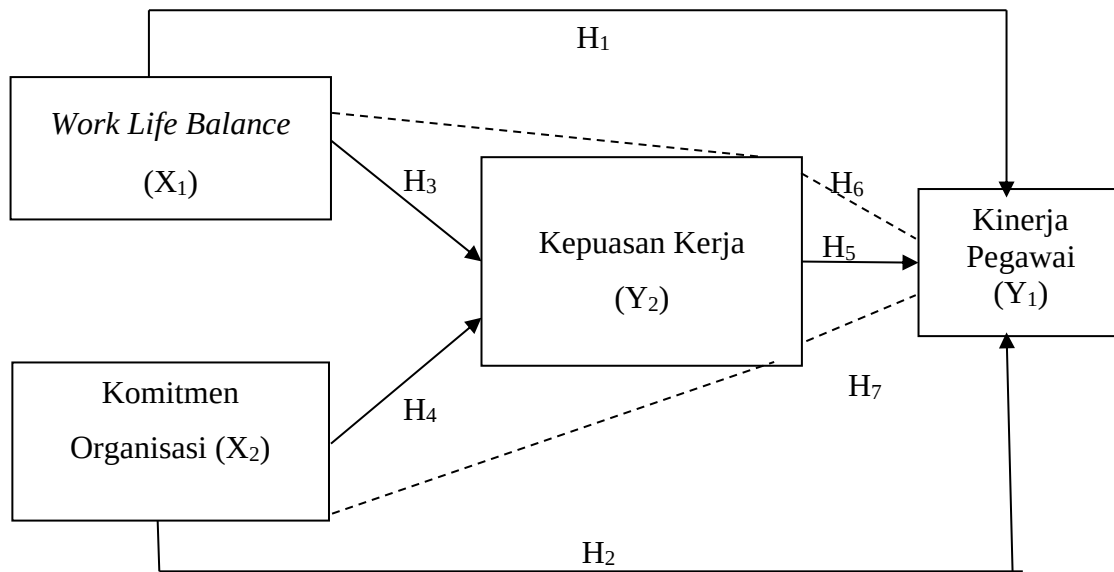


Figure 1. Theoretical Framework of Thought.

Based on Figure 1. Theoretical Framework, The proposed model examines the direct and indirect effects of Work-Life Balance and Organizational Commitment on Employee Performance through Job Satisfaction. This model was tested in the context of the Central Java High Court.

3. RESEARCH METHODS

This study employed a quantitative research design using a cross-sectional survey. The research was conducted at the Central Java High Court involving 94 employees as respondents. Data were collected using a structured questionnaire with a five-point Likert scale. The measurement instruments were adapted from previous studies: work-life balance (Greenhaus et al., 2003; Hildenbrand et al., 2024), organizational commitment (Meyer & Allen, 1991), job satisfaction (Smith et al., 1969), and employee performance (Li et al., 2025; Pham et al., 2024).

The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The measurement model was evaluated through convergent validity, discriminant validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The structural model was assessed using the coefficient of determination (R^2) and bootstrapping to examine the significance of the proposed hypotheses. A hypothesis was accepted when the t -value > 1.96 and p -value < 0.05 (Hair et al., 2022).

The research model consists of four latent variables: work-life balance (X_1) and organizational commitment (X_2) as independent variables, job satisfaction (Y_1) as the mediating variable, and employee performance (Y_2) as the dependent variable.

4. RESULTS AND DUSCUSSION

Research Result

The following are the research results obtained based on respondent assessment data that has been processed using the SmartPLS 4 application. Before further analysis is carried out, a structural research model is first presented which describes the variables and relationships between variables in the research.

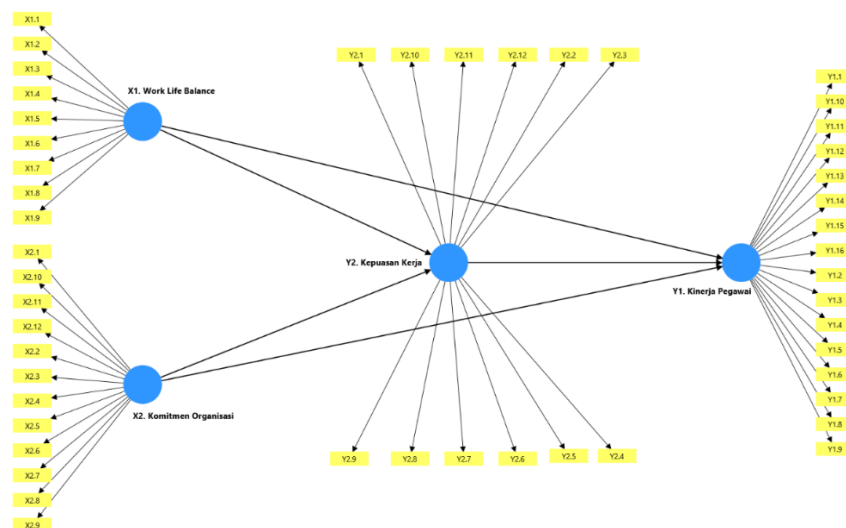


Figure 2. Structural Model of Research.

Source: Research Processing, 2026

Based on Figure 2, the research structural model consists of the variables *Work-Life Balance* (X_1), *Organizational Commitment* (X_2), *Job Satisfaction* (Y_2), and *Employee Performance* (Y_1). The model describes the relationship between the research variables, namely the influence of *work-life balance* and *organizational commitment* on *employee job satisfaction* and *performance*, as well as the influence of *job satisfaction* on *employee performance*. Furthermore, the research results were analyzed through descriptive analysis and model testing using the SEM-PLS approach.

Descriptive Analysis Results

Descriptive analysis was used to provide an overview of respondents' responses to the research variables. This is presented as follows.

Table 1. Results of Descriptive Analysis of Research Variables.

Variables	Minimum	Maximum	Average	Standard Deviation
Employee Performance (Y1)	19	45	34,691	4,667
Work-Life Balance (X1)	28	60	45,426	7,102
Organizational Commitment (X2)	19	54	36,968	7,816
Job Satisfaction (Y2)	49	80	67,947	8,011

Source: Research Processing, 2026

Based on Table 1, all research variables show relatively favorable conditions. Employee Performance recorded a mean of 34.691 (SD = 4.667), Work-Life Balance 45.426 (SD = 7.102), Organizational Commitment 36.968 (SD = 7.816), and Job Satisfaction 67.947 (SD = 8.011). The standard deviation values, which are lower than the corresponding means, indicate relatively low variability in respondents' responses. Overall, the descriptive statistics suggest that respondents reported positive perceptions of all research variables, providing an initial overview before conducting the SEM-PLS analysis.

Outer Model Evaluation Results

Outer model evaluation is conducted to determine the quality of the measurement model in connecting indicators with constructs or latent variables. It is presented as follows.

a. Convergent Validity

Convergent validity testing is conducted by examining the *outer loading* and *Average Variance Extracted* (AVE) values. According to Hair et al. (2022), outer loading values ≥ 0.70 and AVE ≥ 0.50 indicate that the indicators and constructs meet the criteria for good convergent validity.

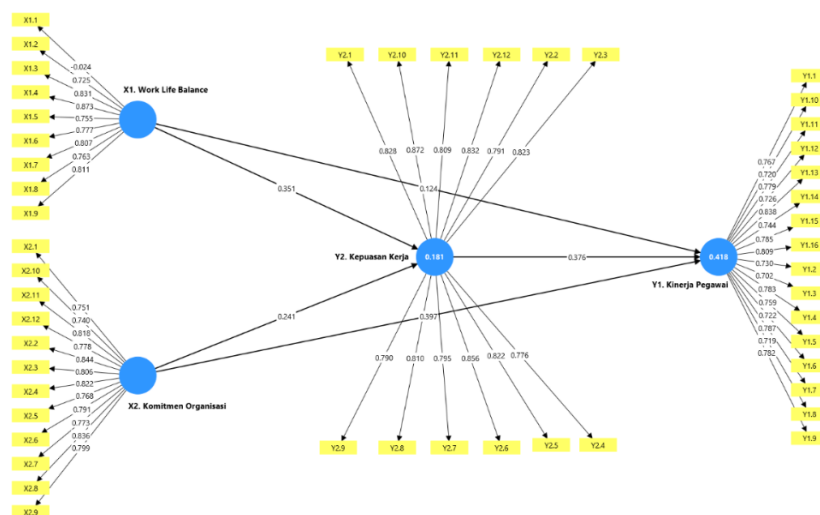


Figure 1Outer Loading Construction Model 1.

Source: Research Processing, 2026

Based on the test results in Figure 3, of all research indicators, only indicator X1.1 did not meet the *outer loading criteria*. Meanwhile, the other indicators had *outer loading values* between 0.702 and 0.873 and were declared to meet the convergent validity criteria. Therefore,

indicator X1.1 was removed from the model and retested to ensure that the remaining indicators met the convergent validity criteria.

After eliminating indicators X1.1 that did not meet the validity criteria, a second stage of *outer loading testing* was conducted . This test was conducted to ensure that all indicators retained in the model met the convergent validity criteria.

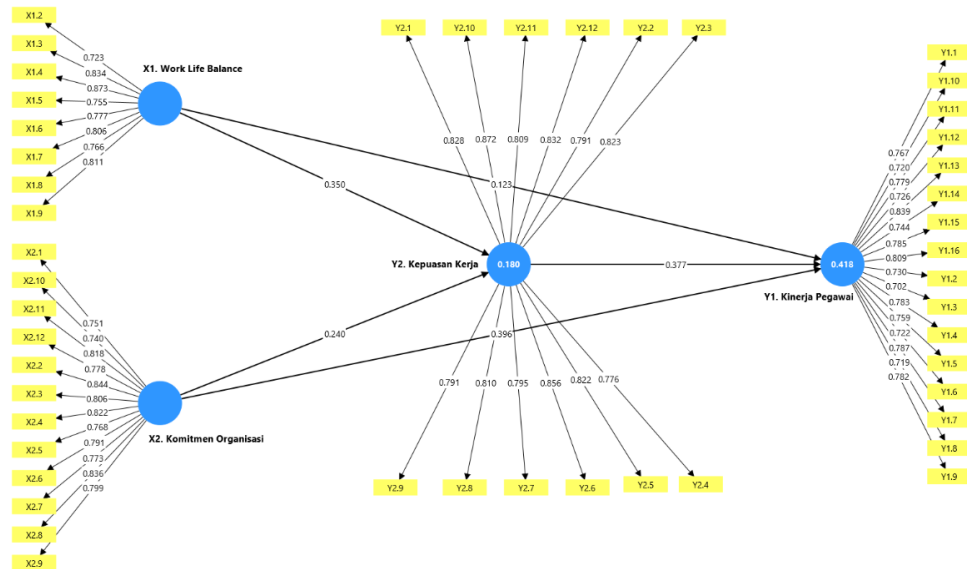


Figure 4. 2Loading Construct Model 2.

Source: Research Processing, 2026

Based on Figure 4, the results of the second stage of *outer loading testing* show that all indicators in the *Work-Life Balance* (X1), *Organizational Commitment* (X2), *Employee Performance* (Y1), and *Job Satisfaction* (Y2) variables have *outer loading values* above 0.70. These results indicate that all indicators used in the second stage of testing have met the required *outer loading value limits* . Thus, these indicators are declared capable of reflecting their respective constructs well and can be maintained for further analysis.

outer loading value , *convergent validity* testing can also be seen through the *Average Variance Extracted* (AVE) value. The AVE value indicates the construct's ability to explain variation in the indicators used to measure it. A construct is declared to meet the convergent validity criteria if it has an AVE value ≥ 0.50 .

Table 2. 1Values.

Information	Average variance extracted (AVE)	Information
X1. <i>Work-Life Balance</i>	0.631	Valid
X2. <i>Organizational Commitment</i>	0.631	Valid
Y1. <i>Employee Performance</i>	0.578	Valid
Y2. <i>Job Satisfaction</i>	0.669	Valid

Source: Research Processing, 2026

Based on Table 1, all research constructs have an AVE value above 0.50. *The Work-Life Balance variable* (X1) has an AVE value of 0.631, *Organizational Commitment* (X2) of 0.631,

Employee Performance (Y1) of 0.578, and Job Satisfaction (Y2) of 0.669. Thus, all of these values are above the minimum limit of 0.50. This means that each construct is able to explain more than 50% of the variance of its indicators. Thus, all constructs in this study have met the criteria for *convergent validity* and are declared convergently valid.

b. Discriminant Validity

Discriminant validity was evaluated using the *cross-loading* and *Fornell-Larcker criteria*. Based on the *cross-loading criteria*, the *loading value* of each indicator on the construct it measures must be higher than the *loading value* of that indicator on other constructs. Meanwhile, based on the *Fornell-Larcker criteria*, the square root of the AVE value for each construct must be greater than the correlation value of that construct with other constructs (Hair et al., 2022).

Table 3. *Cross Loading Results.*

Variables	X1. <i>Work-Life Balance</i>	X2. <i>Organizational Commitment</i>	Y1. <i>Employee Performance</i>	Y2. <i>Job Satisfaction</i>
X1.2	0.723	-0.083	0.077	0.183
X1.3	0.834	0.061	0.234	0.293
X1.4	0.873	0.009	0.219	0.323
X1.5	0.755	0.022	0.264	0.263
X1.6	0.777	0.131	0.221	0.326
X1.7	0.806	-0.128	0.235	0.302
X1.8	0.766	0.053	0.130	0.184
X1.9	0.811	-0.126	0.138	0.269
X2.1	0.046	0.751	0.288	0.178
X2.10	0.021	0.740	0.310	0.137
X2.11	-0.028	0.818	0.401	0.207
X2.12	-0.034	0.778	0.357	0.261
X2.2	-0.022	0.844	0.384	0.192
X2.3	-0.055	0.806	0.373	0.214
X2.4	-0.013	0.822	0.496	0.181
X2.5	0.027	0.768	0.420	0.264
X2.6	0.098	0.791	0.350	0.154
X2.7	0.026	0.773	0.400	0.248
X2.8	-0.003	0.836	0.391	0.146
X2.9	-0.069	0.799	0.401	0.056
Y1.1	0.211	0.322	0.767	0.320
Y1.10	0.200	0.252	0.720	0.321
Y1.11	0.239	0.363	0.779	0.361
Y1.12	0.228	0.337	0.726	0.322
Y1.13	0.335	0.368	0.839	0.512
Y1.14	0.153	0.398	0.744	0.276
Y1.15	0.287	0.365	0.785	0.398
Y1.16	0.120	0.347	0.809	0.375
Y1.2	0.264	0.452	0.730	0.537
Y1.3	0.250	0.263	0.702	0.389
Y1.4	0.140	0.396	0.783	0.447
Y1.5	0.120	0.313	0.759	0.399
Y1.6	0.183	0.406	0.722	0.354
Y1.7	0.135	0.383	0.787	0.389
Y1.8	0.023	0.467	0.719	0.293
Y1.9	0.147	0.413	0.782	0.443
Y2.1	0.292	0.154	0.432	0.828

Y2.10	0.372	0.219	0.482	0.872
Y2.11	0.307	0.180	0.427	0.809
Y2.12	0.294	0.163	0.374	0.832
Y2.2	0.209	0.191	0.343	0.791
Y2.3	0.312	0.234	0.395	0.823
Y2.4	0.327	0.163	0.406	0.776
Y2.5	0.228	0.315	0.516	0.822
Y2.6	0.329	0.216	0.483	0.856
Y2.7	0.289	0.054	0.366	0.795
Y2.8	0.240	0.193	0.338	0.810
Y2.9	0.198	0.222	0.421	0.791

Source: Research Processing, 2026

Based on table 2, the results of the *cross-loading test* show that all indicators have the highest *loading values* on the constructs that should be measured compared to the *loading values* on other constructs, meaning that each indicator has a stronger relationship with the construct that should be measured compared to other constructs. This indicates that the indicators in the study have met the *discriminant validity criteria based on the cross-loading* approach.

The *Fornell-Larcker* criteria, the diagonal values in the table indicate the square root of the AVE of each construct. This value must be greater than the correlation value between the construct in question and the other constructs.

Table 2 Fornel Larcker Results.

Information	X1. Work Life Balance	X2. Organizational Commitment	Y1. Employee Performance	Y2. Job Satisfaction
X1. Work-Life Balance	0.794			
X2. Organizational Commitment	-0.002	0.794		
Y1. Employee Performance	0.254	0.486	0.760	
Y2. Job Satisfaction	0.349	0.240	0.515	0.818

Source: Research Processing, 2026

Based on the test results, the square root of the AVE value is greater than the correlation value of each construct with other constructs. Thus, the test results based on the *Fornell-Larcker criteria* have met the *discriminant validity criteria*. This means that each construct has different characteristics and is able to explain different concepts in the research model.

c. Reliability

Reliability testing was conducted to determine the level of internal consistency of the indicators in measuring the research constructs. Reliability testing in this study used *Cronbach's Alpha* and *Composite Reliability* (CR) values. According to Hair et al. (2022), a construct is considered reliable if its *Cronbach's Alpha* and *Composite Reliability* values are above 0.70.

Table 3 Results of *Cronbach's Alpha* and *Composite Reliability* Values.

Variables	Cronbach's Alpha	Composite Reliability (Rho_C)	Information
X1. Work-Life Balance	0.917	0.932	Reliable
X2. Organizational Commitment	0.947	0.953	Reliable
Y1. Employee Performance	0.951	0.956	Reliable
Y2. Job Satisfaction	0.955	0.960	Reliable

Source: Research Processing, 2026

Based on the reliability test results in Table 4, all research variables have *Cronbach's Alpha* values above 0.70. These results indicate that all indicators in each construct have excellent internal consistency. Furthermore, the *Composite Reliability* (rho_C) values for all constructs are also above 0.70. Thus, all constructs have met the required reliability criteria.

Based on the overall test results, it can be concluded that all research constructs have met the reliability criteria. Thus, the research instrument consisting of *Work-Life Balance*, *Organizational Commitment*, *Employee Performance*, and *Job Satisfaction* is declared reliable and consistent in measuring the constructs studied. Therefore, the measurement model (*outer model*) has met the criteria of convergent validity, discriminant validity, and reliability, so that it can proceed to the stage of testing the structural model (*inner model*) and hypothesis testing.

Inner Model Evaluation

Inner model evaluation is used to determine the structural relationships between latent variables in the research model. It is presented as follows.

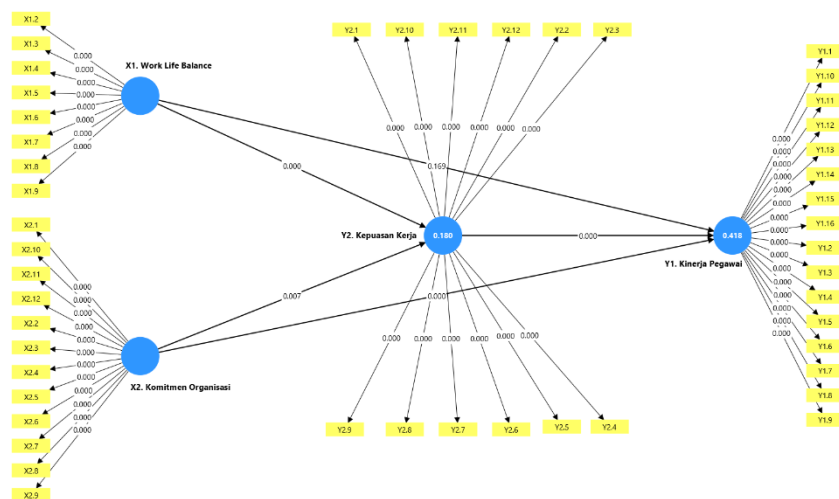


Figure 3 Inner Model Structural Model.

Source: Research Processing, 2026

a. Collinearity Assessment

Collinearity assessment is conducted to determine the presence or absence of multicollinearity problems between predictor variables in a structural model. Testing is performed by examining the *Variance Inflation Factor* (VIF) value. According to Hair et al. (2022), a VIF value ≤ 3 indicates the absence of serious collinearity problems.

Table 6. Results of *Variance Inflation Factor (VIF)* Values.

Variables	Sample Original (O)	Average Sample (M)	2.5%	97.5%	Note:
X1. Work Life Balance -> Y1. Employee Performance	1,149	1,192	1,054	1,402	No Multi-occurring collinearity
X1. Work Life Balance -> Y2. Job satisfaction	1,000	1,010	1,000	1,054	
X2. Organizational Commitment -> Y1. Employee Performance	1,071	1.103	1,011	1,262	
X2. Organizational Commitment -> Y2. Job Satisfaction	1,000	1,010	1,000	1,054	
Y2. Job Satisfaction -> Y1. Employee Performance	1,219	1,275	1.105	1,519	

Source: Research Processing, 2026

Based on the results in Table 5, the VIF values for all inter-variable relationships range from 1.000 to 1.219, meaning all VIF values are below the threshold of 3. Therefore, it is concluded that the structural model does not experience multicollinearity. Therefore, all predictor variables can be used in further structural model testing.

b. Fit Model

Model fit testing is used to determine the level of agreement between the research model and the empirical data. The test is conducted by examining the *Standardized Root Mean Square Residual (SRMR)* value. A value <0.08 indicates a good level of fit for the model.

Table 4 Standardized Root Mean Square Residual (SRMR) Values.

Information	Original sample (O)	Sample mean (M)	95%	99%
Saturated model	0.070	0.066	0.076	0.081
Model estimation	0.070	0.066	0.076	0.081

Source: Research Processing, 2026

Based on the test results in Table 6, the SRMR values for the saturated model *and* the estimated model *were* each 0.070. This value is below the 0.08 threshold. Thus, the research model can be said to have a good level of fit with the empirical data used.

c. Coefficient of Determination (R-Square)

R-square (R²) value is used to determine the ability of exogenous variables to explain variations in endogenous variables. According to Hair et al. (2022), an R² value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak.

Table 8. 5-square (R²) Values.

Variables	Original Sample (O)	Power Description
Y1. Employee Performance	0.418	Currently
Y2. Job Satisfaction	0.180	Weak

Source: Research Processing, 2026

Based on the test results in table7, the *R-square value* for the Employee Performance variable (Y1) is 0.418. This indicates that *Work-Life Balance*, *Organizational Commitment*,

and Job Satisfaction are able to explain 41.8% of the variation in Employee Performance, while the remaining 58.2% is explained by other factors outside the research model.

Furthermore, the *R-square value* for the Job Satisfaction variable (Y2) is 0.180. This means that *Work-Life Balance* and Organizational Commitment are able to explain 18.0% of the variation in Job Satisfaction, while 82.0% is explained by other factors outside the research model.

Based on Hair et al.'s (2022) criteria, the R^2 value for Employee Performance of 0.418 falls into the weak to moderate category, while the R^2 value for Job Satisfaction of 0.180 falls into the weak category. These results indicate that the model's ability to explain the Employee Performance variable is greater than its ability to explain Job Satisfaction.

d. Predictive Relevance (PLSpredict)

Predictive relevance is used to assess a model's ability to predict observational data. Testing is performed using the *PLSpredict* procedure in SmartPLS by examining the $Q^2_{predict}$ value and the RMSE and MAE prediction error values.

Table 9. Predictive Relevance Value Results.

Variables	$Q^2_{prediction}$	RMSE	MAE
Y2. Job Satisfaction	0.132	0.954	0.759
Y1. Employee Performance	0.253	0.882	0.676

Source: Research Processing, 2026

Based on the test results in Table 8, the $Q^2_{predict}$ value for Job Satisfaction (Y2) is 0.132, while for Employee Performance (Y1) it is 0.253. A positive $Q^2_{predict}$ value indicates that the model has predictive relevance for both endogenous variables.

The RMSE and MAE values for Job Satisfaction were 0.954 and 0.759, respectively, while for Employee Performance they were 0.882 and 0.676, respectively. These results indicate that the research model has predictive ability for the variables of Job Satisfaction and Employee Performance.

Hypothesis Testing

Hypothesis testing was conducted using the *bootstrapping method* in SmartPLS to determine the significance of the relationships between variables in the research model. Hypothesis testing was divided into direct and indirect effects *through* the *mediating* variable Job Satisfaction. These are presented below.

a. Direct Effect

The *direct effect* is used to test the direct influence between variables in the research model. Decision making is based on the *T-statistics* and *P-values*. At a significance level of

5% ($\alpha = 0.05$), the hypothesis is accepted if the *T-statistics* value is > 1.96 and *P-values* < 0.05 . Conversely, the hypothesis is rejected if the *T-statistics* value is < 1.96 and *P-values* > 0.05 .

Table 10. *Direct Effect Results.*

Variables	Original sample (O)	T statistics (O/STDEV)	P values	Note:
X1. Work Life Balance -> Y1. Employee Performance	0.123	1,377	0.169	H1 Rejected
X1. Work Life Balance -> Y2. Job satisfaction	0.350	4,350	0.000	H3 Accepted
X2. Organizational Commitment -> Y1. Employee Performance	0.396	4,708	0.000	H2 Accepted
X2. Organizational Commitment -> Y2. Job Satisfaction	0.240	2,704	0.007	H4 Accepted
Y2. Job Satisfaction -> Y1. Employee Performance	0.377	4,509	0.000	H5 Accepted

Source: Research Processing, 2026

Based on table 9, the results of the *direct effect test* show that the influence of *Work-Life Balance* on Employee Performance has a coefficient value of 0.123, a *T-statistic* of 1.377, and a *P-value* of 0.169. These results indicate that *Work-Life Balance* has a positive influence on Employee Performance, but this influence is not statistically significant. Thus, H1 is rejected. This indicates that increasing the balance between work life and personal life has not been directly able to significantly improve employee performance. This condition shows that employee performance is not only determined by the employee's ability to balance work and personal life, but can be influenced by other factors such as organizational commitment, job satisfaction, work environment, workload, and organizational support.

The effect of Organizational Commitment on Employee Performance has a coefficient value of 0.396, *T-statistics* of 4.708, and *P-values* of 0.000. These results indicate that Organizational Commitment has a positive and significant effect on Employee Performance, so H2 is accepted. This means that the higher the employee's commitment to the organization, the better the performance shown. Employees who have a strong attachment and loyalty to the organization tend to be more responsible in carrying out their duties, have the will to achieve organizational goals, and strive to provide optimal work results.

The effect of *Work-Life Balance* on Job Satisfaction has a coefficient value of 0.350, *T-statistics* of 4.350, and *P-values* of 0.000. These results indicate that *Work-Life Balance* has a positive and significant effect on Job Satisfaction, so H3 is accepted. This means that the better the balance perceived by employees between work life and personal life, the higher the level of job satisfaction they feel. Employees who are able to manage the demands of work and personal life in a balanced manner tend to feel more comfortable, less burdened, and have a more positive work experience.

The effect of Organizational Commitment on Job Satisfaction has a coefficient value of 0.240, *T-statistics* of 2.704, and *P-values* of 0.007. These results indicate that Organizational Commitment has a positive and significant effect on Job Satisfaction, so H4 is accepted. This means that the higher the employee's commitment to the organization, the higher the perceived job satisfaction. Employees who have a strong sense of attachment and acceptance of the organization tend to have a more positive view of their work, thereby increasing the satisfaction felt during work.

Furthermore, the influence of Job Satisfaction on Employee Performance has a coefficient value of 0.377, *T-statistics* of 4.509, and *P-values* of 0.000. These results indicate that Job Satisfaction has a positive and significant effect on Employee Performance, so H5 is accepted. This means that the higher the job satisfaction felt by employees, the better the performance produced. Employees who feel satisfied with their jobs tend to have better motivation and work enthusiasm, so they are more able to complete tasks optimally and make a positive contribution to achieving organizational goals.

b. Indirect Effect

The indirect effect is used to test the indirect influence of exogenous variables on endogenous variables through mediating variables. The mediation hypothesis is accepted if the *T-statistics value* is > 1.96 and the *P-values* are < 0.05 . Conversely, the mediation hypothesis is rejected if the *T-statistics value* is < 1.96 and the *P-values* are > 0.05 .

Furthermore, the direct influence can be seen to determine the nature of mediation, namely full mediation if the indirect influence is significant while the direct influence is not significant, or partial mediation if the direct and indirect influences are both significant (Hair et al., 2022).

Table 11. Indirect Effect Results.

Variables	Original Sample (O)	T statistics (O/STDEV)	P value (P values)	Note:
X1. Work Life Balance -> Y2. Job Satisfaction -> Y1. Employee Performance	0.132	2,834	0.005	H6 Accepted
X2. Organizational Commitment -> Y2. Job Satisfaction -> Y1. Employee Performance	0.091	2,184	0.029	H7 Accepted

Source: Research Processing, 2026

Based on table 10, the results of the indirect influence test show that the influence of *Work-Life Balance* on Employee Performance through Job Satisfaction has a coefficient value of 0.132, a *T-statistic* of 2.834, and a *P-value* of 0.005. These results indicate that the indirect influence is positive and significant, so H6 is accepted. This means that Job Satisfaction is able to mediate the influence of *Work-Life Balance* on Employee Performance. Thus, although

Work-Life Balance does not have a significant direct effect on Employee Performance, work-life balance can improve employee performance through increased Job Satisfaction. Employees who have a better work-life balance tend to feel more satisfied at work, and this satisfaction subsequently encourages increased performance.

The indirect effect of Organizational Commitment on Employee Performance through Job Satisfaction has a coefficient value of 0.091, *T-statistics* of 2.184, and *P-values* of 0.029. These results indicate that the indirect effect is positive and significant, so H7 is accepted. This means that Job Satisfaction is able to mediate the effect of Organizational Commitment on Employee Performance. Employees who have high organizational commitment tend to have better job satisfaction, which can further encourage improved employee performance in carrying out their duties and responsibilities.

Discussion

Work-Life Balance and Employee Performance (H1)

The hypothesis testing results indicate that Work-Life Balance (WLB) does not have a significant direct effect on Employee Performance (H1 rejected). Although the relationship is positive, WLB alone is insufficient to directly improve employee performance. This finding suggests that employees in the Central Java High Court are more likely to maintain their performance based on organizational responsibilities and work discipline than on work-life balance. The result is consistent with Hildenbrand et al. (2024) and Andrić et al. (2025), who argued that WLB primarily influences performance through psychological mechanisms rather than direct effects.

The hypothesis testing results indicate that Work-Life Balance (WLB) does not have a significant direct effect on Employee Performance (H1 rejected). Although the relationship is positive, WLB alone is insufficient to directly improve employee performance. This finding suggests that employees in the Central Java High Court maintain their performance primarily because of formal responsibilities and institutional expectations. Compliance with organizational rules appears to be a stronger driver of performance than work-life balance.

This finding can also be explained by the characteristics of public judicial organizations, where employee performance is regulated by standardized procedures and strict administrative controls. Employees are expected to meet performance targets regardless of their personal work-life conditions. Consequently, improvements in work-life balance may not immediately translate into higher job performance. This result is consistent with Hildenbrand et al. (2024) and Andrić et al. (2025), who argued that work-life balance mainly affects performance through psychological mechanisms rather than through direct effects.

Organizational Commitment and Employee Performance (H2)

The results show that Organizational Commitment has a positive and significant effect on Employee Performance (H2 accepted). Employees with stronger commitment demonstrate greater loyalty, responsibility, and willingness to contribute to organizational goals, resulting in higher performance. This finding supports previous studies by Rahmadani et al. (2023), Pratiwi and Setiawan (2022), and Sutrisno et al. (2021), emphasizing organizational commitment as a key determinant of employee performance.

The results show that Organizational Commitment has a positive and significant effect on Employee Performance (H2 accepted). Employees with stronger organizational commitment demonstrate greater loyalty, responsibility, and willingness to contribute to organizational objectives. These attitudes encourage employees to complete their duties more effectively and consistently. As a result, organizational commitment becomes an important predictor of employee performance.

In the context of the Central Java High Court, organizational commitment reflects employees' dedication to public service, institutional values, and professional ethics. Employees who identify strongly with organizational goals are more likely to perform beyond minimum job requirements. They also tend to maintain higher levels of accountability and discipline in carrying out their responsibilities. This finding supports previous studies by Rahmadani et al. (2023), Pratiwi and Setiawan (2022), and Sutrisno et al. (2021), which identified organizational commitment as a key determinant of employee performance.

Work-Life Balance and Job Satisfaction (H3)

The findings reveal that Work-Life Balance significantly improves Job Satisfaction (H3 accepted). Employees who are able to balance work and personal life tend to experience lower stress, greater comfort, and more positive work experiences, leading to higher job satisfaction. This result is consistent with previous studies by Nurhasanah et al. (2023), Pratama and Lestari (2022), and Aisyah et al. (2021).

The findings reveal that Work-Life Balance significantly improves Job Satisfaction (H3 accepted). Employees who are able to balance work and personal life tend to experience lower stress and greater emotional well-being. They also perceive their work environment more positively. These conditions contribute to higher levels of job satisfaction.

A balanced work-life condition enables employees to allocate sufficient time and energy to both professional and personal responsibilities. This balance reduces work-related pressure and helps employees maintain psychological stability. As employees experience greater comfort in managing both roles, they develop more positive attitudes toward their jobs. This

result is consistent with previous studies by Nurhasanah et al. (2023), Pratama and Lestari (2022), and Aisyah et al. (2021), which reported that work-life balance is an important antecedent of job satisfaction.

Organizational Commitment and Job Satisfaction (H4)

The findings indicate that Organizational Commitment positively influences Job Satisfaction (H4 accepted). Employees with stronger emotional attachment and loyalty toward the organization are more satisfied with their jobs. This result supports the findings of Rahmadani et al. (2023), Sari and Nugraheni (2022), and Wahyuni et al. (2021).

The findings indicate that Organizational Commitment positively influences Job Satisfaction (H4 accepted). Employees who have stronger emotional attachment to their organization generally feel more appreciated and involved in organizational activities. This positive perception increases their satisfaction with the organization and their work. Therefore, organizational commitment contributes directly to employees' positive work experiences.

Within judicial institutions, organizational commitment may also strengthen employees' sense of purpose in serving the public. Employees who believe in the organization's mission are more likely to perceive their work as meaningful and valuable. Such perceptions increase pride, motivation, and overall job satisfaction. This finding supports the studies of Rahmadani et al. (2023), Sari and Nugraheni (2022), and Wahyuni et al. (2021), which found that organizational commitment positively affects job satisfaction.

Job Satisfaction and Employee Performance (H5)

The results demonstrate that Job Satisfaction has a significant positive effect on Employee Performance (H5 accepted). Employees who are satisfied with their jobs are generally more motivated, productive, and committed to achieving organizational objectives. This finding is consistent with the studies of Sutrisno et al. (2023), Prasetyo and Nugraheni (2022), and Rahmadani et al. (2021).

The results demonstrate that Job Satisfaction has a significant positive effect on Employee Performance (H5 accepted). Employees who are satisfied with their jobs generally display stronger motivation and greater enthusiasm for completing their work. They are also more willing to invest additional effort in achieving organizational goals. Consequently, higher job satisfaction leads to better employee performance.

Job satisfaction creates positive emotional conditions that encourage employees to work more efficiently and effectively. Employees who enjoy their work are more likely to maintain concentration, cooperate with colleagues, and provide higher-quality services. These behaviors are particularly important in public institutions where service quality and accountability are

essential. This finding is consistent with the studies of Sutrisno et al. (2023), Prasetyo and Nugraheni (2022), and Rahmadani et al. (2021), which confirmed the positive relationship between job satisfaction and employee performance.

The Mediating Role of Job Satisfaction (H6 and H7)

The mediation analysis indicates that Job Satisfaction fully mediates the relationship between Work-Life Balance and Employee Performance (H6 accepted), indicating that work-life balance contributes to higher performance indirectly by enhancing employees' job satisfaction. Meanwhile, Job Satisfaction partially mediates the relationship between Organizational Commitment and Employee Performance (H7 accepted), suggesting that organizational commitment improves employee performance both directly and indirectly through increased job satisfaction. These findings highlight the crucial role of Job Satisfaction as a mechanism linking work-life balance and organizational commitment to employee performance in the public sector.

The mediation analysis indicates that Job Satisfaction fully mediates the relationship between Work-Life Balance and Employee Performance (H6 accepted). This result indicates that work-life balance contributes to higher employee performance indirectly through increased job satisfaction. Employees who experience a better balance between work and personal life become more satisfied with their jobs. This increased satisfaction subsequently encourages higher performance.

The findings also show that Job Satisfaction partially mediates the relationship between Organizational Commitment and Employee Performance (H7 accepted). This indicates that organizational commitment improves employee performance both directly and indirectly by increasing job satisfaction. Employees with stronger commitment tend to develop more positive feelings toward their work, which further enhances their performance. These findings emphasize the important role of Job Satisfaction as a psychological mechanism linking work-life balance and organizational commitment with employee performance in public sector organizations.

5. CONCLUSION AND RECOMMENDATION

This study concludes that Organizational Commitment has a significant positive effect on Employee Performance, whereas Work-Life Balance does not directly influence Employee Performance. However, both Work-Life Balance and Organizational Commitment significantly improve Job Satisfaction, and Job Satisfaction positively affects Employee Performance. Furthermore, Job Satisfaction fully mediates the relationship between Work-Life

Balance and Employee Performance and partially mediates the relationship between Organizational Commitment and Employee Performance.

These findings suggest that public organizations, particularly judicial institutions, should prioritize strategies that strengthen organizational commitment while simultaneously improving employee job satisfaction. Enhancing work-life balance remains important because it indirectly contributes to higher employee performance through increased job satisfaction. Future research is recommended to include additional variables such as leadership, organizational culture, work engagement, or organizational support, and to examine different public institutions to improve the generalizability of the findings.

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