

# **The Impact of Work-life Balance Policies on Job Performance (Applied study of small and medium-sized enterprises operating in the field of implementing telephone networks in Egypt)**

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## **Abstract**

The current study aimed to evaluate the impact of work-life balance on job performance and measure the moderation effect of using talent management, servant leadership style, and organisational commitment by conducting a field study on employees of small and medium-sized companies working in the field of implementing telephone networks in the Arab Republic of Egypt. The data obtained from a convenience sample of 408 technical workers, administrators, supervisors, and managers in companies working in the field of implementing telephone networks in Egypt was distributed through an online questionnaire. The SPSS 28 and AMOS 26 programmes were used to analyse the data obtained. Through this programme, the study hypotheses were tested, which resulted in: work-life balance has a significant impact on job performance. Also, servant leadership, organisational commitment, and talent management moderate the relationship between work-life balance practices and job performance.

**Keywords:** WLB, Job performance, servant leadership, organizational commitment

## Introduction

Advancements in technology have significantly impacted organisational operations, enabling improved communication and remote work and transforming traditional workplaces into more efficient and productive spaces.

The changing work environment has led to increased work-life balance, prompting organisations to adopt policies to maximise workforce potential and achieve strategic objectives. The need to maintain excellence and success is what motivates this, ensuring long-term viability and advancement in the business sector.

It is essential to prioritise investments in human capital and develop work-life balance approaches inside organisations because of economic instability and heightened competition. These behaviours promote a favourable work atmosphere, improve employee productivity, job satisfaction, and encourage efficient communication.

According to Goyal and Agrawal (2015), in the organisational environment, maintaining a work-life balance is crucial for the purpose of attracting and retaining employees inside organisations while also significantly impacting their job performance.

According to Known (2018), the presence of competent individuals is of utmost importance in order to effectively address the fast advancements in technology and the subsequent fluctuations in the work environment, as well as to adapt to evolving performance expectations and standards. Furthermore, Mahmoud (2018) argues that the augmentation of administrative activities and the variability of the work environment require the recruitment of highly skilled persons who may contribute significantly to the organisation's success by attaining objectives, enhancing profitability, and fostering competitiveness.

The present study aims to assess the influence of work-life balance on job performance, with a specific focus on the role of talent management, service leadership patterns, and organisational commitment. This investigation is conducted within the context of small and medium-sized companies operating in the Arab Republic of Egypt, specifically those engaged in the implementation of telephone networks.

## Literature review and Hypotheses Development

Work-life balance has a significant impact on employee performance. When employees are able to maintain a balance between their work and personal lives, it leads to improved organisational commitment, work motivation, job satisfaction, and engagement, ultimately enhancing their performance (Alfi et al., 2022). Work-life balance activities at the workplace not only improve the overall performance of employees but also contribute to employee morale, retention, and reduced absenteeism (Arfandi, 2023).

Employees who have control over their work patterns and achieve a healthier work-life balance are more likely to perform better. Achieving work-life balance is particularly important for working women, as it affects their quality of life and performance in the workplace (John & Nagle, 2023). Overall, work-life balance plays a crucial role in influencing employee performance, job satisfaction, and well-being, and organisations can benefit from implementing work-life balance initiatives to improve employee performance and retain valuable talent. (Muzakar & Indrayati, 2023). Anthonia et al. (2018) revealed that flexible working hours as a work-life balance exercise in the organisation had a strong positive impact on job performance. Adekunle et al. (2018) found a significant impact of a work-life balance on staff performance and a moderately positive relationship between flexibility, job sharing, and telework on staff performance. Accordingly the first hypothesis of this study will be as follows:

*H1: There is a statistically significant impact of work-life balance practices on job performance.*

Work-life balance has a significant impact on organisational commitment (Sulieman et al., 2023). Dewina et al. (2023) pointed out that work-life balance positively affects affective and normative commitment, while it has a negative effect on continuance commitment (Rahmi et al., 2023). Additionally, work-life balance was found to fully mediate the relationship between work-family culture and organisational commitment. The study also revealed that work-life balance affects job satisfaction, organisational pride, and organisational commitment among employees in the service industry. (Mi-yeon et al., 2021). Furthermore, work-life balance was found to increase organisational citizenship behaviour, even without the support of job satisfaction. Finally, the study showed that work-life balance significantly impacts the performance and commitment of married female nurses, and organisational commitment partially mediates the relationship between work-life balance and performance. (Chaoying et al., 2020)

Organisational commitment has a positive impact on employee performance (Vivi et al., 2023). When employees feel a sense of belonging and loyalty towards their organisation, they are more likely to be motivated and engaged in their work, leading to higher levels of performance (Uci & Irawati, 2023). This is supported by research that shows a significant influence of organisational commitment on employee performance (Sibarani et al., 2023). Additionally, organisational commitment can mediate the relationship between other factors, such as organisational culture, job security, and employee performance (Ali, 2023). When employees are committed to their organisation, they are more likely to exhibit behaviours that contribute to organisational goals and success, resulting in improved performance. Therefore, fostering a strong sense of organisational commitment among employees can positively impact their performance and ultimately benefit the organisation as a whole. (Ni et al., 2022) Accordingly 2<sup>nd</sup> hypothesis of this study will be as follows:

*H2: Organizational commitment moderates the relationship between WLB & employee performance*

Servant leadership has a positive impact on work-life balance (Jarrod et al., 2017). It is found to predict and build work-life balance, which in turn leads to higher work engagement (Baiq et al., 2021). The influence of servant leadership on work engagement is fully mediated by work-life balance (Retno et al., 2020). Work-life balance is positively related to all three dimensions of work engagement: vigour, dedication, and absorption (Sendy et al. 2022). Additionally, work-life balance plays a mediating role in the influence of servant leadership on work engagement. Therefore, servant leadership is crucial in promoting work-life balance, which ultimately contributes to higher levels of work engagement. Accordingly 3rd hypothesis of this study will be as follows:

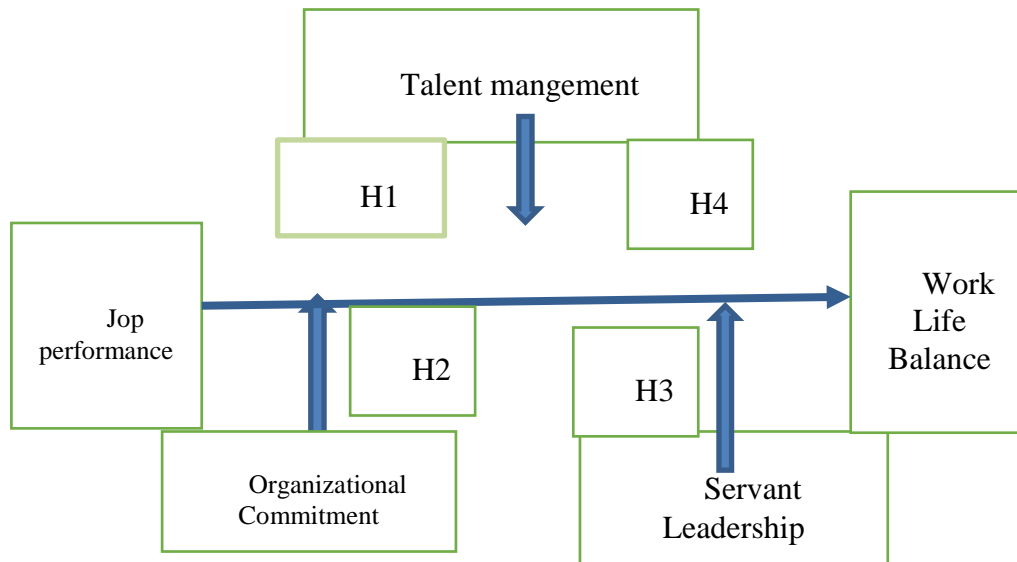
*H3: Servant leadership moderates the relationship between WLB & employee performance*

Talent management has an impact on work-life balance (Astrid et al., 2022). It has been found that talent management affects employee retention, which in turn can influence work-life balance. Additionally, talent management has been identified as a factor that affects organisational support, which is a mediator in the relationship between talent management and employee retention (Rohini et al., 2019). This suggests that talent management practices can indirectly influence work-life balance through their effects on employee retention and organisational support. However, it is important to note that not all studies have found a direct relationship between work-life balance and employee retention. Therefore, while talent management can have an impact on work-life balance, it is just one of several factors that need to be considered in order to create a positive work-life balance for employees. (José Luis et al., 2022). Accordingly 4th hypothesis of this study will be as follows:

*H4: Talent management moderates the relationship between WLB & employee performance*

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Based on the previous presentation of literature and relationship .The research model has developed as follows:



**Figure1.1 Research model**

### Methods:

This research employs a quantitative methodology, using a questionnaire survey technique for data collection. In order to fulfil the objectives of the study and examine the assumptions upon which it was constructed, the researcher developed a questionnaire. This instrument is widely used in the fields of social and administrative sciences, alongside other methods such as observation and personal interviews. The questionnaire used in this study was derived from the work of Burner (2013).

The researcher took a convenient sample from the study population by sending the electronic link to the survey electronically.

The link was sent to 1,400 employees, 566 forms were retrieved, and 405 forms were analysed. The demographic specifications of the study sample were as follows:

From the characteristics of the study sample, it is clear that 65.7% of the sample are male and 34.3% are female. Regarding the qualification variable, 42.70% hold a higher qualification, while 33.3% hold graduate studies. Regarding the age variable, the category (from 21 to less than 31) increased by 22%. Category (from 31 to less than 41) by 29.1%, category (from 41 to less than 50) by 38.50%, and category 50 years and older by 10.4%. With regard to marital status in the categories of single (23.80%), married (65.9%), and widowed (6.4%),.

After the researcher has completed the process of collecting the necessary data and information about the variables of this study, the stage of data analysis comes to answer the questions of the study and test its hypotheses.

### Analysis

test the study hypotheses, theA simple linear regression test was used to predict the effect of an independent variable on a dependent variable, as well as the multiple linear regression test to measure the modifying effect of each of the following variables: organisational commitment, talent management, and servant. The results of the test were as follows:

**1st main hypothesis is “There is a significant, statistically significant effect of work-life balance policies on perceived job performance,” from which the following hypotheses branch:**

The first sub-hypothesis is: There is a significant, statistically significant effect of work-life balance policies based on the vacation system on perceived job performance..

**Table 1: Regression analysis of the effect of the vacation system on perceived job performance**

Variable	B	Std. Error	β values	value (T(	Sig
		The error Standard			
Constant	3.224	0.111		29.084	0
Vacation system	0.253	0.029	0.395	8.624	0
Overall impact factor R <sup>2</sup>	0.156				
*At significance level $\alpha \leq 0.05$					

It is also clear from the statistical results presented in Table 1 and from following up on the T-test values that the focus of the vacation system has a positive impact on the level of perceived job performance, as the calculated T-values reached 8.624, which are significant values at the level of significance  $(0.05) \geq \alpha$ . It was also found that the focus of the vacation system predicts about 15.6% as an influence factor on the changes occurring in the level of perceived job performance, while the rest of the percentage is due to other factors not included in the model. This proves the validity and acceptance of the first sub-hypothesis.

***The second sub-hypothesis: There is a statistically significant effect of work-life balance policies based on flexible work procedures on perceived job performance.***

**Table 2: Regression analysis of the effect of flexible work procedures on perceived job performance**

Variable	B	Std. Error	β values	value T	Sig
		The error			
		Standard			
)Constant(	2.741	0.115		23.85	0
Flexible work procedures	0.368	0.029	0.531	12.571	0
Overall impact factor R <sup>2</sup>	0.282				
*At significance level $\alpha \leq 0.05$					

It is also clear from the statistical results presented in Table (2), and from following up on the T-test values, that the flexible work procedures axis has a positive impact on the level of perceived job performance, as the calculated T-values reached (8.624), which are significant values when The level of significance is 0.05 ( $\geq \alpha$ ), and also found that the flexible work procedures axis predicts about 28.2% as an influence factor on the changes occurring in the level of perceived job performance, while the rest of the percentage is due to other factors not included in the model, which proves the validity and acceptance of the second sub-hypothesis.

The third sub-hypothesis: There is a significant, statistically significant effect of work-life balance policies, the focus of the system of services provided to employees, on perceived job performance.

**Table 3: Regression analysis of the effect of services provided to employees on perceived job performance**

Variable	B	Std. Error	β values	value (T)	Sig
		The error			
		Standard			
)Constant(	2,912	0,108		27,058	0
Services provided to employees	0.325	0.027	0,508	11,849	0
Overall impact factor R <sup>2</sup>	0.258				
*At significance level $\alpha \leq 0.05$					

It is also clear from the statistical results presented in Table 3, and from following up on the t-test values, that the focus of services provided to employees has a positive impact on the level of perceived job performance, as the calculated t-values reached (11,849), which are significant values at a significance level of 0.05. ( $\geq\alpha$ ), also found that the axis of services provided to employees predicts about 25.8% as an influence factor on the changes occurring in the level of perceived job performance, while the rest of the percentage is due to other factors not included in the model. This proves the validity and acceptance of the third sub-hypothesis.

Given the acceptance of the sub-hypotheses, the first main hypothesis is accepted, which states: “There is a statistically significant effect of work-life balance policies on perceived job performance.”

The second main hypothesis: Servant leadership style moderates the effect of work-life balance policies on perceived job performance.

**Table 4: Analysis of the modifying effect of servant leadership on the effect of work-life balance on employees’ perceived job performance**

Variable	Std. Error	$\beta$ values	value (v(	R2	Significance level
	The error			Impact factor	
	Standard				
(Constant)	3,255	0.071		0.29	0
Balancing policies Life and work	0,062	0,005	0.555		0
(Constant)	2,643	0,12	22,004	0.308	0
Balance *leadership the maid	0,4	0.031	12,829		0

\*At significance level  $\alpha \leq 0.05$

It is also clear from Table (4) that the value of the influence factor for the variable of balance between life and work is ( $R^2 = 0.29$ ), which expresses the effect of the balance between life and work on the employees’ perceived job performance. When observing the significance limit, we find that the P-Value = 0, meaning that it is less than 0.05%, and when testing the role of the servant leadership variable as a modifying variable, we find that the value of the influence factor increased to (308.  $R^2 = 0$ ), which means that the servant leadership variable is modified. The effect of work-life balance on employees’ perceived job performance and the two variables together predict the change in the employees’ perceived performance level by (30.8%). This confirms the validity of the second main hypothesis.



The third main hypothesis: Talent management moderates the effect of work-life balance policies on perceived job performance.

**Table 5: Analysis of the modified effect of the talent management variable on the effect of work-life balance on employees' perceived job performance**

Variable	Std. Error	β values	value (v(	R2	Significance level
	The error			Impact factor	
	Standard				
(Constant)	3,255	0.071		0.29	0
Balancing policies Life and work	0,062	0,005	0.555		0
(Constant)	3,217	0.072	44,802	0.32	0
Balance* management Talents	0.065	0,005	13,782		0

\*At significance level  $\alpha \leq 0.05$

It is also clear from Table (6) that the value of the influence factor for the variable of balance between life and work is ( $R^2 = 0.29$ ), which expresses the effect of the balance between life and work on the employees' perceived job performance. When observing the significance limit, we find that P-Value = 0, meaning that it is less than 0.05%, and when testing the role of the talent management variable as a modifying variable, we find that the value of the impact factor increased to (320.  $R^2 = 0$ ), which means that the talent management variable is modified The effect of work-life balance on employees' perceived job performance, and the two variables together predict the change in the employees' perceived performance level by (32%). This confirms the validity of the third main hypothesis.

The fourth main hypothesis: Organizational commitment moderates the effect of work-life balance policies on perceived job performance.

**Table 7: Analysis of the modifying effect of the organizational commitment variable on the effect of work-life balance on employees' perceived job performance**

Variable	Std. Error	β values	value (v(	R2	Significance level
	The error			Impact factor	
	Standard				
(Constant)	3,255	0.071		0.29	0
Balancing policies Life and work	0,062	0,005	0.555		0
(Constant)	2,746	0.076	36,248	0.48	0

Balance *Commitment Organizational	0.088	0,005	19,28		0
*At significance level $\alpha \leq 0.05$					

It is also clear from Table (7) that the value of the influence factor for the variable of balance between life and work is ( $R^2 = 0.29$ ), which expresses the effect of the balance between life and work on the employees' perceived job performance. When observing the significance limit, we find that the P-Value = 0, meaning that it is less than 0.05%, and when testing the role of the organizational commitment variable as a modifying variable, we find that the value of the impact factor increased to (480.  $R^2 = 0$ ), which means that the organizational commitment variable is modified. The effect of work-life balance on employees' perceived job performance and the two variables together predict the change in the employees' perceived performance level by (48%). This confirms the validity of the fourth main hypothesis.

## Results & Discussion:

The present study aimed to assess the impact of work-life balance policies on the functioning of the job through an application study of small and medium-sized establishments involved in the implementation of telephone networks in the Arab Republic of Egypt, as well as measure the adjusted impact of both server leadership, talent management, and organisational commitment. In the coming parts, the results and conclusions of the research, recommendations, and future research trends will be presented. Through the statistical analysis The following conclusions were reached:

The existence of a statistically significant impact of life-work balance practices on the level of skilled job performance, and found that the most influential focus is flexible work procedures and the least impact of the leave system. We find this finding to be consistent with the results of Ademola et al. (2021), Sari et al. (2020), Heksarinii et al. (2021), Bataineh et al. (2019), Akpa et al. (2019), Amin et al. (2017), Mendis et al. (2017), and Sheppard (2016).

In addition to Cherotich et al. (2017), the results of which were that conflicting work and family priorities negatively affected the performance of workers, Work-life balance is an important aspect of work and family that improves the performance of workers.

The Haider et al. (2017) study, whose findings are that the balance between work and life when it's older has better performance, and also that the balance between work and life

promotes the psychological well-being of workers, which positively affects their job performance,

Also a study (Pamungkas et al., 2022), the results of which are that flexible working arrangements have a positive impact on the performance of the employee.

In addition to the Paje et al. (2020) study, which showed the positive impact of flexible work procedures on employee performance, there was also the Dusin et al. (2019) study, whose results showed that flexible working hours have a positive impact on job performance.

The results of the study differed with those of Irfan et al. (2021), where the direct relationship between work-life balance policies and job performance was weak. Organisational support has a major impact on performance and mediates the relationship between work and life balance and functional performance, as well as being positively linked to performance.

The results of the study also showed that organisational commitment moderates the impact of life-work balance practices on the level of cognitive job performance. We will review studies that have shown the impact of organisational commitment on job performance as well as the impact of work-life balance on organisational commitment. Many studies have agreed on a positive relationship between work-life balance and organisational commitment, including the following: Chigeda et al. (2022), Liu et al. (2021), Sari et al. (2020), Talukder et al. (2019), Hutagalung et al. (2020), Aruldoss et al. (2020), Choo et al. (2016), Al Momani (2017), Azeem et al. (2014), Farooqi. (2014).

The results of the study showed that servant leadership adjusts the impact of work-life balance practices at the job performance level, which is in line with 2022. Vanesa et al., (Jitpakdee et al., 2021); Lamprinou et al., (2020); Haar et al., (2017); Tang et al., (2015); Wang et al., (2016)

The results of the study have also shown that talent management moderates the impact of life-work balance practices on the level of cognitive job performance. We will review studies that have shown the impact of talent management on job performance as well as the relationship between work and life balance and talent management. These results agreed with Sopiah et al. (2020) and Mensah et al. (2016).

**Based on the findings of the study, the researcher recommends that:**

- The results indicated that work-life balance practices were high for small and medium-sized companies involved in the implementation of telephone networks in Egypt to promote work-life balance practices through increasing the flexibility of the working systems for workers and to take action to facilitate the employee's access to his or her leave entitlement and to reduce the rate of absence of employment. Promote

and operationalize teamwork and career participation among staff within the workplace to facilitate and expedite the completion of tasks.

- Organisations should utilise modern communications and information technology to provide flexibility in time and workplace, enabling work to be done from any location for the most suitable functions. Strengthening the follow-up method through the scale of delivery without restricting staff to certain working hours or attendance and departure dates would give considerable flexibility to working times.
- The COVID-19 pandemic has significantly impacted the performance of organisations, particularly in the areas of talent management and job performance. To improve these aspects, organisations should focus on raising awareness of the benefits of family-friendly labour policies, strengthening their capacity to balance work and life, and acquiring skills and knowledge in human resources management that are compatible with work-life balance policies.
- To enhance the quality of leadership, small and medium-sized companies involved in the implementation of telephone networks in Egypt should select managerial leaders based on their qualities of serving leadership. This includes conducting psychological and behavioural tests of candidate leaders, training courses and programmes, and developing relationships between leaders and workers.
- Job performance is also crucial for these companies, as it can be enhanced through professional and knowledge training, keeping pace with external developments, disseminating positive values, creating an organisational environment capable of improving worker performance, and promoting competition among workers. Additionally, organisations should develop their technological capabilities and digital culture to improve worker performance.
- Talent management practices are also essential for these companies, as they should promote the dissemination of talent management culture and practices, develop testing practices, recruit organisations, and focus on development and training policies consistent with talent management principles. These practices include rehabilitation and acquisition of skills and knowledge consistent with talent management policies, the development of human talent management, advanced systems of recruitment and selection, and the establishment of a database of organisations' talented persons.
- In conclusion, organisations should continue to adopt talent management processes and practices to explore, train, and develop talented workers, manage their performance effectively, and develop procedures and policies to ensure their retention.

- Finally, organisations should foster organisational commitment by emphasising the value of their work, involving workers in decision-making, providing professional development programmes, improving the internal working environment, focusing on the quality of working life, and ensuring fair pay systems. These measures contribute to increased social cohesion, improved morale, and a stable career for workers, ultimately enhancing their commitment and overall performance within the organisation.

**This research contains recommendations that could be useful for future research:**

To emphasise further scientific studies on the subject of current research in other sectors and other samples in order to disseminate the results of the research and make recommendations.

- Undertake further studies to learn more about the factors affecting the relationship between work and life balance and the job performance of employees, such as organisational citizenship styles and professional satisfaction.
- Continue future studies and research to identify the best policies or practices that help balance work and family.
- To prepare case studies on organisations that voluntarily exercise family-friendly labour policies and highlight this in order to improve the mental image of these organisations and to help create a culture of friendship between business and family organisations.
- Further studies in talent management are needed on the following issues: study and analysis of the role of talent management in organisational success, improved organisational learning, and improved competitive advantage

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