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The Influence of Employee Engagement, Work–Life Balance, and Organizational Commitment on Employee Performance at UD. Citra Jati Mandiri

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Abstract

Finding out how UD. Citra Jati Mandiri employees perform is the driving force for this study. Employee engagement, work-life balance, and organizational commitment all have an effect on Citra Jati Mandiri. The research strategy used in this study was an associative quantitative approach. Every one of the 57 participants in the research were UD. Citra Jati Mandiri laborers. The whole population was selected as the study's sample using a saturation sampling approach. In order to analyze the survey data, IBM SPSS Statistics was used to do multiple linear regression. The findings demonstrate that employee involvement has a favorable and substantial effect on performance. A similar positive and substantial influence on employee performance is shown by organizational devotion. On the other hand, work-life balance is not significantly related to how well employees perform. However, when looked at in tandem, organizational commitment, work-life balance, and employee engagement all have a major impact on productivity. This trio of variables accounts for 62.4% of the variation in worker output, according to the R^2 coefficient of 62.4%. These results imply that boosting organizational commitment and increasing employee engagement might be useful tactics for raising employee performance at UD. Citra Jati Mandiri.,

Keywords: Employee Engagement, Work-life Balance, Organizational Commitment, Employee Performance

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INTRODUCTION

An organization's ability to achieve its objectives is largely determined by the quality of its human resources, which serve as a strategic organizational asset. Therefore, effective human resource management is essential through continuous competency development, employee empowerment, and the optimal utilization of employees' potential. According to Faizah et al. (2025), effective human resource management enhances employees' capabilities, enabling them to make greater contributions toward achieving organizational goals. In addition to improving work quality and productivity, sound human resource management also strengthens a company's competitive advantage. Consequently, organizational success depends significantly on employees' ability to perform in accordance with the established standards and organizational objectives.

UD. Citra Jati Mandiri is a company engaged in the processing and marketing of teak wood products. The company's business operations rely heavily on the effectiveness of its operational processes to achieve production targets and maintain business sustainability. Based on the company's internal financial data for 2025, several periods showed that operational expenditures were not proportionately balanced by the revenue generated. This condition indicates that the company's operational effectiveness still requires improvement through better implementation of its work activities. One of the key factors contributing to operational effectiveness is employee performance, as it plays a crucial role in supporting UD. Citra Jati Mandiri in achieving its organizational objectives.

Employee performance is the degree to which workers accomplish the goals set forth for them by their employers, as shown by the caliber and amount of their outputs. According to Pangestu & Ardiana (2024), An employee's performance is the degree to which they are able to carry out their duties in an efficient and effective manner, which in turn helps the company reach its goals. Personal traits and the nature of the workplace are two of the many elements that affect workers' output. Similarly, Yolanda et al. (2022) argue that employee performance is a fundamental element that plays a significant role in enabling organizations to accomplish their established goals.

Employee engagement is one whose members care deeply about and actively participate in all aspects of their jobs and the company as a whole. Employees who are highly engaged in their work show more passion, devotion, and excitement while doing their tasks. According to Firdausi & Wajdi (2024), When people are emotionally invested in their job, it shows in their level of engagement and, in turn, their productivity. However,

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the findings of Ferdiawan et al. (2024) indicate that does not have employee engagement a significant effect on employee performance.

Having a good handle on both one's professional and personal obligations is what we mean when we talk about work-life balance. Sinuraya et al. (2025) arrived reached the realization that office productivity is enhanced by maintaining a healthy work-life balance. But this result contradicts what was found in the research by Devi et al. (2025), which found no evidence that work-life balance affected productivity. The need for more study in various organizational settings and research contexts is underscored by these conflicting findings, which indicate that the link between work-life balance and employee performance is still ambiguous.

Organizational commitment is another anticipated component that affects productivity. When workers have a strong emotional investment in the success of their company, it shows in their loyalty, feeling of belonging, and determination to stay around and help reach organizational objectives. Organizational commitment describes this degree of personal engagement. According to Delawati et al. (2024), Loyalty on the part of employees, shown via their enthusiastic participation in helping the company reach its goals, is a clear indicator of organizational commitment. However, this finding differs from Maulana et al. (2024), who said that employees' level of organizational engagement did not significantly impact their performance on the job. These contradictory results hint to the need for more research in a wide variety of settings before drawing any firm conclusions on the relationship between organizational commitment and employee performance.

This research is unique in that it concurrently looks at how organizational commitment, work-life balance, and employee engagement affect UD. Citra Jati Mandiri workers' performance is a business that works in the wood processing sector. To the best of the author’s knowledge, research that combine these three factors within the framework of the wood processing sector remain quite rare. As a result, it is anticipated that this study will add to the body of empirical data on the variables affecting worker performance in this industry.

LITERATURE REVIEW

Employee Engagement and Employee Performance

Employee engagement is a condition that reflects the level of employees' attachment to their work, which is represented by three main dimensions: *vigor*, *dedication*, and *absorption* (Kosim et al., 2023). Employees who demonstrate high levels

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of energy (*vigor*), strong dedication to their work (*dedication*), and full concentration while performing their duties (*absorption*) are more likely to achieve optimal performance in terms of both the quality and quantity of their work. Pangestu & Ardiana (2024) state that employee engagement enhances employees' enthusiasm and work loyalty.

Work-Life balance and Employee Performance

Achieving work-life balance means that one's professional and personal lives are not completely out of sync with one another. When divisions achieve this balance, employees can handle a lot of work without being burned out. According to Mutiara et al. (2025), an individual's capacity to successfully manage their personal and professional lives is reflected in their work-life balance. This view is supported by Sayekti & Suhartini (2022), according to many who say that workers are more comfortable and productive when they have a good work-life balance. Time, participation, and satisfaction are the three parts of a work-life balance that need to be in harmony with one another. Accordingly, work-life balance is seen to be a component that could affect productivity in the workplace.

Organizational Commitment and Employee Performance

Employees' dedication to their company is a measure of their organizational commitment as it shows how much they care about staying with the company and helping it succeed. Delawati et al. (2024) assert that an employee's level of organizational commitment reflects their loyalty and ownership of the company. Furthermore, Safa'Atturrizky and Ekhsan (2024) outline the three components that make up organizational commitment: emotional investment, dedication to the organization's continued success, and adherence to established standards. Employees who care more about the company they work for are more inclined to put forth their best effort.

Conceptual Framework and Hypotheses Development

In order to test the links between employee engagement, work-life balance, and organizational commitment and their effects on performance, we use the theoretical framework provided by the literature review to formulate the following hypotheses:

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H1: Employee engagement has a positive and significant effect on employee performance.
H2: Work-life balance does not have a significant effect on employee performance.
H3: Organizational commitment has a positive and significant effect on employee performance.
H4: Employee engagement, work-life balance, and organizational commitment simultaneously have a positive and significant effect on employee performance.

RESEARCH METHODS

Using an explanatory research design, this study employed a quantitative method. According to Sugiyono (2022), Quantitative research is a positivist-inspired approach to hypothesis testing that makes use of research equipment, statistical analysis, and data collecting. The study's overarching goal to determine how factors like work-life balance, organizational commitment, and employee engagement affect UD workers' productivity led to the methodology's selection. Citra Jati Mandiri. Through the quantitative approach, the relationships among variables can be measured objectively, resulting in empirical findings that are valid, reliable, and scientifically accountable.

The study was carried out at UD. Citra Jati Mandiri had 57 workers fill out the survey. An organized survey using a Likert scale from 1 (strongly disagree) to 10 (strongly agree) was used to collect data. The measuring device was suitable for data collection as it showed adequate reliability and validity. We used a saturated sampling strategy, which meant that we picked a sample from the whole target population (Sugiyono, 2022).

The SPSS version 26 was used for data analysis. A variety of analytical procedures were performed, including checks for validity and reliability, tests for classical assumptions (such as normality, multicollinearity, and heteroscedasticity), multiple linear regression, t-tests for individual significance and F-tests for simultaneous significance, and R^2 calculations (Ghozali, 2021).

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RESULT AND DISCUSSION

RESULT

Validity Test

Table 1. Validity Test Result

No	Variable	Statement	r-table Value	r-table Value	Description
1	Employee Engagement	X1.1	0,2609	0,866	Valid
		X1.2		0,849	Valid
		X1.3		0,852	Valid
2	Work-Life Balance	X2.1	0,2609	0,778	Valid
		X2.2		0,885	Valid
		X2.3		0,890	Valid
3	Organizational Commitment	X3.1	0,2609	0,777	Valid
		X3.2		0,850	Valid
		X3.3		0,815	Valid
4	Employee Performance	Y1	0,2609	0,824	Valid
		Y2		0,790	Valid
		Y3		0,713	Valid
		Y4		0,798	Valid
		Y5		0,828	Valid

Source : Processed SPPS Data (2026).

Findings from the validity test indicated that the computed r-values (r-count) for the following variables: Employee Engagement (X1), Work-Life Balance (X2), Organizational Commitment (X3), and Employee Performance (Y). The r-table value was 0.2609. This means that the questionnaire questions were all valid and suitable for assessing the study variables in issue.

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Reliability Test

Table 2. Reliability Test Result

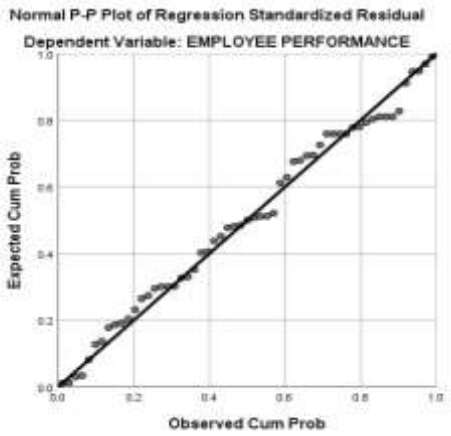
No	Variable	Chronbach's Alpha	R Alpha (a)	Description
1	Employee Engagement	0,6	0,817	Reliabel
2	Work-Life Balance	0,6	0,807	Reliabel
3	Organizational Commitment	0,6	0,741	Reliabel
4	Employee Performance	0,6	0,851	Reliabel

Source : Processed SPPS Data (2026).

All of the research variables had Cronbach's Alpha values more than 0.60, according to the results of the reliability tests. Staff Engagement: 0.817, Work-Life Balance: 0.807, Organizational Commitment: 0.741. These results provide conclusive evidence that the study equipment were all suitable for their intended purposes.

Normality Test

Table 3. Normality Test Result



Source : Processed SPPS Data (2026).

Before conducting regression analysis, classical assumption testing was first performed. Findings from the normality test using the Kolmogorov-Smirnov approach indicate a significant result of 0.200, which is greater than 0.05. According to the findings, the data is normally distributed.

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Kolmogorov–Smirnov Test

Table 4. Kolmogorov–Smirnov Test

One-Sample Kolmogorov–Smirnov Test

		Unstandardized Residual
N		N
Normal Parameters[a,b]	Normal Parameters[a,b]	.0000000
		1.78145411
Most Extreme Differences	Most Extreme Differences	.050
		.043
		-.050
Test Statistic		Test Statistic
Asymp. Sig. (2-tailed)		Asymp. Sig. (2-tailed)

a. "Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance."

Source : Processed SPPS Data (2026).

Before conducting regression analysis, classical assumption testing was first performed. The results of the Kolmogorov-Smirnov test for normality showed that a value of 0.200 was obtained, which is more than the significance level of 0.05. The data appears to be normally distributed, according to the results.

Heteroscedasticity Test

With p-values over 0.05, every independent variable passes the Glejser heteroscedasticity test. Thus, one of the primary assumption conditions is satisfied, and heteroscedasticity is left out of the regression model.

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Table 5. Glejser Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.376	2.082		2.238	.029
	EMPLOYEE ENGAGEMENT	.126	.057	-.115	-.537	.594
	WORK – LIFE BALANCE	.111	.042	-.079	-.419	.677
	ORGANIZATIONAL COMMITMENT	.155	.043	.026	116	.908

a. "Dependent Variable: ABS_RES"

Source : Processed SPPS Data (2026).

Using the Glejser test, we were able to discover that Employee Engagement was 0.594, Work-Life Balance was 0.677, and Organizational Commitment was 0.908. All of these p-values are more than 0.05, ruling out heteroscedasticity and making the regression model appropriate for this study.

Multicollinearity Test

Table 6. Multicollinearity Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.2.822	3.904		.723	.473		
	EMPLOYEE ENGAGEMENT	.466	.208	.298	2.242	.029	.402	2.489
	WORK – LIFE BALANCE	.295	.183	.189	1.613	.113	.514	1.946
	ORGANIZATIONAL COMMITMENT	.717	.255	.391	2.808	.007	.366	2.732

a. "Dependent Variable: Employee Performance"

Source : Processed SPPS Data (2026).

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- A lack of multicollinearity is shown by a tolerance value higher than 0.10. Organizational Commitment, Work-Life Balance, and Employee Engagement are therefore free of multicollinearity.
- There does not seem to be a multicollinearity issue if the VIF value is below 10.00. As a result, the involvement, work-life balance, and organizational commitment variables do not show signs of multicollinearity.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.822	3.904		.723	.473
	EMPLOYEE ENGAGEMENT	.466	.208	.298	2.242	.029
	WORK – LIFE BALANCE	.295	.183	.189	1.613	.113
	ORGANIZATIONAL COMMITMENT	.717	.255	.391	2.808	.007

a. "Dependent Variable: Employee Performance"

Source : Processed SPPS Data (2026).

Multiple linear regression analysis yielded the following equation for regression:

$$Y = 2.822 + 0.466X_1 + 0.295X_2 + 0.717X_3 + e$$

According to the results, Employee Engagement (X1) significantly impacts Employee Performance (Y) in a favorable way, with a significance level of 0.029 < 0.05. As a result, we may anticipate a clear relationship between heightened engagement and enhanced productivity. There was no significant relationship between Work-Life Balance (X2) and Employee Performance (Y), since the significance threshold was 0.113 > 0.05. Employee output has not increased noticeably as a result of work-life balance initiatives. In addition, a significance score of 0.007 < 0.05 indicates a positive and statistically significant correlation between Organizational Commitment (X3) and Employee Performance (Y). Employees' performance improves as they are more invested in the organization.

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t-Test

Table 8. t-Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.822	3.904		.723	.473
	EMPLOYEE ENGAGEMENT	.466	.208	.298	2.242	.029
	WORK – LIFE BALANCE	.295	.183	.189	1.613	.113
	ORGANIZATIONAL COMMITMENT	.717	.255	.391	2.808	.007

a. "Dependent Variable: Employee Performance"

Source : Processed SPPS Data (2026).

"Based on the results of the partial t-test, which indicate a calculated t-value of 2.242 with a significance level of 0.029 < 0.05, Employee Engagement (X1) partially influences Employee Performance (Y) in a positive and statistically significant way." It follows that the level of investment that employees have in their work seems to have a direct correlation with their production.

Given a significance level of 0.113 > 0.05 and an estimated t-value of 1.613, the incomplete test results show that Work-Life Balance (X2) does not have a significant influence on Employee Performance (Y). At this time, the available evidence indicates that work-life balance has not considerably enhanced employee performance.

Based on the results of the partial significance (t) test, the Organizational Commitment (X3) variable had an estimated t-value of 5.729, which was higher than the essential t-value of 1.998. The significance value was 0.000 ($p < 0.05$). The results show that organizational commitment has a positive and statistically significant effect on employee performance (Y). Skilled professionals exhibit outstanding performance, as seen by the outcomes.

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F-Test

Table 9. F-Test Result

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1443.495	3	481.165	29.327	.000[b]
	Residual	869.558	53	16.407		
	Total	2313.053	56			

a. "Dependent Variable: Employee Performance
b. Predictors: (Constant), Employee Engagement, Work-Life Balance, Organizational Commitment"

Source: Processed SPSS Data (2026).

The simultaneous F-test results show that the computed F-value of 29.327 is more than the F-table value, with a significance level of 0.000 (< 0.05). Employee Engagement (X_1), Work-Life Balance (X_2), and Organizational Commitment (X_3) all play important roles in deciding Employee Performance (Y), as is evident from these data.

A discrepancy between the outcomes of the partial and simultaneous tests is also shown by the analysis. Although Work-Life Balance does not seem to have a substantial impact in the partial test, when all three factors are considered together, they do contribute considerably to the dependent variable. Within the study paradigm, Employee Engagement and Organizational Commitment strongly affect this condition. Hence, the study's regression model is deemed suitable and reliable for elucidating employee performance.

Coefficient of Determination Test

Table 10. Coefficient of Determination Test Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.790[a]**	**.624**	**.603**	**4.051**

a. "Predictors: (Constant), Employee Engagement, Work-Life Balance, Organizational Commitment
b. Dependent Variable: Employee Performance"

Source : Processed SPPS Data (2026).

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A coefficient of determination test yielded a R Squared score of 0.624, which translates to 62.4%. Of the total variation in Employee Performance (Y), 62.4% can be explained by Employee Engagement (X_1), X_2 by Work-Life Balance, and X_t by Organizational Commitment; the remaining 37.6% may be explained by other variables.

A moderately significant capacity to describe employee performance is shown by the model's Adjusted R Square score of 0.603. Consequently, the research model provides a very good description of the relationship between the independent and dependent variables, suggesting that it has strong explanatory power.

DISCUSSION

The Effect of Employee Engagement on Employee Performance

A considerable discrepancy existed between the t-table value of 2.006 and the 2.242 t-value for employee engagement in the partial t-test. The level of significance was 0.029 when compared to the 0.05 threshold. Consequently, it is safe to say that UD. Citra Jati Mandiri employee involvement significantly boosts productivity. According to this discovery, when employee engagement goes up, performance goes up as well. Workers who are more invested in their job are more likely to go above and beyond in their efforts, which in turn leads to better results.

This condition reflects that employees at UD. Citra Jati Mandiri have a good level of attachment to both their work and the organization. This engagement is demonstrated through active participation in work activities, optimal contributions, and efforts to achieve the company's targets. Consequently, an essential component in enhancing staff performance is employee engagement.

Findings from this study agree with those from Pangestu & Ardiana (2024), who discovered that performance is positively affected by employee engagement. Similarly, Firdausi and Wajdi (2024) said that when workers are invested in their job, they are more likely to be enthusiastic about it and get more done, which boosts their performance.

The Effect of Work–Life Balance on Employee Performance

The results of the partial t-test result in a t-value of 1.613 < t-table 2.006 for work-life balance, with a significance level of 0.113 > 0.05. As a result, it's safe to say that UD. Citra Jati Mandiri employees' productivity is unaffected by work-life balance policies. This finding disproves the hypothesis that changes to workers' views of their work-life balance have significantly affected their performance levels.

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Given the current state of affairs, it appears that factors other than work-life balance significantly influence employee performance. Although everyone's work-life balance is unique, everyone must nonetheless do their part to achieve company objectives and complete job responsibilities. To that end, UD. Citra Jati Mandiri has not yet determined that a healthy work-life balance is essential to the success of its employees.

In contrast to Sinuraya et al. (2025), who came to the conclusion that a healthy work-life balance increases productivity, we came to the reverse conclusion. Having said that, the findings agree with what Devi et al. (2025), Our research did not discover any evidence that a better work-life balance led to more output. This study may not have shown a significant link between work-life balance and employee performance because of differences in respondent characteristics, work environment, and business policy.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a t-value of 2.808, beyond the t-table value of 2.006, and a significance level of 0.007, below the 0.05 threshold, according to the findings of the partial t-test. How involved is UD. Citra Jati Mandiri with the organization. Staff members at experience a positive and notable influence on their productivity. The results show that when workers are committed to their job, they are more productive. When employees are passionate about their work, they are more likely to remain with the firm and give their all each and every day.

This condition suggests that employees at UD. Citra Jati Mandiri have a level of commitment that supports the optimization of their performance. Such commitment is reflected in their loyalty to the organization, compliance with company rules, and willingness to remain part of the organization in the long term. When workers are very invested in what they're doing for their company, they take more ownership of their work and are laser-focused on meeting objectives.

Organizational commitment positively affects employee performance, according to Delawati et al. (2024), this agrees with the findings of this study. Safa'Atturrizky & Ekhsan (2024) also found that workers' dedication to the organization has a good and substantial effect on their performance. Also, the work of Viona et al. (2023) highlighted how organizational commitment may boost performance by instilling a sense of duty and loyalty in employees.

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The Simultaneous Effects of Employee Engagement, Work–Life Balance, and Organizational Commitment on Employee Performance

A significance level of 0.000 < 0.05 and an F-value of 29.327 > the F- table of 2.78 were shown by the results of the simultaneous F-test. According to these findings, UD. Citra Jati Mandiri is greatly affected by corporate commitment, work-life balance, and employee engagement.

According to the results, there is no one element that determines employee performance; rather, it is the result of a complex web of interconnected variables. When workers are enthusiastic about and invested in their work, they are better able to complete their assigned tasks. When workers feel invested in the success of their company, they are more loyal, responsible, and eager to do their best for it. A work-life balance policy that encourages a positive work environment helps employees find a better balance between their personal and professional lives.

The three variables account for 62.4% of the variation in employee performance, with the remaining 37.6% explained by factors outside the study's model (R Squared = 62.4). This study adds to the growing body of data suggesting that fostering a good work-life balance, raising organizational commitment, and expanding employee involvement may all contribute to enhanced workplace productivity.

CONCLUSION

Employee engagement, work-life balance, and organizational commitment were the factors that were examined in this research as they pertain to UD. Citra Mandiri employee performance. The findings indicate that employee engagement and organizational commitment have a positive and significant effect on employee performance. Collectively, these three variables have a significant influence on employee performance and explain 62,4% of the variance in employee performance (R^2 = 0,624). Based on these findings, it seems that increasing organizational commitment and employee engagement are two effective ways to boost performance. A more complete model of employee performance might be developed by expanding the current model to include factors like leadership, job motivation, salary, and the work environment in future studies.

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