

The Influence Of Work Life Balance And Work Ability On Employee Performance With Organizational Commitment As An Intervening Variable At Pt. Perkebunan Nusantara Iv Regional 1 Medan

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ABSTRACT

The purpose of this study is to ascertain how work-life balance and work ability affect employee performance at PT. Perkebunan Nusantara IV Regional 1 Medan, using organizational commitment as an intervening variable. This study employed a quantitative technique as its research methodology. Non-probability sampling was utilized to choose the study's sample, which included 164 respondents who were employed by the company's seven divisions. Questionnaires were utilized to collect primary and secondary data, which were subsequently subjected to PLS-SEM analysis using the Smart PLS software. The employee performance variable's R-Square value is 0.853, meaning that work-life balance and work ability have an 85.3% percentage influence on employee performance, with other factors not included in this study accounting for the remaining 14.7%. The employee performance variable's adjusted R-squared value is 0.850, or 85.0%. The organizational commitment variable's R-Square value is 0.709, meaning that work-life balance and work ability have a 70.9% percentage influence on organizational commitment, with other variables not included in the study accounting for the remaining 29.1%. The organizational commitment variable's adjusted R-Square value is 0.705, or 70.5%, indicating the adjusted value. This provides a more solid estimate by demonstrating how well the R Square value adjusts to the model's complexity.

Keywords: *Work Life Balance, Work Ability, Employee Performance, Organizational Commitment*

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I. INTRODUCTION

The Plantations are one component of the agricultural sector that has an important role in contributing to the formation of gross regional domestic product (GRDP). Some of the most prominent plantation sectors in Indonesia include sugarcane, tea, rubber, oil palm, coffee, tobacco, pepper, and others. One of the plantation commodities that has important implications for the national economy is oil palm. PT Perkebunan Nusantara IV Regional 1 Medan is one of several sawmill companies actively involved in sawmill operations and serves as a safeguard to stabilize the economy of the company concerned (Siregar et al, 2022).

One of the Badan Usaha Milik Negara (BUMN) companies that specializes in the sale, purchase, and distribution of perkebunan commodities is PT. Perkebunan Nusantara IV Regional 1 Medan. This company was founded as early as 1996. This PT. Perkebunan Nusantara IV Regional 1 Medan is dedicated to always striving for excellence in all areas of its operations, including the preservation of the environment and humankind, as well as making a constructive contribution to national economics. As the principal, PT. Perkebunan Nusantara IV Regional 1 Medan must have a positive impact on the general public by not compromising the quality of human capital (Priyana dan Asmike, 2023).

PT Perkebunan Nusantara IV Regional 1 Medan is a state-owned enterprise that manages, processes, and markets plantation products. The company has been around since 1996. PT Perkebunan Nusantara IV Regional 1 Medan is committed to always achieving excellence in every aspect of its operations, including in the management of natural and human resources and making a positive contribution to the national economy. PT Perkebunan Nusantara IV Regional 1 Medan, as the main manager, must have a good reputation in the eyes of the community by paying attention to aspects of human resource quality development (Priyana and Asmike, 2023).

According to Lie et al, (2022) "Work-life balance is a person's ability to maintain balance between work and personal life, so that they can remain productive and competitive at work, while maintaining a happy and healthy home life". This includes



the ability to manage work pressures and various demands that require time and attention, without sacrificing personal happiness or comfort. One of the causes of declining employee performance is the lack of balance between personal life and work, otherwise known as Work Life Balance. Efforts that can be made to maintain and improve good employee performance is by implementing a Work Life Balance system. According to Robbins & Judge in Damanik & Thamrin (2024) "Ability (ability) means the capacity of an individual to perform a variety of tasks in a job".

According to Hamdani (2024) "Organizational commitment is an attitude that shows employee loyalty and is a continuous process in which a person shows his concern for the success of the organization". In carrying out company activities, employees are expected to carry out tasks with high dedication, a sense of responsibility, and motivation to complete the work assigned by management. When someone joins an organization, commitment becomes an important thing that must be owned. Organizational commitment refers to an employee who supports the organization and its goals, and has a desire to remain actively involved in the organization.

In the operational system of PT Perkebunan Nusantara IV Regional 1 Medan has a clear performance standard called KPI (Key PerformanceIndicator). Every month, the company conducts a Quality Control performance assessment to ascertain whether employee performance has reached 100% of the set target. There is a phenomenon where the performance of employees fluctuates. This shows that their performance has not been optimal, which has an impact on overall company performance and hinders efforts to improve employee performance.

In addition, things that can affect the instability of employee performance are Work Life Balance. Work Life Balance is an important topic in the world of work because it directly affects employee performance. The low performance of employees in this company is caused by the company giving too much workload to employees so that the employee's performance fluctuates. In addition, there are employees who postpone their work so that these employees experience performance that is not optimal and there are employees who are less effective in managing work schedules with personal life. Therefore, employee performance fluctuates every year.



Based on Abdirahman et al's research, (2020) which was strengthened by Adnan (2019) and Dousin et al, (2019) stated that Work Life Balance has a positive and significant impact on employee performance. However, in the research of Rafsanjani et al, (2019) which was strengthened by Mwangi et al, (2016) and Keino & Kithae (2016) stated something different, that Work Life Balance has a negative correlation with employee performance. This is because they get appropriate services at work, so that personal or family problems do not have an impact on employee performance.

Employability is one of the factors that can affect the level of performance stability of an employee, in addition to Work Life Balance. Because work ability has a direct effect on employee performance, work ability is also very important in the workplace. The lack of employee performance in the company is caused by employees' lack of knowledge about how to carry out the assigned tasks, employees' lack of active participation in the training provided by the company, employees' lack of skills in using the work facilities and devices offered by the company, and employees' inability to complete tasks properly due to the pressure they experience at work.

Organizational commitment as an intervening variable can also affect employee performance. This can be seen through employees who do not show a sense of pride in being part of the company. In addition, companies that do not appreciate employee achievements so that employees feel less valued and there are employees who are not loyal so that they trigger a lack of responsibility for the work given by the company. This condition has an impact on suboptimal performance at PT Perkebunan Nusantara IV Regional 1 Medan.

Based on the phenomenon of the problems described in the background of the problem above, researchers are interested in conducting research with the title "The Influence of Work Life Balance and Work Ability on Employee Performance with Organizational Commitment as an Intervening Variable at PT Perkebunan Nusantara IV Regional 1 Medan".



II. LITERATURE REVIEW

Definition of Employee Performance

Employee performance, according to Siagian in Fachrezi & Harmanan (2020), is "a work result achieved during a certain time." "The accomplishment of an individual or group within an organization in carrying out their duties and responsibilities in order to achieve organizational goals legally, without breaking the law, and morally and ethically" is what Sedarmayanti defines as employee performance in Burhannudin et al. (2019). "The quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" is what Mangkunegara (2017) defines as employee performance. Additionally, Rivai (2020) proposes that employee performance is "the outcomes of labor that can be accomplished by employees within a specific time frame, and contrasted with the designated goals."

Based on the opinions of the experts above, the author can conclude that employee performance refers to the achievements made by an employee while carrying out their responsibilities and duties. Not only the number of results achieved, but also the quality of work, timeliness, and the extent to which these results are in accordance with company goals are indicators of optimal performance.

Definition of Organizational Commitment

"A feeling of belief in the organization's mission, feeling involved with organizational tasks, feeling loyal and loving the organization as a place for survival and work" is how Dessler (2019) defines organizational commitment. An attitude that characterizes individual devotion to the organization and is a constant process to exhibit individual attention to the success and progress of the company is what Luthans & Doh (2020) define as organizational commitment. "The degree to which employees believe and accept organizational goals, and are willing to stay with the organization or even leave the company in the end, which is reflected in absenteeism and employee turnover rates," is how Mathis et al. (2021) describe organizational commitment.

The author can draw the conclusion that organizational commitment is a positive attitude and feeling that reflects an individual's belief, involvement, and



loyalty to the organization based on the opinions of the three experts mentioned above. This is evident in low employee turnover and attendance rates, where employees actively work to advance the organization, accept and support its goals, and want to stay with it.

Definition of Work Life Balance

Work-life balance is "the ability of an individual to successfully integrate work, family, and personal roles," according to Minarika et al. (2020). Work-life balance, on the other hand, is defined by Frone et al. in Stefanie et al. (2020) as "a person's ability to fulfill all their responsibilities both at work and at home, without compromising their physical and mental health."

Based on the three opinions of the experts above, the author can conclude that work-life balance is a person's ability to manage roles and responsibilities at work, family, and personal life in a balanced manner, so that all obligations can be fulfilled without sacrificing physical and mental health.

Definition of Work Ability

Work ability, according to Robbins & Judge (2018), is "the capacity or potential of individuals to perform various tasks in a job." The ability to perform a variety of duties in a specific employment is what Arif et al. (2020) define as work ability. This encompasses information, physical, and cognitive abilities. Work ability, according to Puspitasari & Wulandari (2022), is "a characteristic related to the physical and mental abilities of a person."

Based on the three opinions of the experts above, the author can conclude that work ability (ability) is the potential or capacity of a person in carrying out various tasks at work. This includes the intellectual, physical, mental, and knowledge aspects needed to get the job done well. In other words, work ability is not only related to technical skills, but also involves a person's mental and physical prowess in carrying out certain tasks.

III. METHODS

This study employs a quantitative methodology to determine the extent to which the independent variable (independent) influences the dependent variable (dependent). The practice of gathering and objectively evaluating numerical data in



order to characterize, forecast, or regulate variables of interest is known as quantitative research. The sampling technique to determine the sample to be used in this study uses Non-probability Sampling. Non-probability sampling is a sampling technique by not giving equal opportunities to members of the population to be selected as sample members. This research uses the Likert Scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena.

This study is used to test or validate hypotheses and assumptions and is represented by numbers and graphs (Sugiyono, 2019). Two techniques for gathering data were employed in this study:

1. Interviews, which involved people related to the research subject to obtain information about the research variables.
2. Questionnaires, which asked respondents questions about the research variables. This method was used to uncover the research identity and research variables to obtain specific and relevant information. This technique has drawbacks, such as respondents may not be able or willing to provide the expected information, and the questions are difficult to frame in an easy-to-understand manner.

IV. RESULTS

1. PLS Model Analysis

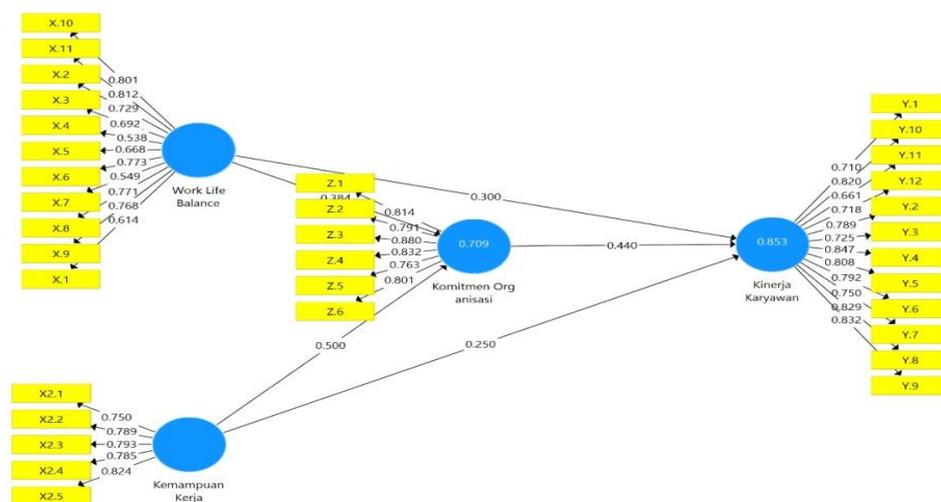


Figure 1
First Model Framework



Each study variable's first order analysis is displayed in Figure 1. This is done in order to determine each indicator's applicability in each dimension, which serves as a guide for lowering research indicators. The research can more properly forecast the relationship between the variables that occur if the indicators of each dimension are accurate and dependable.

2. Composite Reliability Test Results`

Table 1
Composite Reliability

Variabel	Composite Reliability
kemampuan kerja	0,891
kinerja karyawan	0,947
komitmen organisasi	0,922
<i>work life balance</i>	0,916

With a composite reliability score greater than 0.7, Table 1 indicates that each construct's good enough category has satisfied the outer model reliability assessment criteria. As a result, the outer model analysis moves on to the step of outer model validity. Convergent and discriminant validity are used to test the validity of outer models.

3. AVE Test Results

Table 2
Average Variance Extracted (AVE)

Variabel	Rata-rata Varians Diekstrak (AVE)
kemampuan kerja	0,622
kinerja karyawan	0,601
komitmen organisasi	0,663
<i>work life balance</i>	0,501

The AVE value of each construct in the final model has exceeded 0.5, as shown in Table 2. Therefore, the convergent validity criteria have been met by the proposed structural equation model.

4. R Square Test

With a significance level of 5%, the T statistical test – also referred to as the t-test – is employed to assess hypotheses. A significant T-value is one that is more than 1.96. If the p-value is less than 0.05 (α 5%), the test is deemed significant; if it is greater



than 0.05 (α 5%), the test is deemed insignificant. The direct effect test results for each variable are displayed in Table 3.

Table 3

	<i>R Square</i>	
	<i>R Square</i>	<i>Adjusted R Square</i>
kinerja karyawan	0,853	0,850
komitmen organisasi	0,709	0,705

1. The employee performance variable's R-Square value is 0.853, meaning that work-life balance and work ability have an 85.3% influence on employee performance, with other factors not included in this study accounting for the remaining 14.7%.
2. The Adjusted R-Square value for the employee performance variable is 0.850 or 85.0%. This value indicates an accurate level of adjustment, taking into account the number of variables in the model and reducing the potential for bias due to the large number of independent variables in this study.
3. The R-Square value for the organizational commitment variable is 0.709, this means that the percentage of the influence of work life balance and work ability on organizational commitment is 70.9% while the remaining 29.1% can be explained by other variables not examined in this study.
4. The Adjusted R-Square value for the organizational commitment variable is 0.705 or 70.5% showing the adjusted value. This illustrates the level of adjustment of the R Square value to the complexity of the model, thus providing a more stable estimate.

5. Direct Effect Test

The Hypothesis testing is done with the T-statistics test (t-test) with a significance level of 5%. It is said to be significant if the T-statistics value \geq 1.96. If in this test the p-value is obtained $<$ 0,05 (α 5%), berarti pengujian signifikan, dan sebaliknya apabila p-value $>$ 0.05 (α 5%), it means it is not significant. The results of the direct effect test for each variable can be seen in Table 4.



Table 4
Path Coefficients

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
kemampuan kerja -> kinerja karyawan	0,250	0,251	0,057	4,394	0,000
kemampuan kerja -> komitmen organisasi	0,500	0,491	0,093	5,350	0,000
komitmen organisasi -> kinerja karyawan	0,440	0,433	0,061	7,202	0,000
work life balance -> kinerja karyawan	0,300	0,307	0,068	4,413	0,000
work life balance -> komitmen organisasi	0,384	0,393	0,098	3,907	0,000

The research results to answer the hypothesis in the previous chapter are as follows:

1. The effect of work ability on employee performance.

Based on Table 4, it explains that the effect between work ability on employee performance ($p = 0.000 < 0.05$) then H_0 is rejected H_1 is accepted, and also the coefficient value of 0.250 means that there is a positive and significant influence between work ability and employee performance.

2. The effect of work ability on organizational commitment.

Based on Table 4, it explains that the effect between work ability on organizational commitment ($p = 0.000 < 0.05$) then H_0 is rejected H_1 is accepted, and also the coefficient value of 0.500 means that there is a positive and significant influence between work ability and organizational commitment.

3. The effect of organizational commitment on employee performance.

Based on Table 4, it explains that the effect between organizational commitment on employee performance ($p = 0.000 < 0.05$) then H_0 is rejected H_1 is accepted, and also the coefficient value of 0.440 means that there is a positive and significant influence between organizational commitment and employee performance.

4. The effect of work life balance on employee performance.

Based on Table 4, it explains that the effect between work life balance on employee performance ($p = 0.000 < 0.05$) then H_0 is rejected H_1 is accepted,



and also the coefficient value of 0.300 means that there is a positive and significant influence between work life balance and employee performance.

5. The effect of work life balance on organizational commitment.

Based on Table 4, it explains that the effect between work life balance on organizational commitment ($p = 0.000 < 0.05$) then H_0 is rejected H_1 is accepted, and also the coefficient value of 0.384 means that there is a positive and significant influence between work life balance and organizational commitment.

6. Indirect Effect

Testing the indirect effect is also done with the T-statistics test (t-test), namely with a significance level of 5%, where if the T-statistics 1.96 and if in this test the p-value is obtained $< 0,05$ (α 5%), berarti pengujian signifikan, dan sebaliknya apabila p-value > 0.05 (α 5%), it means it is not significant. The test results of the indirect effect of the latent variables analyzed can be seen through Table 5.

Table 5
Indirect effect

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
kemampuan kerja -> komitmen organisasi -> kinerja karyawan	0,220	0,214	0,058	3,817	0,000
work life balance -> komitmen organisasi -> kinerja karyawan	0,169	0,168	0,044	3,886	0,000

1. The effect of work ability on employee performance through organizational commitment.

Table 5 shows empirical evidence that there is an indirect effect of work ability on employee performance through organizational commitment. Thus, the coefficient value of the indirect effect of work ability on employee performance through organizational commitment is 0.220, with a p-value of $0.000 < 0.005$, so work ability indirectly has a positive and significant effect on employee performance through organizational commitment.

2. The effect of work life balance on employee performance through organizational commitment.



Table 5 shows empirical evidence that there is an indirect effect of work life balance on employee performance through organizational commitment. Thus, the coefficient value of the indirect effect of work life balance on employee performance through organizational commitment is 0.169, with a p-value of $0.000 < 0.005$. then work life balance indirectly has a positive and significant effect on employee performance through organizational commitment.

1. The influence of Work Life Balance on Employee Performance.

Employee performance is positively and significantly impacted by work-life balance, according to the results of the direct effect test. Work-life balance has a positive and significant impact on employee performance, as evidenced by the path coefficient value of 0.300, which is positive and has a significant value of 0.000 below 0.05. Since this supports the initial hypothesis that was previously formulated, the first hypothesis (H1) is accepted. The study's findings suggest a relationship between work-life balance and employee effectiveness.

A study by Abdirahman et al. (2020) titled "The relationship between job satisfaction, work life balance, and organizational commitment on employee performance" supports this, as does Adnan's (2019) study "Impact of work life balance, happiness at work, on employee performance," which claims that work-life balance significantly and favorably affects employee performance. In contrast, work-life balance is negatively correlated with employee performance, according to Keino & Kithae's (2016) study, "Effects of work-life balance on staff performance in the telecommunication sector in Kenya."

These results are also in line with Dousin's theory in Arifin & Muharto (2022) in his research entitled "The effect of work life balance on employee performance (study at Pt. Livia mandiri sejati pasuruan)". This states that there is a significant relationship between work life balance and employee performance, where if the better the work life balance that employees have, it can improve the performance of these employees in the company.

2. The influence Work Life Balance on Organizational Commitment



According to the direct effect test results, work-life balance has a positive and significant impact on organizational commitment. This is demonstrated by the positive path coefficient value of 0.384 and the significant value of $0.000 < 0.05$, which both indicate that work-life balance has a positive and significant impact on organizational commitment. The second hypothesis (H2) is accepted since this supports the second hypothesis that was put out. The study's findings suggest a unidirectional relationship between organizational commitment and work-life balance.

These findings are consistent with research by Putri & Hadi (2024) titled "The effect of work life balance on employee performance with organizational commitment as an intervening variable in health workers," which is supported by Putri & Frianto (2023) titled "The effect of work life balance on employee performance through organizational commitment at regionally owned enterprises (BUMD) in ngawi district, east Java," and Badrianto & Ekhsan (2021) titled "The effect of work life balance on employee performance mediated by organizational commitment to Pt. Yaup in Cikarang." These studies show that work-life balance has a positive and significant impact on organizational commitment. Meanwhile, research by Nirmalasari (2018) with the title "Analysis of the effect of work life balance on organizational commitment through nurse job satisfaction as a mediator" contradicts this by stating that work life balance does not have a significant effect on organizational commitment.

3. The influence Work Life Balance on Employee Performance through Organizational Commitment

Through corporate commitment, work-life balance has a good and significant impact on employee performance, according to the indirect effect test results. Through corporate commitment, work-life balance has a positive and significant impact on employee performance, as evidenced by the work-life balance path coefficient of 0.169, which has a positive value and a significant value of 0.000 below 0.05. The third hypothesis (H3) is accepted since this supports the third hypothesis that was previously put out. The findings of this study suggest a relationship between employee dedication to the company and performance.



Research by Badrianto & Ekhsan (2021) titled "The effect of work life balance on employee performance mediated by organizational commitment at PT. Yaup Cikarang" and Putri & Frianto (2023) titled "The effect of work life balance on employee performance through organizational commitment at regionally owned enterprises (BUMD) in Ngawi district, East Java" and Ardiansyah are consistent with this. A solid theoretical foundation for comprehending the connection between work-life balance, organizational commitment, and employee performance is provided by a variety of management theories and organizational psychology. Nonetheless, work-life balance is positively and significantly correlated with employee performance, according to empirical study. Therefore, businesses should take into account employees' work-life balance in order to increase productivity and performance.

4. The influence of Work Ability on Employee Performance

The Employee performance is positively and significantly impacted by work ability, according to the results of the direct effect test. This is evidenced by the work ability path coefficient of 0.250, which has a positive value and a significant value of 0.000 less than 0.05, which suggests that work ability has a positive and significant effect on employee performance. The fourth hypothesis (H4) is accepted since this supports the fourth hypothesis that was previously stated. The study's findings suggest a relationship between work ability and employee performance.

This is consistent with research by Dewi et al. (2023) titled "The effect of work ability, work motivation, and work discipline on employee performance (empirical study at the Candimulyo sub-district health center)," which was reinforced by Widodo (2022) titled "The effect of work ability and organizational commitment on the performance of the state civil apparatus (ASN) of Bengkulu City," and Maharani et al. (2022) titled "The effect of work ability, organizational.

5. The influence of Work Ability on Organizational Commitment.

The results of the direct effect test demonstrate that organizational commitment is positively and significantly impacted by work competence. This is supported by the work ability path coefficient value of 0.500, which is positive, and the significant value of 0.000 < 0.05, which reveals that organizational commitment is significantly impacted by work ability. The fifth hypothesis (H5) is accepted since this supports the



fifth hypothesis that was previously put out. The findings demonstrated a relationship between job capacity and organizational commitment.

According to Anggraeni's research (2020), "The effect of competence and independence on employee performance with organizational commitment as an intervening variable case study on civil servants of the Kebumen district inspectorate office," work ability has a positive and significant effect on organizational commitment. This is consistent with the findings of Jan & Hasan's (2020) study, "The effect of competence on organizational commitment at state Islamic religious universities in eastern Indonesia."

6. The influence of Employability on Employee Performance through Organizational Commitment.

Work ability has a positive and significant impact on employee performance through organizational commitment, according to the results of the indirect effect test. This is demonstrated by the positive path coefficient value of 0.220 for work ability and the significant value of $0.000 < 0.05$, which indicates that work ability has a positive and significant impact on employee performance through organizational commitment. The sixth hypothesis (H6) is accepted since this supports the sixth hypothesis that was proposed. Through organizational commitment, the study's findings show a unidirectional relationship between job ability and employee performance.

Work ability has a positive and significant impact on employee performance through organizational commitment, according to research by Kirono et al. (2020) titled "Ability and transformational leadership in influencing employee performance through organizational commitment and motivation at PT. X which is engaged in logistics." High work ability has been found to boost organizational commitment, which in turn boosts organizational commitment.

7. The influence of Organizational Commitment on Employee Performance.

As demonstrated by the path coefficient value of organizational commitment, which is 0.440 and positive, as well as the significant value of $0.000 < 0.05$, which indicates that organizational commitment has a positive and significant effect on employee performance, the direct effect test results indicate that organizational



commitment has a positive and significant effect on employee performance. The seventh hypothesis (H7) is accepted since this supports the seventh hypothesis that was put out. The study's findings suggest that there is a one-way relationship between employee performance and organizational commitment.

According to Aida's (2024) study, "The effect of work life balance on performance with organizational commitment as an intervening variable on employees of spbu 14,283,681 in pangkalan kerinci," organizational commitment has a positive and significant effect on employee performance. This is consistent with Masitoh's (2024) study, "The effect of Islamic work ethics, work life balance, and dual role conflict on performance with organizational commitment as an intervening variable (study on employees of Ada Baru Salatiga supermarket)."

This is also in line with the theory conveyed by Van Scooter in Setyawan & Rahmawati (2021) in a study entitled "The effect of transformational leadership style on organizational commitment with job satisfaction as an intervening variable for X faculty employees at Y college", which states that employees who have a high level of commitment will focus more on their work. In addition, it is stated that employees who have a high level of commitment to the organization are more focused on their work.

V. CONCLUSION

The Based on the analysis and discussion above, several conclusions can be drawn regarding this research, namely as follows:

1. There is a positive and significant influence between work life balance on employee performance at PT. Perkebunan Nusantara IV Regional 1 Medan.
2. There is a positive and significant influence between work life balance on organizational commitment at PT. Perkebunan Nusantara IV Regional 1 Medan.
3. There is a positive and significant influence between work life balance on employee performance through organizational commitment at PT. Perkebunan Nusantara IV Regional 1 Medan.
4. There is a positive and significant influence between work ability on employee performance at PT. Perkebunan Nusantara IV Regional 1 Medan.



5. There is a positive and significant influence between work ability on organizational commitment at PT. Perkebunan Nusantara IV Regional 1 Medan.
6. There is a positive and significant influence between work ability on employee performance through organizational commitment at PT. Perkebunan Nusantara IV Regional 1 Medan.
7. There is a positive and significant influence between organizational commitment on employee performance at PT. Perkebunan Nusantara IV Regional 1 Medan.

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