DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER

DOI: https://doi.org/10.38035/dijefa.v6i3.4506
https://creativecommons.org/licenses/by/4.0/
Received: 25 March 2025 | **Revised:** 01 June 2025 | **Accepted:** 17 June 2025

The Effect of Psychological Well-being and Work-life Balance on Employee Performance with Organizational Commitment as a Mediator in the Directorate General of Protocol and Consular

Nur Fadli Tams[1*], Meirani Harsasi[2], Sahnaz Ubud[3]
[1]Magister Management, Universitas Terbuka, Jakarta, fadlitams@gmail.com
[2]Magister Management, Universitas Terbuka, Jakarta, rani@ecampus.ut.ac.id
[3]Universitas Bina Nusantara, Malang, ubudsahnaz@gmail.com

[*]Corresponding Author: fadlitams@gmail.com[1]

Abstract: This research aims to analyze the influence of psychological well-being and work-life balance on employee performance with organizational commitment as a mediating variable. The background to this research is based on the existence of an evidence gap or inconsistency in findings in previous studies regarding the relationship between psychological well-being and work-life balance on employee performance, as well as the relationship between organizational commitment and employee performance. In addition, this research highlights the importance of managerial commitment as a mediator in the relationship between these variables. The study was conducted on 143 employees within the Directorate General of Protocol and Consular of the Ministry of Foreign Affairs of the Republic of Indonesia. Variable measurements were carried out using a Likert scale, and data analysis was carried out using the Structural Equation Model (SEM) method using the SMART PLS application. The research results show that psychological well-being significantly affects employee performance through organizational commitment with an estimated coefficient of 0.180, a T-statistic of 3.333, and a P-value of 0.001. Furthermore, work-life balance also significantly affects employee performance through organizational commitment with an estimated coefficient of 0.241, T-statistic of 2.805, and P-value of 0.005. These results confirm that organizational commitment mediates the relationship between psychological well-being and work-life balance on employee performance. These findings provide theoretical contributions to understanding the mechanisms of relationships between variables and practical implications for organizations in improving employee performance. Paying attention to employees' psychological well-being and work-life balance and strengthening organizational commitment can increase work effectiveness and productivity.

Keywords: Psychological Well-being, Work-life Balance, Organizational Commitment, Employee Performance, SEM-PLS.

INTRODUCTION

In an era of intense competition, human resources responsible for planning, implementation, and control greatly determine an organization's performance and achieving its strategic goals. High-performance employees contribute significantly to the company's progress, while a decrease in performance can have a detrimental impact (Ardiani, 2017). Performance is an evaluation of someone's behavior based on predetermined standards, focusing on efforts to exceed expectations (Lijan, 2018). Therefore, optimizing performance is key to increasing individual productivity and organizational competitiveness amidst market dynamics (Fachrezi & Khair, 2020).

This also applies to public institutions and the government sector, where after Law Number 5 of 2014 was enacted concerning State Civil Apparatus (ASN), the new term for the profession of civil servants, government employees, and state apparatus is known as ASN. Optimizing service capabilities and improving community welfare are the main goals of ASNs in bureaucratic reform. However, until now, Indonesian people still consider civil servants unprofessional. They are described as having a low level of professionalism, service capabilities that are not optimal, high levels of corruption, and low welfare, and are also not related to education, achievement, productivity, or employee discipline (Pramusinto *et al.*, 2009). According to (Rahman & Bakri, 2019) this situation causes low civil servant performance in carrying out their responsibilities and responsibilities to serve the community.

Employee performance in the government bureaucratic system is directly correlated with the quality of public services and in strategic environments such as the Directorate General of Protocol and Consular (Ditjen Protkons) of the Ministry of Foreign Affairs of the Republic of Indonesia, which supports Indonesian foreign policy, understanding the factors that influence employee performance is critical to ensure the best service for the community. Based on Minister of Foreign Affairs Regulation Number 6 of 2021, the Directorate General of Protocol and Consular, which is under the supervision of the Minister of Foreign Affairs, established a vision for 2020–2024 to support the Government's vision, namely, "The leader Diplomacy Protection Indonesian Citizens Abroad and Excellent Public Services" in order to realize an Advanced Indonesia that is sovereign, independent, personable and based on cooperation.

High work demands cause fatigue and stress, which is considered a response to situations that are unpredictable, uncontrollable, or exceed capacity (Cohen & Williamson, 1988), with Lazarus and Folkman (1984) stating that stress is an interaction between an individual and his environment, which if not appropriately managed can hurt the psychological well-being of employees, as found in Clemente's study, hezomi, Allahverdi Pour, Jafarabadi, and Safaian (2016).

According to previous research by Ariyanti *et al.* (2022) and Zubair & Kamal (2017), *psychological well-being*, which includes self-acceptance, positive relationships with others, autonomy, environmental control, life purpose, and personal progress, has a significant influence on employee performance because these aspects holistically contribute to emotional and mental balance that has a positive impact on productivity and work commitment.

Psychological well-being has a significant effect on employee performance, enabling them to maximize their energy, thoughts, and skills because the mental abilities and positive attitudes that a person has, both towards themselves and others, encourage them to have a positive attitude when working (Aziza *et al.*, 2023; Rijal & Abdullah, 2020). This positive attitude also encourages achieving clear life goals, making independent decisions, adapting behavior and the environment, and looking for new things to develop one's potential or abilities (Ryff, C.D., & Keyes, C.L. (1995).

Previous research shows that better *psychological well-being* is related to better performance, as found by Sofyanty & Setiawan (2020), Kundi *et al.* (2020), and Sulaikah *et al.*

(2021), where employees with good psychological well-being tend to be more productive, creative, and able to face challenges in the workplace and play an important role in creating a harmonious work environment and supporting collaboration between employees, which in turn strengthens the overall organizational culture.

Other research, such as that conducted by Rijal & Abdullah (2020), Pashiera & Budiono (2023), and Pratama & Endratno (2022), shows that psychological well-being does not have a significant influence on employee performance, that high or low psychological well-being does not significantly influence employee performance.

Besides *psychological well-being*, *work-life balance*, which refers to an individual's ability to balance the demands of work and personal life, is considered an important component that influences employee performance. Good work-life balance conditions can improve employee performance by making them feel calmer, better, and more productive, as well as allowing them to focus more on completing the tasks at hand.

According to Nadu (2015), a person can achieve a balance between personal and work life by maintaining a balance between work and personal responsibilities and responsibilities towards family. However, from an organizational perspective, the challenge lies in creating a supportive work culture so that employees can focus on their work because the company supports *work-life balance* and tends to have employees who are more committed and motivated to provide the best for the company.

Work-life balance has become an important issue in the contemporary world of work, especially in the public sector. Ministries, institutions, and public bodies, the pillars of state administration, have the strategic task of providing good public services. Therefore, the public sector needs to create policies and work environments that support work-life balance and performance, as high workloads and complexity often lead to employee stress and burnout.

Previous research by Tri *et al.* (2021), Ershad *et al.* (2022), Brothers *et al.* (2023), Triana *et al.* (2023), and Govinda *et al.* (2022) found a positive correlation between performance and work-life balance, while Wulandari & Hadi (2021) and (Pradnyani & Rahyuda, 2022) showed that employee performance could be improved by *work-life balance* because employees who can balance their personal and work responsibilities tend to be more productive and happier. Experience reduced stress levels, which creates a more positive work atmosphere and supports collaboration between colleagues.

Several studies have found a positive correlation between work-life balance and performance. However, research by Zafirah and Budiono (2024) and Zerlina and Budiono (2024) shows that work-life balance does not affect work performance. The results of this research strengthen previous research conducted by (Ardiansyah & Surjanti, 2020) and Salmiati & Endratno (2023), which stated that *work-life balance* does not affect *job performance.*

Research shows a clear difference in the impact *of work-life balance* on employee performance. Some studies show a strong impact, while others show a small or negative impact, indicating that other factors may affect *work-life balance*. Therefore, further research is needed to explain this relationship by considering the role of other factors that can mediate or moderate it.

Organizational commitment is one component that can mediate the relationship between psychological well-being, work-life balance, and employee performance. The level of loyalty and attachment shown by an employee to the company, which is called organizational commitment, is one of the factors that can influence employee performance; where those who have high commitment tend to be more motivated to contribute actively in achieving company goals, thus having a positive impact on their performance (Hendri, 2019).

Research by (Fu & Deshpande, 2014), as well as results obtained by (Nabhan & Munajat, 2023) and (Septiandri & Tjahjadi, 2022), shows that organizational commitment

influences employee performance. This research strengthens the idea that employees contribute more to the achievement of organizational goals related to their level of commitment to the organization. Strong organizational commitment can also increase employee loyalty, reduce turnover, and make the workplace more productive and stable.

Due to the inconsistencies in the results of the relationship findings *on psychological well-being* on performance and *work-life balance* on performance, and theoretical explanations and developments in research findings related to organizational commitment above, therefore researchers include the role of organizational commitment to see or test the existence of positive influence or effects from the relationship between independent variables (*psychological well-being* And *work-life balance*) on the dependent variable (employee performance) if mediated by organizational commitment. By entering the role of mediation, it is hoped that this organizational commitment will result in more valid and solid relationships between variables in this research.

There are several main reasons why this research should be carried out. First, the results of previous research on the relationship between psychological health and work-life balance on employee performance are inconsistent. Second, few studies have examined how organizational commitment functions as a mediator in this relationship. Third, no research has examined the relationship between these variables and locus at the Directorate General of Protocol and Consular. Fourth, this research has high practical relevance, especially in the context of the Indonesian Ministry of Foreign Affairs Directorate General of Protocol and Consular, which has a strategic role in diplomacy and consular services.

This research aims to analyze the influence of psychological well-being and work-life balance on employee performance at the Directorate General of Protocol and Consular of the Ministry of Foreign Affairs of the Republic of Indonesia (Ditjen Protkons Kemlu RI), with organizational commitment as a mediating variable. Specifically, this research wants to identify the extent to which psychological well-being and work-life balance can improve employee performance and explore the role of organizational commitment in strengthening this relationship. It is hoped that the results of this research will provide insight for the management of the Directorate General of Protocol and Consular, Ministry of Foreign Affairs of the Republic of Indonesia, in designing strategies to improve employee performance through a more holistic approach, including psychological aspects, work balance and loyalty to the organization.

Literature Review

Psychological well-being, which reflects an individual's ability to set life goals, understand one's potential, establish good relationships with others, and be responsible for oneself, is positively related to better performance, as found in research by Sofyanty & Setiawan (2020) and supported by Ryff and Keyes (1995). The results show that psychological well-being is correlated with better performance, as found in Kundi's study *et al.* (2020), Sulaikah *et al.* (2021), Ariyanti *et al.* (2022), and Zubair & Kamal (2017), so it can be concluded that psychological well-being influences work productivity or employee performance.

H1: It is suspected that there will be a positive and significant influence *of psychological well-being* on employee performance.

Work-life balance, which is defined by Greenhaus and Allen (2011) as a person's ability to balance work demands with personal and family needs, enabling employees to achieve this balance so that they can be happier, healthier, and more productive, as well as experience lower levels of stress, higher job satisfaction, and better performance. Several previous studies, including those conducted by Tri *et al.* (2021), Ershad *et al.* (2022), Brothers *et al.* (2023),

Triana *et al.* (2023), and Govinda *et al.* (2022), show that there is a strong positive correlation between work-life balance and performance, which indicates that employee performance can increase by having a balanced work-life, while studies by (Pradnyani & Rahyuda, 2022; Wulandari & Hadi, 2021) also found a positive and significant relationship between work-life balance and employee performance.
H2: It is suspected that there will be a positive and significant influence of Work *life Balance* on Employee Performance.

Tella, Ayeni, and Popoola (Zulkarnain & Annisa, 2014) state that maintaining organizational commitment to the company is one way to increase employee efficiency and productivity. Also, employees with high organizational commitment tend to perform better than expected (Gul, 2015). Positive psychology, which focuses on maximizing an individual's positive potential, describes psychological well-being, where (Ryff & Singer, 2008) explains that a psychologically healthy individual can accept himself and his past, establish positive relationships, make decisions about his actions, feel his life is meaningful and purposeful, and continue to develop his potential in facing challenges. This psychological well-being is one of many variables that can influence workers' commitment to their company (Zulkarnain & Annisa, 2014).
H3: It is suspected that there will be a positive and significant influence *on psychological well-being* towards Organizational Commitment.

In an increasingly competitive world, personal and professional lives need to be balanced, and companies strive to increase employee commitment through good work-life balance policies because work-life balance is an important factor in retaining employees, where the perception of work balance provides a good sense of well-being. Influence their emotions at work, including productivity and engagement (Anggreni & Santi Budiani, 2021). Research by Ardiansyah & Surjanti (2020), Akter et al. (2020), Oyewobi et al. (2019), Ahn et al. (2022), and Rumangkit & Zuriana (2019) found that work-life balance has a positive and significant effect on organizational commitment, which shows that an increase in the level of employee commitment to the company occurs when there is a balance between work and personal life.
H4: It is suspected that there will be a positive and significant influence on Work-life *Balance* towards Organizational Commitment.

Organizational commitment reflects employees' awareness of the organization's goals and a strong desire to remain a member, where individuals with high commitment will make maximum efforts to help the organization achieve its goals and develop their potential (Kartono, 2020; Musriha & Rosyafah, 2022). Employees with high organizational commitment tend to show better performance than expected, so this commitment is considered a driver of the success of an organization or company (Dewi Susita et al., 2020).
H5: It is suspected that organizational commitment positively and significantly influences employee performance.

Employees with better psychological well-being tend to show higher levels of commitment to their jobs and organizations, so psychological well-being is crucial for their work performance and commitment (Jain & Sullivan, 2019).
H6: It is suspected that there will be a positive and significant influence *on psychological well-being* and employee performance mediated by organizational commitment.

To support employee performance and commitment, implementing balance in work-life is very important, where research by Badrianto & Ekhsan (2021) shows that organizational commitment can mediate the relationship between work-life balance and employee performance, while research by Ardiansyah & Surjanti (2020) reveals that work-life balance

has a significant effect on employee performance which is mediated by organizational commitment, and Oyewobi *et al.* (2019) found that organizational commitment mediates the relationship between organizational performance and work-life balance.
H7: It is suspected that there will be a positive and significant influence *Work life Balance* on Employee Performance mediated by Organizational Commitment.

METHODS

This research is categorized as descriptive quantitative research, which describes or explains the characteristics of the situation or object studied by collecting and analyzing quantitative data and statistical tests. Meanwhile, this research describes and explains matters related to the position of one variable and its relationship with other variables.

This research was carried out at the Directorate General of Protocol and Consular of the Indonesian Ministry of Foreign Affairs on Jalan Pejambon No. 6, Central Jakarta. The population of this research is ASN within the Directorate General of Protocol and Consular, Ministry of Foreign Affairs of the Republic of Indonesia, with 173 employees. Probability sampling was chosen as the sampling technique in this research, namely a sampling technique that provides equal opportunities for all elements or members of the population to be selected as samples (Sugiyono, 2021).

According to Uma Sekaran & Roger Bougie (2016), a sample design and sample size are important to establish the representative nature of the population for the generalizability of research results. The Slovin concept can be applied to sample determination with the following formula:

$$n = \frac{N}{1 + Ne^2}$$

Where:
n = minimum sample size
N = total population
e = allowance for inaccuracy or degree of tolerance.

The degree of tolerance determined at 0.05% is obtained based on an accuracy of 95% minus 100%. The following is a sample calculation using the Slovin formula:

$$n = \frac{173}{1+173\ (0.05)^2}$$
$$n = \frac{173}{1+173\ (0.0025)}$$
$$n = \frac{173}{1+0.4325}$$
$$n = \frac{173}{1.4325}$$
$$n = 120.76$$

The results of calculations using the Slovin formula obtained a sample of 120.76, which can be rounded up to 121 samples, in the sense that the validity of the number of samples/respondents required in this research is a minimum of 121 respondents.

This research uses data analysis techniques with a quantitative approach through the path analysis method to test the direct and indirect influence of psychological well-being and work-life balance on employee performance with organizational commitment as a mediating variable. Data processing was done using SmartPLS statistical software to test the relationship between the variables' validity, reliability, and significance. In addition, multiple regression tests and mediation analysis with the bootstrapping method were used to identify the role of organizational commitment in strengthening the relationship between the independent and dependent variables.

RESULTS AND DISCUSSION

Measurement Model Evaluation (*Outer Model*)

Table 1. Validity Test Results Based on AVE

	AVE	Critical Value	Information
M Organizational Commitment	0,592	>0,5	Valid
X1 Psychological Well-being	0,584	>0,5	Valid
X2 Work Life Balance	0,629	>0,5	Valid
Y Employee Performance	0,816	>0,5	Valid

Source: SmartPLS.4.0 Data Processing Results

Based on the table above, the SEM-PLS outer model estimation analysis results show that the AVE value for each variable meets the criteria, namely, is more significant than 0.5. This indicates that this research data's outer loading and AVE values have met the discriminant validity requirements.

Table 2. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Critical Value	Information
M Organizational Commitment	0,959	0,963	>0,6	Reliable
X1 Psychological Well-being	0,958	0,962	>0,6	Reliable
X2 Work Life Balance	0,962	0,962	>0,6	Reliable
Y Employee Performance	0,971	0,975	>0,6	Reliable

Source: SmartPLS.4.0 Data Processing Results

The table above shows that all variables in this study have composite reliability and Cronbach's alpha values greater than 0.6. Thus, all variables have reached the required level of reliability and are ready to be implemented in hypothesis testing in the inner model.

Structural Model Evaluation (*Inner Model*)

Q-Square predictive relevance (Q2)

Q2 has low prediction accuracy if the value is below 0.25, moderate if the value is between 0.25-0.5, and high if the value is more significant than 0.5. The Q2 quantity has a value range of $0 < Q2 < 1$, where the closer it is to 1, the better the model. The following table shows the results of the Model Strength Evaluation using the Predictive Relevance (Q2) standard.

Table 3. Q2 Results

	SSO	SSE	Q^2 (=1-SSE/SSO)
M Organizational Commitment	2574,000	1885,288	0,268
X1 Psychological Well-being	2574,000	2574,000	
X2 Work Life Balance	2145,000	2145,000	
Y Employee Performance	1287,000	529,024	0,589

Source: SmartPLS.4.0 Data Processing Results

The Q2 result for the Organizational Commitment variable is 0.268, which is moderate, while for the Employee Performance variable, it is 0.589, which is considered high.

R-Square Determination Coefficient (R^2)

The coefficient of determination *R Square* (R2) shows how much the exogenous variable explains the endogenous variable. R-Square is evaluated based on criteria that indicate whether the model has strong, moderate, or weak power. Generally, a good R-Square value is close to 1 or 100%. If the R-value in R2 is getting closer to one, then the independent variables provide all the information needed to estimate the variation of the variable. On the other hand, if the R2 value is close to 0, then the ability of the independent variable to explain variations in the endogenous variable will be increasingly limited. Ghozali (2021) explains that the rule *of thumb* for classifying low, medium, and high R2 values are 0.25, 0.50, and 0.75, respectively. The closer the number is to 1, the more it shows that the prediction has a high level of accuracy.

Table 4. Values *R Square* (R^2)

Variable	*R Square*	R Square Adjusted
M Organizational Commitment	0,470	0,463
Y Employee Performance	0,731	0,725

Source: SmartPLS.4.0 Data Processing Results

The table above shows that the results of the R-Square analysis show that organizational commitment has a value of 0.470, which is categorized as moderate. This indicates that psychological well-being and work-life balance influence 47.0% of organizational commitment. Next, the employee performance variable's value *R-Square* reached 0.731, which is considered high, indicating that employee performance is influenced by *psychological well-being*, *work-life balance*, and organizational commitment 73.1.

Hypothesis Testing

Table 5. Hypothesis Testing Results

	Estimate	T Statistics (|O/STDEV|)	P Values	Is
M Organizational Commitment -> Y Employee Performance	0,541	4,612	0,000	Say
X1 Psychological Well-being -> M Organizational Commitment	0,333	3,462	0,001	Say
X1 Psychological Well-being -> Y Employee Performance	0,248	2,200	0,028	Say
X2 Work Life Balance -> M Organizational Commitment	0,445	5,505	0,000	Say
X2 Work Life Balance -> Y Employee Performance	0,195	1,993	0,047	Say

Source: SmartPLS.4.0 Data Processing Results

This research uses T-statistics and P-values analysis to test hypotheses about the relationship between hypothesized variables. According to Ghozali (2021), the hypothesis will be accepted if the T-statistics value (at the 5% significance level) exceeds 1.96 and the P-value is below 0.05. The following are the results of hypothesis testing.

H1: *Psychological Well-being* significant positive effect on Employee Performance

The hypothesis testing results show a significant favorable influence between *Psychological Well-being* and Employee Performance. This is shown by the T-Statistics value, which reached 2.200 (higher than 1.96), and the P-Values value of 0.028 (less than 0.05). So, it can be concluded that the hypothesis states that a significant favorable influence between *Psychological Well-being* and Employee Performance is accepted.

H2: *Work Life Balance* significant positive effect on Employee Performance

The results of hypothesis testing show a significant favorable influence between Work-Life Balance and Employee Performance. This is shown by the T-Statistics value, which reached 1.993 (exceeding 1.96), and the P-Values value of 0.047 (below 0.05). So, it can be concluded that the hypothesis states that a significant favorable influence between *Work-Life Balance* and Employee Performance is accepted.

H3: *Psychological Well-being* significant positive effect on Organizational Commitment

The hypothesis test results show a significant favorable influence between *Psychological Well-being* and Organizational Commitment, with a T-Statistics value of 3.462 (greater than 1.96) and a P-value of 0.001 (less than 0.05). Thus, it can be concluded that the hypothesis reveals a significant favorable influence between *Psychological Well-being* and Organizational Commitment is accepted.

H4: *Work Life Balance* significant positive effect on Organizational Commitment

Based on hypothesis analysis, there is a significant positive influence between *Work-Life Balance* and Organizational Commitment, indicated by a T-Statistics value of 5.505 (greater than 1.96) and a P-Values value of 0.000 (less than 0.05). Thus, it can be concluded that the hypothesis states that there is a significant positive influence between *Work-Life Balance* and Organizational Commitment is accepted.

H5: Organizational Commitment significant positive effect on Employee Performance

The hypothesis testing results show a significant positive impact between Organizational Commitment and Employee Performance. This can be seen from the T-Statistics value, which reached 4.612 (above 1.96), and the P-Values value, which was 0.000 (below 0.05). Thus, it can be concluded that the hypothesis that there is a significant positive influence between Organizational Commitment and Employee Performance is accepted.

Mediation Analysis

Table 6. Mediation test results

Relationship Path	Estimate	T Statistics (|O/STDEV|)	P Values	Is
X1 Psychological Well-being -> M Organizational Commitment -> Y Employee Performance	0,180	3,333	0,001	Say
X2 Work Life Balance -> M Organizational Commitment -> Y Employee Performance	0,241	2,805	0,005	Say

Source: SmartPLS.4.0 Data Processing Results

H6: *Psychological Well-being* has a significant positive effect on Employee Performance through Organizational Commitment as a mediator

The hypothesis analysis results show a significant favorable influence between *Psychological Well-being* and Employee Performance mediated by Organizational Commitment. This is indicated by the T-Statistics value of 3.333, which exceeds the threshold of 1.96, and the P-Values value of 0.001, below 0.05. Thus, it can be concluded that the hypothesis revealing a significant favorable influence between Psychological Well-being and Employee Performance through Organizational Commitment as a mediator variable is accepted.

H7: *Work Life Balance* has a significant positive effect on Employee Performance through Organizational Commitment as a mediator

The hypothesis testing results indicate a significant favorable influence between *work-life balance and* employee performance, with organizational commitment as a mediator. This is shown by the T-Statistics value, which reached 2.805 (greater than 1.96), and P-Values of 0.005 (less than 0.05). Thus, it can be interpreted that the hypothesis indicates a significant favorable influence between *Work-Life Balance* and Employee Performance, with organizational commitment as an accepted link.

Discussion

Influence *Psychological Well-being* on Employee Performance

Findings from hypothesis testing indicate that psychological well-being (PWB) has a positive and significant effect on employee performance. The impact on employee performance is also significant, shown by the T-statistic value of 2.200 (> 1.96) and P-values of 0.028 (less than 0.05). This indicates that a higher level of psychological well-being in employees will be directly proportional to their increased performance.

These results are consistent with previous trials and confirm that psychological well-being is an important factor in improving performance. Research by Wright & Cropanzano (2000) shows that psychological well-being is positively correlated with job performance in terms of task aspects and organizational behavior. Moreover, a study by Robertson & Cooper (2011) found that employees with high psychological well-being tend to perform at a better level of work, increasing productivity and effectiveness.

(Ryff & Singer, 2008) explains that psychological well-being is when a person feels emotional stability, satisfaction in life, and a positive perception of himself and his environment. Employees with high psychological well-being are usually motivated, focused on work, and more effectively manage work stress (Diener et al., 2018).

Based on empirical findings and supporting theory, hypothesis H1 is that psychological well-being positively and significantly impacts employee performance. Companies must pay attention to employee psychological well-being to increase productivity and performance.

Influence *Work Life Balance* to Employee Performance

The results of the hypothesis analysis indicate that work-life balance (WLB) has a significant positive impact on employee performance. These results show that the better the employee's work-life balance, the higher their performance.

The view proposed by (Greenhaus & Allen, 2011) also aligns with this study's findings. In this theory, balance between work and life is seen as a person's ability to manage the demands of work and personal life proportionally. This can increase work productivity and the mental well-being of employees. This balance allows employees to increase productivity, experience greater job satisfaction, and reduce fatigue caused by work pressure.

The study conducted by Kossek, Baltes, et al., (2011) also supports these results, finding that *Work-Life Balance* Good ones contribute to individual performance and impact employee loyalty and engagement with the organization. Employees at the Director General of Protocol and Consular Affairs at the Indonesian Ministry of Foreign Affairs have complex work dynamics, considering that work demands in the protocol and consular field involve interaction with various parties. Work-life balance is important for productivity, work effectiveness, and employee welfare.

Influence *Psychological Well-being* towards Organizational Commitment

The results of the hypothesis analysis indicate that *Psychological Well-being has a positive* and significant effect on Organizational Commitment. This is indicated by the T-Statistics value of 3.462 (exceeding 196) and P-Values of 0.001 (below 0.05). According to the

hypothesis testing criteria, the value obtained shows that the better *the Psychological Well-being* of employees, the higher their commitment to the organization.

This finding is consistent with theory and previous research conducted by Ryff & Singer (2008), which indicated that a high level of Psychological Well-being facilitates employees' more effective dealing with work stress, increases their satisfaction with work, and strengthens their commitment to the organization. Employees with good psychological well-being tend to show more substantial affective commitment, namely deep emotional attachment to the organization (Meyer & Allen, 1991).

This is also reinforced by the research results by Keyes & Waterman (2003), which state that individuals with psychological *well-being and those* with high levels are more likely to feel connected to the organization's values and have a strong self-drive to contribute better at work. Wright & Cropanzano (2000) concluded that employees' psychological well-being directly impacts productivity and organizational engagement.

Influence *Work Life Balance* towards Organizational Commitment

The results of the hypothesis analysis indicate that Work-Life Balance (WLB) has a positive and significant influence on organizational commitment, with T-Statistics reaching 5.505 (exceeding 196) and P-Values of 0.000 (less than 0.05). This research indicates that employee dedication to the organization increases with better harmonization between work and personal lives.

Balance between work and personal life refers to a situation in which a person can manage his time and energy between the demands of professional and personal life without experiencing significant conflict (Greenhaus & Allen, 2011). Employees who successfully balance professional duties and personal life usually experience greater job satisfaction, reduced stress, and increased organizational loyalty (Kossek, Pichler, et al., 2011).

Organizational commitment refers to an employee's level of attachment to the organization and his desire to continue participating in it and strive to achieve its goals (Meyer & Allen, 1991).

This study's findings are consistent with several previous studies indicating a favorable relationship between WLB and commitment to the organization. For example, (Aryee et al., 2005) revealed that WLB policies and practices can increase job satisfaction and employee engagement with the organization.

Casper et al., (2017) reported that organizations that offer work flexibility and support their employees' WLB can increase practical commitment and reduce turnover intentions. Koubova & Buchko (2013) stated that employees with a good work-life balance tend to have a stronger emotional attachment to the organization and higher motivation to achieve company goals.

The Influence of Organizational Commitment on Employee Performance

The results of hypothesis testing indicate that Organizational Commitment has a positive and significant impact on Employee Performance, with a T-Statistics value reaching 4.612 (greater than 1.96) and a P-value of 0.000 (smaller than 0.05). These findings indicate that employees with outstanding organizational commitment tend to perform better.

According to (Meyer & Herscovitch, 2001), strong organizational commitment, especially in the affective dimension, can improve employee performance because they are more motivated, loyal, and willing to contribute.

Previous studies also indicate a positive relationship between Organizational Commitment and employee performance. For example, Azeem (2010), in his research in the public sector, found that high commitment to the organization plays a role in improving individual performance and organizational efficiency. Suliman and Iles (2000) stated that

employees with a high organizational commitment tend to show good work attitudes, are more involved in their tasks, and achieve more satisfying work results. Yulia et al. (2022) and Tambrin et al. (2018) revealed that a higher level of organizational commitment would be directly proportional to increased employee performance, based on their research in the public health sector.

Influence *Psychological Well-being* on Employee Performance through Organizational Commitment as a mediator

The results of the hypothesis analysis show that Psychological Well-Being (PWB) has a positive and significant impact on Employee Performance, with Organizational Commitment functioning as a mediator. Employees with good psychological well-being tend to be more motivated, productive, and active in their work, which can ultimately improve their performance (Diener et al., 2018).

Organizational commitment is an important factor that bridges the relationship between Psychological Well-being and Employee Performance. Meyer et al. (1993) state that employees with a high level of psychological well-being tend to be more loyal, have strong emotional ties to the organization and show high emotional commitment. This increases the intrinsic drive to make maximum organizational contributions (Meyer et al., 2002).

The T-statistic value of 3.333 (greater than 1.96) indicates a statistically significant relationship with a confidence level of 95%. A P-value of 0.001 (<005) indicates that the probability of error in concluding this relationship is minimal, thus ensuring that this relationship is genuine and not just a coincidence.

Influence *Work Life Balance* on Employee Performance through Organizational Commitment as a mediator

Based on the hypothesis test results, the T-Statistics value of 2.805 indicates that the tested effect has strong significance, exceeding the critical limit of 1.96 at the 5% significance level ($\alpha = 0.05$). In addition, the P-value reached 0.005, which is lower than 0.05, indicating that the relationship has statistical significance. Thus, the hypothesis can be accepted that Work-Life Balance has a significantly positive effect on Employee Performance through Organizational Commitment as a mediator. These findings indicate that harmony between employees' work responsibilities and personal lives can strengthen their dedication to the organization, positively affecting employee performance.

state that Work-Life Balance is a situation where a person can balance the demands of work and personal life without facing significant conflict. Employees who successfully balance work responsibilities and personal life tend to feel more satisfied with their work and form deeper emotional ties to the organization.

Meyer & Allen (1991) divide organizational commitment into three components: affective (emotional) commitment, continuance commitment (sustainability), and normative (moral) commitment. Good Work-Life Balance can increase affective commitment because employees feel more emotionally connected to the organization and are willing to perform their best.

A study by Karatepe & Karadas (2015) shows that achieving a better balance between personal life and work can increase participation in work and loyalty to the organization, contributing to improved employee performance.

CONCLUSION

Based on the research results, psychological well-being and work-life balance positively and significantly affect employee performance at the Directorate General of Protocol and Consular, Ministry of Foreign Affairs of the Republic of Indonesia. Employees with a high

psychological well-being and a good balance between work and personal life tend to show more optimal performance. In addition, organizational commitment is proven to play a mediating role in this relationship, where employees who have a high level of commitment to the organization can strengthen the impact of psychological well-being and work-life balance on their performance. These findings emphasize that organizations must pay attention to employees' psychological well-being and work balance to increase productivity and work effectiveness sustainably. Therefore, the Directorate General of Protocol and Consular, Ministry of Foreign Affairs of the Republic of Indonesia, is advised to develop policies and programs that support employee welfare to strengthen organizational commitment and improve overall performance.

REFERENCES

Anggreni, A. S., & Santi Budiani, M. (2021). Hubungan Antara Work-Life Balance Dengan Komitmen Organisasi Pada Pegawai Bank Rakyat Indonesia (Bri) Cabang Trenggalek. *Jurnal; Penelitian Psikologi* , *8*(8).

Ardiani, W. (2017). Determinasi Kepuasan Kerja Karyawan (Studi pada Perusahaan Finance di Medan). *Jurnal Ilman*, *5*(1).

Ardiansyah, C. A., & Surjanti, J. (2020). Pengaruh Work Life Balance terhadap Kinerja Karyawan melalui Komitmen Organisasi pada Karyawan PT. Bhinneka Life Indonesia Cabang Surabaya. *Jurnal Ilmu Manajemen*, *8*(4). https://doi.org/10.26740/jim.v8n4.p1211-1221

Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, *90*(1). https://doi.org/10.1037/0021-9010.90.1.132

Azeem, S. M. (2010). Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Psychology*, *01*(04). https://doi.org/10.4236/psych.2010.14038

Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, *4*(2), 951–962.

Casper, W. J., Vaziri, H., Wayne, J. H., DeHauw, S., & Greenhaus, J. (2017). The jingle-jangle of work-nonwork balance: A comprehensive and meta-analytic review of its meaning and measurement. *Journal of Applied Psychology*, *103*(2). https://doi.org/10.1037/apl0000259

Cohen, S., & Williamson, G. M. (1988). Perceived Stress in a Probability Sample of the United States. In S. Spacapan & S. Oskamp (Eds.). *The Social Psychology of Health*, *13*.

Dewi Susita, Widya Parimita, & Sofiana Setyawati. (2020). PENGARUH MOTIVASI KERJA DAN KOMITMEN ORGANISASI PADA KINERJA KARYAWAN PT X. *JRMSI - Jurnal Riset Manajemen Sains Indonesia*, *11*(1). https://doi.org/10.21009/jrmsi.011.1.010

Diener, E., Oishi, S., & Tay, L. (2018). Advances in subjective well-being research. *Nature Human Behaviour*, *2*(4). https://doi.org/10.1038/s41562-018-0307-6

Fu, W., & Deshpande, S. P. (2014). The Impact of Caring Climate, Job Satisfaction, and Organizational Commitment on Job Performance of Employees in a China's Insurance Company. *Journal of Business Ethics*, *124*(2). https://doi.org/10.1007/s10551-013-1876-y

Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. *Handbook of Occupational Health Psychology (2nd Ed.)., August*.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles . *Academy of Management Review*, *10*(1). https://doi.org/10.5465/amr.1985.4277352

Gul, Z. (2015). Impact of Employee Commitment on Organizational Development. In *FWU Journal of Social Sciences, Winter 2015: Vol. Vol.9*.

Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, *68*(7). https://doi.org/10.1108/IJPPM-05-2018-0174

Karatepe, O. M., & Karadas, G. (2015). Do psychological capital and work engagement foster frontline employees' satisfaction?: A study in the hotel industry. *International Journal of Contemporary Hospitality Management*, *27*(6). https://doi.org/10.1108/IJCHM-01-2014-0028

Kartono, K. (2020). The Knowledge Sharing, Individual Innovation Capability dan Komitmen Organisasi Terhadap Kinerja Pegawai. *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*. https://doi.org/10.24843/matrik:jmbk.2020.v14.i02.p02

Keyes, C. L. M., & Waterman, M. B. (2003). Dimensions of well-being and mental health in adulthood. In *Well-Being: Positive Development Across the Life Course*. https://doi.org/10.4324/9781410607171

Kossek, E. E., Baltes, B. B., & Matthews, R. A. (2011). How Work-Family Research Can Finally Have an Impact in Organizations. *Industrial and Organizational Psychology*, *4*(3). https://doi.org/10.1111/j.1754-9434.2011.01353.x

Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work-family conflict: A meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support. *Personnel Psychology*, *64*(2). https://doi.org/10.1111/j.1744-6570.2011.01211.x

Koubova, V., & Buchko, A. A. (2013). Life-work balance: Emotional intelligence as a crucial component of achieving both personal life and work performance. *Management Research Review*, *36*(7). https://doi.org/10.1108/MRR-05-2012-0115

Lijan, S. P. (2018). Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja. In *PT Bumi Aksara*.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89. https://doi.org/10.1016/1053-4822(91)90011-Z

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538. https://doi.org/10.1037/0021-9010.78.4.538

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3). https://doi.org/10.1016/S1053-4822(00)00053-X

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, *61*(1), 20–52. https://doi.org/10.1006/jvbe.2001.1842

Musriha, M., & Rosyafah, S. (2022). The influence of Leadership Competencies, Organizational Commitment and Job Climate on Organizational citizenship behavior (OCB) and impact Employee Performance at PT Japfa Comfeed Indonesia Tbk. *Ekonika : Jurnal Ekonomi Universitas Kadiri*, *7*(1). https://doi.org/10.30737/ekonika.v7i1.2738

Nabhan, F., & Munajat, M. (2023). The role of work engagement and organizational commitment in improving job performance. *Cogent Business and Management*, *10*(2). https://doi.org/10.1080/23311975.2023.2235819

Pradnyani, N. W. S., & Rahyuda, A. G. (2022). Peran stres kerja dalam memediasi pengaruh work-life balance dan kompetensi terhadap kinerja pegawai. *Jurnal Ilmu Manajemen*, *10*(3).

Rahman, A., & Bakri, R. (2019). Penataan Pengelolaan Aparatur Sipil Negara (ASN) melalui Dynamic Governance. *Jurnal Konstituen*, *1*(1). https://doi.org/10.33701/jk.v1i1.309

Robertson, I., & Cooper, C. (2011). Well-being: Productivity and happiness at work. In *Well-being: Productivity and Happiness at Work*. https://doi.org/10.1057/9780230306738

Ryff, C. D., & Singer, B. H. (2008). Know thyself and become what you are: A eudaimonic approach to psychological well-being. *Journal of Happiness Studies*, *9*(1). https://doi.org/10.1007/s10902-006-9019-0

Septiandri, S., & Tjahjadi, K. (2022). Pengaruh Budaya Organisasi, Komitmen Organisasi, Kompensasi Dan Etos Kerja Terhadap Kinerja Karyawan. *E-Jurnal Manajemen Trisakti School Of Management (Tsm)*, *2*(4), 161–172. https://doi.org/10.34208/ejmtsm.v2i4.1777

Sugiyono. (2021). Quantitative, Qualitative and R & D Research Methods. *Journal of Chemical Information and Modeling*, *53*(9).

Uma Sekaran, & Roger Bougie. (2016). Research Method for Business Textbook (A Skill Building Approa). *United States: John Wiley & Sons Inc.*

Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, *5*(1). https://doi.org/10.1037/1076-8998.5.1.84

Wulandari, M., & Hadi, H. K. (2021). Peran Job Satisfaction sebagai Variabel Intervening antara Work Life Balance terhadap Employee Performance. *Jurnal Ilmu Manajemen*, *9*(2). https://doi.org/10.26740/jim.v9n2.p816-829

Yulia, N. N. R., Putro, S. E., & Indriawati, A. (2022). The Effect of Transformational Leadership, Work Motivation, and Organizational Commitment on Job Satisfaction and Performance on Medical and Paramedical Personnel (Case Study at Public Health Center in Indonesia). *IAR Journal of Business Management*, *3*(01). https://doi.org/10.47310/iarjbm.2022.v03i01.004

Zulkarnain, & Annisa. (2014). Komitmen Terhadap Organisasi Ditinjau Dari Kesejahteraan Psikologis Pekerja. *INSAN*, *15*(April 2013).