

Married Female Employees' Work-Life Balance and Job Performance: The Role of Affective Commitment

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ABSTRACT

The role of working women has evolved because of changes in economic conditions and social demands in recent years. Many married women have become economic contributors to their families. However, they struggle with pressure on handling their jobs and maintaining family integrity. Can married female employees' job performance be enhanced by work-life balance or others? This study aimed to examine the effects of work-life balance and affective commitment on married female employees' job performance in Indonesia.

A structural equation modeling-partial least square was used to analyze the responses gathered via a questionnaire survey from married female employees working in the banking sector in Indonesia. Results showed that work-life balance significantly affected job performance. Affective commitment mediated the relationship between work-life balance and job performance. This study revealed that work-life balance not only directly affected job performance but also

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indirectly influenced it through affective commitment. This study also discussed the implications for married female employees' balancing of family and work.

Keywords: Affective commitment, employees' performance, female workers, work-life balance

INTRODUCTION

In the past, women were analogous to housewives. As such, only a few of them went out for work. A limited number of women were educated because they were forced to be under the superiority and generosity of their fathers or husbands (Delina & Raya, 2013). With the rapid growth of economic development, some women have received education and opened their minds to modern society. Education not only empowers women but also creates more career opportunities for them. In the current era of the knowledge economy, brainpower is more essential than endurance or physical strength, inspiring female workers to surge in every industry as equals of men (Kim, 2014).

This phenomenon reflects a dilemma among many female workers who are married because they have to perform multiple tasks at home and in workplaces. They are obligated to take care of their families while under work-related pressure. As a result, many female employees have experienced difficulties in considering work and family life (Casper et al., 2011). This condition can potentially affect the integrity of female employees who lose focus on

their tasks. In general, a female worker prioritizes her family over her career. A work-life imbalance is an essential reason for employees to leave their job, especially for married female workers (Kossek et al., 2014). It can harm sustainable people management in organizations, which in turn can damage effectively and efficiently sustainable organization goals (Pfeffer, 2010). Thus, balancing work and family life is one of the greatest challenges faced by both organizations and female employees.

Work-life balance has become a strategic management issue because work-life balance produces positive outcomes, such as organizational citizenship behavior (Lambert, 2000), in-role performance, firm productivity (Konrad & Mangel, 2000; Shepard et al., 1996), employee turnover, work engagement, job satisfaction, and organizational commitment (Wang & Walumbwa, 2007). Previous studies also described the essential role of work-life balance associated with the psychological well-being of individuals and the overall sense of harmony in life, which is an indicator of the balance between job and family roles (Clark, 2000; Marks & MacDermid, 1996). Other studies have indicated that employees and organizations benefit from the success of the balance between employees' work and family life (Greenhaus & Powell, 2006). When employees have an imbalanced state between work and life, their primary domain of personal lives is threatened. In the workplace, a lack of balance between work and life diminishes employees'

performances (Harrington & Ladge, 2009; Parkes & Langford, 2008) or results in absenteeism. Conversely, a balance between work and life can improve one's prosperity and family satisfaction (Grzywacz, 2000) and organizational commitment (Cegarra-Leiva et al., 2012; Magnini, 2009; Wayne et al., 2004). The balanced experience between work and life enhances employee's work engagement and job performance (Carlson et al., 2008).

Previous studies have investigated work-life balance and its effect on employees' attitudes and behaviors (Carlson et al., 2008; Cegarra-Leiva et al., 2012; Magnini, 2009). Interestingly, a majority of studies that address the topic of work-life balance have been conducted outside Southeast Asian societies, which has different cultural characteristics and industrial structures (Hofstede et al., 2010; Spector et al., 2004). Initial evidence has explored factors affecting work-life balance in Southeast Asia, such as Malaysia context (Au & Ahmed, 2014). However, the relationship between work-life balance and job performance for married female employees in Southeast Asian regions, such as Indonesia is still unknown. Specifically, this study investigated married female employees in Indonesia, which has a conservative culture. Based on existing works, this study aimed to examine the role of affective commitment mediating the influence of work-life balance on married female employees' job performance in Indonesia.

LITERATURE REVIEW AND HYPOTHESES

Married Female Employees' Work-life Balance

Work-life balance, especially for married female employees, has become a strategic issue in the management field. In general, work-life balance is defined as "an overall level of contentment resulting from an assessment of one's degree of success at meeting work and family role demands" (Valcour, 2007). Furthermore, Clark (2000) also defined work-life balance as "satisfaction and good function, at home and work, with a minimum level of role conflict." Kalliath and Brough (2008) outlined work-life balance into six definitions. *First*, as multiple roles, work-life balance refers to having both positive and negative influences in the relationship between family life and work and vice versa. *Second*, as equity across multiple roles, work-life balance refers to three components of balance, namely, satisfaction balance, involvement balance, and time balance. *Third*, as satisfaction between multiple roles, work-life balance refers to the satisfaction of activities at home and at work with low levels of conflict. *Fourth*, as a fulfillment of role salience between multiple roles, work-life balance refers to a range of levels of effectiveness and satisfaction of an individual in his or her role in work or at home in accordance with an individual's priorities at a specific time. *Fifth*, as a relationship between conflict and facilitation, work-life balance is the

low level of conflict and the presence of facilitation: “low levels of inter-role conflict and high levels of inter-role facilitation represents work-family balance” (Frone, 2003). *Sixth*, as perceived control between multiple roles, work-life balance refers to a level of autonomy that an individual must be able to have in fulfilling the demands of his or her multiple roles.

Past theoretical approaches have described the concept of work-life balance in two perspectives (Haar, 2013). Some studies used a negative perspective, namely work-life conflict (e.g., Frone et al., 1992; Powell et al., 2009) as a way to reflect the quality of fit between one’s job life with one’s family life. Work-family conflict refers to “meeting one’s family role expectations is perceived to be incompatible with meeting the role demands of one’s job, and vice versa” (Frone & Rice, 1987). Work-family conflict concept has bidirectional nature where one’s job experience interferes with one’s family life and vice versa. Other studies used a positive perspective, namely work-life enrichment or work-life facilitation (e.g., Greenhaus & Powell, 2006), as a way to reflect work-life interface conditions. Work-life enrichment refers to “the extent to which experiences in one role improve the quality of life in the other role” (Greenhaus & Powell, 2006). Work-life enrichment concept is considered as a bidirectional like work-family conflict concept where one’s experience in work improves the quality of family life and vice versa.

Currently, some studies define work-life balance as the level of employees’ satisfaction

assessed from their success in fulfilling the demands of work responsibilities and roles in family life (Haar, 2013; Haar et al., 2014; Kossek et al., 2014). Married female employees’ work-life balance is a perceived phenomenon characterized by “a sense of having achieved a satisfactory resolution of the multiple demands of work and family domains” (Higgins et al., 2000). A work-life balance condition for married female employees describes a positive experience or affective outcome perceived from successfully balancing their roles in the workplace and at home (Greenhaus et al., 2003; Thornthwaite, 2004; Valcour, 2007). Work-life balance reduces the level of work-life conflict (Carlson et al., 2009), which reflects an individual’s orientation regarding different life roles and inter-role phenomenon (Delina & Raya, 2013; Marks & MacDermid, 1996; Parkes & Langford, 2008). Work-life balance is viewed as the absence of work-life conflict (Greenhaus & Allen, 2011).

Job Performance

Williams and Anderson (1991) divided individual performance into two types: organizational citizenship behavior and in-role behavior. Organizational citizenship behavior is defined as an individual’s behavior that is not directly or explicitly recognized by the formal system of organizations in his or her workplace but can improve organizational functions to be effective and efficient. In-role behavior, also known as job performance, is the quality and quantity achieved by employees in carrying

out their duties in their work following the responsibilities that have been given to them (Mangkunegara, 2010). This study focused on the job performance of married female employees. Employees who have a high job performance always complete the work assigned to them, fulfill the responsibilities specified in their job descriptions, and perform activities that directly have an impact on the performance of their group or organization as a whole.

Affective Commitment

The concept of employees' commitment has been recognized as an essential concept in the study of work attitudes and behavior in the workplace (Allen & Meyer, 1990, 1996; Haque et al., 2019; Presbitero et al., 2018). In general, employees' commitment to their organization is defined as "a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization" (Allen & Meyer, 1996). Commitment is a multidimensional concept, which consists of three dimensions (Allen & Meyer, 1990, 1996; Meyer et al., 1993): (1) continuance commitment, which is "commitment based on an employee's recognition of the costs associated with leaving his or her organization" (Allen & Meyer, 1996); (2), normative commitment, which is an "employee's feeling of obligation to remain with his or her organization" (Allen & Meyer, 1990); and (3) effective commitment, which is an emotional attachment of a worker who is dedicated to his or her workplace and enjoys

being a member of his or her organization (Allen & Meyer, 1990). This study focuses on the third commitment which is affective commitment. Employees with a strong affective commitment willingly work for their organizations and have confidence in the acceptance of organizational values and goals (Glazer & Kruse, 2008).

Married Female Employees' Work-Life Balance and Job Performance

Psychological prosperity and harmony that a worker feels in his or her life, such as work-life balance, help them concentrate on their jobs, resulting in enhanced outcomes (Netemeyer et al., 2005). Work-life balance positively affects individual performance (Cegarra-Leiva et al., 2012; Harrington & Ladge, 2009; Magnini, 2009; Parkes & Langford, 2008). According to affective event theory (AET), the affective experience of employees at events determines their work attitude and behavior (Weiss & Cropanzano, 1996). Married female employees' work-life balance is a positive affective outcome that arises from conducive work conditions determined by an effective job design. This design will increase the employees' resources to attain a balance between work responsibilities and roles in family life (Bailyn, 2006). Working conditions such as work hours, job complexity, and control over work time determine employees' perceptions of work-life balance (Valcour, 2007). Employees react to working conditions that they experience. This condition may encourage their affective state, while other conditions likely yield positive and negative

experiences. Employees' positive workplace experiences, such as being able to fulfill work responsibilities supported by fulfilling roles in their family life at home, may determine a positive affective outcome that ultimately shapes work attitude and behavior in their workplaces. Based on this discussion, the current study assumes that the outcome of the positive experience felt by employees regarding the success of balancing work and family life determines positive behaviors, such as high job performance. Conversely, the results of negative experiences felt by employees regarding failure to balance work and family life (high levels of work-life conflict) likely have a negative impact on jobs, such as decreased levels of their performance. Furthermore, the present study predicts that married female employees who perceive a work-life balance may perform well in workplaces. The first hypothesis is formulated as follows:

Hypothesis 1. Married female employees' work-life balance positively affects their job performance.

Married Female Employees' Work-Life Balance and Affective Commitment

An employee who perceives a balanced combination of work and life (Thorntwaite, 2004) may tend to have a high emotional bond with other workers in an organization that emits every effort to the organization (Meyer et al., 1989). Work-life balance positively influences affective commitment (Choi et al., 2018; Kim & Ryu, 2017; Muse et al., 2008). The current study assumes that the outcome of the positive

experience felt by employees regarding the success of balancing work and family life may shape a high emotional bond between employees and their organizations. Conversely, work disruptions on the family and family disruption on work negatively influence affective commitment, causing employees' low emotional bond with their workplaces (Allen et al., 2000; Netemeyer et al., 1996; Streich et al., 2008). Based on the discussions above, the second hypothesis is formulated as follows:

Hypothesis 2. Married female employees' work-life balance positively influences their affective commitment.

Affective Commitment and Job Performance

High emotional bond in an organization causes employees to have a high affective commitment that further encourages them to remain loyal to their organization (Meyer et al., 1989). This condition motivates employees to exert efforts to help their organizations, so high emotional bond becomes the driving force that makes workers contribute to the improvement of their performance. This explanation is reinforced by Gerrig and Zimbardo (2002), who justified that raised emotions caused actions. Thus, when employees have an affective commitment to their organizations, these emotions motivate their working behaviors. Many experts have studied the structural relationship between affective commitment and performance (Mathieu & Zajac, 1990; Mayer & Schoorman, 1992; Swailes, 2004; Vandenberghe et al., 2004).

Affective commitment positively influences employees' performance (Van Gelderen & Bik, 2016), indicating that a high level of employees' affective commitment to their organization possibly leads to their increased performance. Conversely, lack of employees' affective commitment to their organization causes negative effects, such as low performance (Chen & Francesco, 2003; Mayer & Schoorman, 1992; Swailes, 2004; Vandenberghe et al., 2004; Van Gelderen & Bik, 2016). The current study argues that female employees' affective commitment may influence their job performance. Based on the above explanation, another hypothesis is formulated as follows:

Hypothesis 3. Affective commitment positively influences women employees' job performance.

Mediating Role of Affective Commitment

Both positive and negative experiences in balancing roles at work and at home may determine work attitude and behavior as described by AET (Weiss & Cropanzano, 1996). Workers who can perceive a balanced combination of work and life may result in a high emotional bond between workers and organizations in the form of affective commitment (Kim & Ryu, 2017; Thornthwaite, 2004). When an employee's emotional bond with work increases, his or her emotion serves as a driving force that improves his or her job performance (Van Gelderen & Bik, 2016). Therefore, a balance between work and life held by workers triggers their strong emotional

bond toward their workplaces and improve their job performance. Conversely, negative experiences are perceived by employees when they fail to balance work and family life; in other words, they feel that high levels of work-life conflict may cause employees' weak emotional bond toward their workplaces (Allen et al., 2000; Netemeyer et al., 1996; Streich et al., 2008), possibly decreasing employees' job performance (Chen & Francesco, 2003; Mathieu & Zajac, 1990; Mayer & Schoorman, 1992; Swailes, 2004; Van Gelderen & Bik, 2016). Based on the explanation above, the fourth hypothesis is formulated as follows:

Hypothesis 4. The relationship between married female employees' work-life balance and their job performance is mediated by affective commitment.

METHOD

Sample

Data were collected by sending questionnaires to married female employees who worked at 50 banks within two cities in Indonesia via a convenience sampling method. This method was used because collecting data in the Indonesian context tended to be difficult and might be rejected by either companies or employees who served as respondents. The banking industry was chosen because married females' work activities greatly influence the patterns of employees' family life, and *vice versa* (Dugdill, 2000). All working days become very full and do affect married female employees' family life. Their activities in

the workplace coerce all family activities at home into the weekends. Hence, gathering data from married females' employees in the banking industry seems appropriate to investigate married females' work-life balance and its effect.

A total of 500 questionnaires were sent via postal mail, and 211 responses were retrieved, yielding a 42.2% response rate. A total of 206 effective samples were collected because four questionnaires were dropped due to incomplete responses. The majority of the respondents (83.5%) had children and generally had a good level of education; that is, 70.9% of the respondents held a higher education degree. Furthermore, 60.2% of the respondents had more than 5 years of working experience.

Measures

Work-life balance was measured by using previously developed instruments (Delina & Raya, 2013), which consists of 10 items, such as "my relationship with my family is suffering because of the pressure or long hours of my work" and "my family is missing out on my input, either because I do not see enough of them, or I am too tired." The work-life balance was further measured using reverse coding the negative direction with Likert's scale from 1 (strongly agree) to 5 (strongly disagree). A higher score reflects a work-life imbalance. Conversely, a lower score reflects a work-life balance. The level of reliability of these items was above the conventional standard ($\alpha = 0.950$).

Measurement of *affective commitment* was originally developed by Allen and

Meyer (1990) using a 24-item instrument, which was later modified by Meyer et al. (1993) to 18 items. Six items in this instrument were designed to measure affective commitment. The respondents self-reported their perceptions on an affective commitment by using Likert's scale from 1 (has a weak affective commitment) to 5 (has a strong affective commitment). Some examples of the items were "I really feel as if this organization's problems are my own" and "I would be very happy to spend the rest of my career with this organization." The level of reliability of these items was above the conventional standard ($\alpha = 0.849$).

Female employees' performance was measured using a 10-item instrument adapted from Williams and Anderson (1991). Some examples of the items were "During the past year, how often have you acted in the following manner when carrying out a job: (1) Adequately complete the assigned duties; (2) Fulfill responsibilities specified in the job description." The respondents rated their agreements with a Likert scale from 1 (below-average level of job performance) to 5 (above-average level of job performance). The level of reliability of these items was above the conventional standard which is ($\alpha = 0.972$).

Table 1 shows the minimum and maximum values, the mean, and the standard deviation of each variable. The average scores in terms of work-life balance ($M=3.39$), affective commitment ($M=3.07$), and job performance ($M=3.4$) of married female employees in Indonesia were within the average margins. The table also reveals

Table 1

Descriptive statistic and normality test for variables

Variable	Theoretical Range	Actual Range	Mean	Standard Deviation	Skew	Kurt
Married female employees' work-life balance	1.00 – 5.00	1.80 – 4.40	3.39	0.54	-0.540	-0.090
Affective commitment	1.00 – 5.00	2.00 – 4.33	3.07	0.42	0.963	1.997
Job performance	1.00 – 5.00	2.30 – 5.00	3.40	0.53	0.381	-0.351

Notes: n = 206; Skew = Skewness; Kurt = Kurtosis.

that the normality test for each variable shows the scores below the threshold values (Skew & Kurt < ± 3) (Kallner, 2018). It shows that the data in this study fulfill the normality assumption.

Partial Least Square Analysis

Our hypotheses were tested through structural equation modeling-partial least squares (SEM-PLS) analysis technique using WarpPLS 5.0 software. Some reasons were considered when this study use this technique. *First*, the SEM-PLS analysis technique can simultaneously estimate the structural model and measurement models (Weerawardena et al., 2015). *Second*, this technique is appropriate for the study that used small sample sizes (Latan et al., 2019). SEM-PLS consists of two steps: the evaluation of the measurement model and the evaluation of the inner model. In the first step, the measurement model is assessed through validity and reliability tests. The validity test is examined through confirmatory factor

analysis (CFA) involving the examination of convergent and discriminant validities (Latan & Ghozali, 2012). A convergent validity test is conducted by looking at the value of the average variance extracted (AVE) and communality. A construct is considered to satisfy the requirements of convergent validity if the value of AVE and communality produced is more than 0.5 (Hair et al., 2014). The discriminant validity can be examined on the basis of the square root of AVE for each construct that should be greater than the correlation between constructs in a research model (Hair et al., 2012). Furthermore, the reliability test can be examined on the basis of Cronbach's alpha or a composite reliability value. If Cronbach's alpha or composite reliability value is above or equal to 0.7, then all the constructs can be considered reliable (Solihin & Ratmono, 2013). In the second step, the inner model is assessed to predict causal relationships between variables and to verify hypotheses.

RESULTS AND DISCUSSIONS

Model Fit and Quality Indices

SEM-PLS analysis yielded the model fit and quality indices. These tests were performed by evaluating the following values: average R-square (ARS), average path coefficient (APC), average block variance inflation factor (AVIF), the goodness of fit (GOF), and Q-square coefficient (Q^2). Table 2 shows that ARS and APC were 0.295 ($p < 0.001$) and 0.378 ($p < 0.001$), respectively. These results indicated that the data in this study were compatible with the models built (Weerawardena et al., 2015). Table 2 further reveals that the AVIF was 1.548, which indicated that our data were free from multicollinearity problems (Hair et al., 2014). The GOF of 0.446 suggested that our data were largely compatible with theoretically constructed models (Wetzels et al., 2009). Q^2 of 0.220 (affective commitment) and 0.374 (job performance) implied that our model had an acceptable predictive value (O’Cass & Weerawardena, 2010).

Table 2

Model fit and quality indices

Quality indices criteria	Values	Rule of thumb
Average path coefficient (APC)	0.378***	$p\text{-value} < 0.05$
Average R-squared (ARS)	0.295***	$p\text{-value} < 0.05$
Average block VIF (AVIF)	1.548	< 3.3
Tenenhaus GoF (GoF)	0.446	≥ 1.00 (<i>small effect size</i>), ≥ 0.25 (<i>medium effect size</i>), dan ≥ 0.36 (<i>large effect size</i>)
Q-squared (Q^2) coefficient: Affective commitment	0.220	> 0 (<i>acceptable predictive model</i>)
Job performance	0.374	

Note: *** $p < 0.001$

Measurement Model Analysis

The first stage in measurement model analysis was used to measure the construct validity in terms of convergent validity and discriminant validity. In Table 3, the AVE and the communality variable for work-life balance, affective commitment, and job performance were above 0.50. These values indicated that all the variables in this study met the requirements of convergent validity (Hair et al., 2014). The square root of the AVE for each variable was greater than that of the correlation between variables in the same column. This result indicated that all the variables met the requirements of discriminant validity (Hair et al., 2012).

The second stage in the measurement model analysis was conducted to test the reliability of each construct. The results showed that the values of composite reliability for work-life balance, affective commitment, and job performance were above 0.70 (Table 3). This result indicates that all the variables being studied met the requirements of reliability (Solihin & Ratmono, 2013).

Table 3

Composite reliability, AVE, and correlation of variables

Variable	Composite Reliability	AVE	Work-life Balance	Affective Commitment	Job Performance
Married female employees' work-life balance	0.950	0.654	0.809		
Affective Commitment	0.894	0.587	0.468	0.766	
Job Performance	0.972	0.778	0.378	0.600	0.883

Note: Diagonal elements are the square root of the AVE statistics. Off-diagonal elements are the correlation between the latent variable calculated in PLS

Common Method Variance

The data of this study came from the same source, namely, married female employees, by using a self-rating method. Consequently, the data might produce biased effects (Podsakoff et al., 2012). Common method variance is a potential problem in social research, primarily in behavioral research (Podsakoff et al., 2003, 2012). Method biases are a problem because "they are one of the main sources of measurement error" (Podsakoff et al., 2003). To ensure that the common method variance could

not cause bias to our results, Kock (2015) suggested that the value of full collinearity variance inflation factors (VIFs) should be examined. If the full collinearity VIFs value of each variable was smaller than 3.3, the common method variance did not significantly affect the study data. The test results using WarpPLS 5.0 (Table 4) showed that the value of full collinearity VIFs for each variable was below 3.3. These results indicated that the research data did not produce a biased effect.

Table 4

Full collinearity VIFs

Married female employees' work-life balance	Affective commitment	Job performance
2.552	2.197	2.863

Structural Model Analysis

Structural model analysis was conducted to test the hypotheses of this study. The results of the structural model (Table 5) showed

that married female employees' work-life balance significantly influenced their job performance ($\beta = 0.389$; $p < 0.001$). Hence, the first hypothesis (H_1) was supported.

Table 5

Model 1: Direct effect without a mediating variable

The relationship	Path Coefficient	p-value
H ₁ : Married female employees' work-life balance → job performance	0.389	$p < 0.001$

Our results revealed that the ability of married female employees to fulfilling the demands of work responsibilities and roles in family life directly affected their job performance. Consistent with our results, previous findings demonstrated that work-life balance positively affects female employees' performance without a mediating variable in a structural model (Kim, 2014).

The married female employees' work-life balance also significantly affected the affective commitment ($\beta = 0.485$; $p < 0.001$) as shown in Table 6. Hence, the second hypothesis (H₂) was supported. In Indonesia, married female employees committed in their careers if they had harmony between their work and family. Consistent with this finding, the results of Choi et al. (2018), Kim and Ryu (2017), and Muse et al. (2008) revealed that employees who perceive to

have a work-life balance tend to have a high emotional bond with their workplaces. By contrast, work-family conflict negatively influences their affective commitment to their workplaces, thereby causing a low emotional bond between employees and their organizations (Allen et al. 2000; Netemeyer et al., 1996; Streich et al. 2008).

Affective commitment significantly affected job performance ($\beta = 0.568$; $p < 0.001$). Hence, the third hypothesis (H₃) was supported. This finding was consistent with previous observations that employees' affective commitment to their organization enhances their job performance (Van Gelderen & Bik, 2016). Conversely, workers who lack affective commitment have a low organizational performance (Chen & Francesco, 2003; Mathieu & Zajac 1990; Mayer & Schoorman, 1992; Swailes, 2004; Van Gelderen & Bik, 2016).

Table 6

Model 2: Full structural model with a mediating variable

The relationships	Path Coefficient	Sig. P-Value
Married female employees' work-life balance → Job performance	0.109	Not significant (<i>n.s.</i>)
Work-life balance → Affective commitment	0.485	$p < 0.001$
Affective commitment → Job performance	0.568	$p < 0.001$
Married female employees' work-life balance → Affective commitment → Job performance	0.276	$p < 0.001$

The work-life balance indirectly affected job performance through affective commitment ($\beta=0.276$; $p<0.001$) as shown in Table 4. Hence, the fourth hypothesis (H_4) was supported. This finding revealed that the balance between married female employees' work and life would improve their emotional bond with their organizations, thereby enhancing their job performance.

A significant path coefficient ($\beta=0.389$, $p<0.001$) was found between work-life balance and job performance in Model 1, whereas an insignificant path coefficient ($\beta=0.109$, *n.s.*) was observed when the affective commitment was inserted in Model 2. In the comparison of the two models, the mediating role of affective commitment on the path of work-life balance to job performance was verified. In Model 2, the work-life balance to job performance was completely transmitted with a full mediation of affective commitment (Nitzl et al., 2016). This result was similar to previous findings (Kim, 2014; Kim & Ryu, 2017; Van Gelderen & Bik, 2016) in a non-Southeast Asian business context wherein increasing employees' affective commitment by balancing their work-life experiences positively affects employees' performance.

Discussion, Limitations, and Future Studies

This study empirically examined the direct and indirect effects of employees' work-life balance on job performance in Indonesia by administering a questionnaire survey to married female employees working in the banking sector. The results showed

that married female employees' work-life balance positively influenced their job performance (hypothesis 1). The affective experience of female employees concerning their work-life balance would tend to determine their job performance. Married female employees' positive experience concerning work-life balance could cause an increase in job performance, whereas a negative experience could result in a decrease in job performance.

Married female employees' work-life balance also positively influenced their affective commitment (hypothesis 2). Their effective experience concerning work-life balance would tend to determine their affective commitment to their organizations. Their positive experience could cause an affective commitment to the organization. Conversely, a negative experience could lead to a low affective commitment.

In addition, affective commitment positively influenced women employees' job performance (hypothesis 3). A high level of affective commitment to the organization could cause an increase in job performance. By contrast, their lack of affective commitment to the organization could negatively affect the organization. For example, they would have low job performance. This study further extended the investigation on the mechanism of the process underlying the effect of married female employees' work-life balance on job performance.

The results revealed that affective commitment mediated the underlying mechanism (hypothesis 4), confirming

that affective commitment had an essential role in the relationship between work-life balance and job performance, specifically for married female employees in Indonesia. The results of this study extended the generalization and understanding of the mediating roles of affective commitment within the process mechanism underlying the effects of work-life balance on employee performance that have been separately examined in other studies (Choi et al., 2018; Kim, 2014; Kim & Ryu, 2017; Muse et al., 2008; Van Gelderen & Bik, 2016). Our study used a special sample, namely, married female employees who were not used in testing models in previous studies.

This study was also conducted in a banking industry setting in the Indonesian context. Our results further contributed to the generalization and applicable of the work-life balance role in predicting affective commitment and job performance examined in previous studies. Our results also extended the use of AET (Weiss & Cropanzano, 1996) in predicting the impact of affective experiences on work-attitudes, such as affective commitment, and certain behaviors, such as job performance.

According to the findings, married female employees who can simultaneously take care of work and family life likely dedicate themselves to careers that enhance their job performance. Therefore, facilitating married female employees to achieve a balance between work and family life has emerged as an important managerial issue, especially in the banking sector. Therefore, organizations should initiate

policies and programs to address married female employees' needs in fulfilling their job responsibilities outside their workplaces to create a balance between work and family life. For example, refreshing day-offs in which employees take 2 weeks off every 3 years to refresh their mind and to have time to spend with families could be implemented by organizations as a benefit for loyal employees. These benefit programs would likely influence married female employees' emotions and perceptions in which employees would feel their organizations' support and care about their well-being.

Finally, there are a few limitations to this study. First, its small sample size might not sufficiently represent the married female employees' population to support the generalization of the findings. To gain better insights, future researchers should collect data across industrial sectors. Second, statistical tests showed that our data did not produce a biased effect. However, further studies should collect data by using different sources, such as combinations of subordinates and supervisors (Podsakoff et al., 2003, 2012). Third, this study discussed the impacts of work-life balance on employees' behaviors, including affective commitment and job performance. Future directions should consider other employees' behaviors, such as organizational citizenship behavior or employee turnover, as consequences of work-life balance and affective commitment. Future studies should also consider social factors, such as leader behavior, policy

systems, and psychological environment, as antecedents to work-life balance.

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