



THE EFFECT OF WORK LIFE BALANCE AND CAREER DEVELOPMENT ON EMPLOYEE ENGAGEMENT-MEDIATED ORGANIZATIONAL COMMITMENT AT JAPANESE DKI RESTAURANT

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ABSTRACT

The purpose of this study is to find out the commitment of Japanese DKI Restaurant employees as measured by *Work Life Balance*, *Career Development* and mediated by *Employee Engagement*. The method used was descriptive and explanatory with a population of 120 respondents and a sample of 104 people was taken randomly and the data was obtained by distributing questionnaires

The data obtained was processed with SPSS software, Lisrel and Path analysis. The results of the processing and analysis show that

- a) *Work Life Balance* has a significant effect on *Employee Engagement* with a path coefficient of 0.402
- b) *Career Development* has a significant effect on *Employee Engagement* with a path coefficient of 0.497
- c) *Work Life Balance* has no significant effect on Organizational Commitment with a path coefficient of -0.038
- d) *Career Development* has a significant effect on Organizational Commitment with a path coefficient of 0.286
- e) *Employee Engagement* has a significant effect on Organizational Commitment with a path coefficient of 0.444
- f) *Work Life Balance* has a significant effect on Organizational Commitment through *Employee Engagement* with a path coefficient of 0.178
- g) *Career Development* has a significant effect on Organizational Commitment through *Employee Engagement* with a path coefficient of 0.221

INTRODUCTION

The rapid franchise industry in line with the lifestyle of the hedonic community and the increasing number of innovations launched by business actors is a positive catalyst for the development of the franchise industry. The massive use of digital channels as one of the alternative customer services and the increasing number of diverse menus offered with various flavors and easy access to customers (Kulsum, 2018). Employees are a very dominant factor in the company because it can be used as a benchmark for the company's image, especially those engaged in services such as restaurants that are directly related to customers so that the employee profile greatly affects business continuity. This phenomenon requires business actors to be able to manage human resources as one of the components of their business success.

Organizations need human resources with good performance and commitment to the organization to be able to face organizational changes that continue to evolve over time, In order for employees to achieve high organizational commitment, organizations must help their employees to appreciate their involvement in the organization, so that they have the desire to be responsible in helping their organization succeed. Organizational commitment is a psychological state that (a) characterizes the relationship between employees and the organization, and (b) has involvement in the decision to be able to be in the organization. Organizational commitment is an attitude that reflects a strong desire to remain in the organization, strive to conform to the organization's desires and accept the organization's values and goals (Luthans, 2006). The existence of high organizational commitment to employees will make them avoid negative organizational behaviors such as absenteeism, moving to another company, leaving working hours and so on.

Factors that can affect organizational commitment are *work life balance*, *career development* and *employee engagement*. When the organization can provide support to achieve work-life balance, employees will contribute more to the organization and if there is clarity in developing their careers, they will be able to increase the enthusiasm for work and the positive attitude that employees have towards the company. This is supported by the following pre-research results:

Table 1. Results of Pre-Research on Organizational Commitment

| NO | VARIABLE | PERCENTAGE |
|----|------------------------|------------|
| 1 | Organizational Culture | 26,7% |
| 2 | Compensation | 30 % |
| 3 | Leadership | 26,7% |
| 4 | Career development | 66,7% |
| 5 | Work life balance | 70% |
| 6 | Employee engagment | 66,7% |
| 7 | Job Satisfaction | 46,7% |

Source: Data processed by researchers (2024)

This is emphasized by the results of research that proves that work-life balance has a positive and significant effect on organizational commitment (Yuan Budrianto and Muhamad Ekhsan, 2021) while other studies state that work-life balance has no effect on organizational commitment (Ryan Rene and Sari Wahyuni, 2018). Meanwhile, the results of career development research have a significant effect on organizational commitment (Rahmi Widyanti, 2020) and career development is strengthened by the results of research that states that career development has a positive effect on organizational commitment (Dicky Suryo Handoko, Muis Fauzi Rambe, 2018). Meanwhile, the research (Adenanthera Lesmana Dewa, 2023) emphasizes that there is a positive influence between work engagement on organizational commitment and strengthened by the results of research on the direct influence of employee involvement on organizational commitment (Syamsul Hadi Senen¹, Masharyono², Sumiyati,³ I. K. Asfarainy⁴, R. Rahmadiyah, 2020)

Work-life balance shows a balance on the two demands of work and social life. Based on the results of interviews with several employees, *work-life balance obstacles* are in the form of a lack of balance between time with family and time to work. This happens because of the provision of working hours for six days (holidays are not allowed on *weekends*) and working hours from 10.00 WIB to 21.30 WIB with a break time at 15.30 WIB for 90 minutes. This condition makes employees more likely to spend their time working in the office rather than gathering with their families at home. This condition is due to the workplace being far from where they live, so long breaks are not possible to go home supported by the company implementing *the one shift* system, which means that employees' time is taken up at work, this is in accordance with a poll that shows that 57% of respondents feel *work-life balance* In the company, it is classified as not good with limited family gatherings and the fulfillment of social life. This condition makes employees constrained to manage their personal lives and often neglect personal needs due to work demands, causing *work-life balance* to be disrupted.

Career development is a necessity for a person's work journey in an organization, because almost everyone wants their career to develop, wants to experience improvement and progress with better conditions in pursuing their

profession. On the contrary, there is not a single person. Based on the results of the interviews, it was shown that there was no clarity in career development measured by the lack of support and opportunities for employees to consult to achieve their desired career goals and the absence of continuous training that had an impact on their careers. Meanwhile, the training carried out is only situational or there is a need of a technical nature.

Employee engagement is a form of employee mastery by tying themselves to the work done and expressing themselves during work physically, cognitively, and emotionally. The results of the survey conducted by related to the level of Gallup (2023) *employee engagement* in the Southeast Asian region show that employees who are classified as engaged are 26%, employees who are classified as *not engaged* by 68%, Japanese Restoran DKI is one of the companies located in North Jakarta and is engaged in food *and beverages* retail by managing several *brands*, especially in the processing of fish and other seafood. In the management of human resources of Japanese Jakarta Restaurant, it turns out that *employee engagement is low* in the form of *vigor, dedication, and absorption* that is not optimal. This is shown by a relatively high turnover rate.

Table 2. Employee turnover data

| Year | Number of Employees at the Beginning of the Year | Number of Year-End Employees | Number of Employees Resigning | Turnover Rate |
|------|--|------------------------------|-------------------------------|---------------|
| 2023 | 146 | 120 | 34 | 25,56% |
| 2022 | 115 | 146 | 22 | 16,86% |
| 2021 | 105 | 118 | 8 | 7,17% |

Source: Data obtained from HRD (2024)

The results of interviews and observations showed that low employee engagement was seen from a high level of fatigue (57%), casual work / dislike of challenges (50%) and not focused before the end of work hours and wanting to go home immediately by 60%. Besides this, it turns out that many employees are often late every month and here is data on employee tardiness ≥ 3 in a month

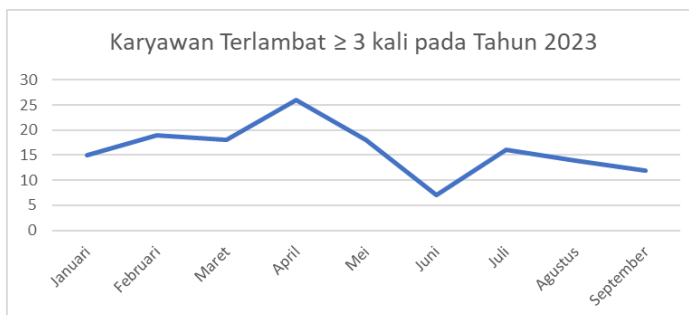


Figure 1. Employee Delay Graph

Based on the description of the problem, the researcher is interested in raising the theme "The Influence of Work Life Balance and Career Development on Organizational Commitment and Employee Engagement as a Mediation Variable in Japan Jakarta Restaurant"

LITERATURE REVIEW

Organizational Commitment

Every organization needs the commitment of its members to achieve organizational goals. Commitment shows the intention that is manifested in partiality, interest, and responsibility for the organization.

According to Robbins and Judge (2007), *organizational commitment* is a situation where members take sides with a certain organization and its goals and intend to maintain their desire as a member of the organization. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to give the best for the organization. According to Robbins and Timothy (2011), organizational commitment is a condition in which employees are in a certain organization and employees have the desire to maintain their membership status in the organization. Furthermore, George and Jones (2005) define organizational commitment as a collection of a person's feelings and beliefs about their organization as a whole. According to Makmuri Muchlas (2005), organizational commitment is a person's orientation towards the organization in the sense of loyalty, identification, and involvement. While Luthans (2008) organizational commitment is a strong desire to remain a part of the organization, a strong will to work hard according to the organization's desires and beliefs, and acceptance of the organization's values and goals.

From these definitions, the author synthesizes that organizational commitment is a situation where a member sides with the organization based on a set of feelings and beliefs and has an orientation in the organization.

Organizational commitment has several dimensions, namely:

- a. *Affective Commitment* means trust that is built on organizational values and there is a strong emotional connection between those beliefs and those beliefs. The indicators are career improvement, confidence, and best contribution
- b. *Continuance Commitment* means the awareness that each individual has regardless of his feelings, because the members have predicted further about the losses that will be received if they want to leave the organization they are sheltered in. The indicators are loving the organization, staying in the organization, and prioritizing the interests of the group.
- c. *Normative commitment* means the desire to remain a member of the organization because it feels obligated for *obligation-based* reasons to remain in the organization, a manifestation of feelings of indebtedness to superiors, colleagues, or larger companies. The indicators are loyal to the organization, happy to carry out duties, and proud to be a member of the organization

Work Life Balance

According to Insider Greenhaus et al. Wijayanto et al. (2022), *work-life balance* is a balance between work and activities that are not directly related to work such as activities to gather with family. *Work-life balance* refers to the extent to which an individual is involved in his or her work role and his or her family role simultaneously with satisfaction. *Work-life balance* is divided into three components, namely time balance, engagement balance, and satisfaction balance.

According to the inside Lockwood Wijayanto et al. (2022), *work-life balance* conditions that show a balance on two demands for individuals in the form of work and their personal social life. *Work-life balance* can be seen from two perspectives, namely the employee's point of view and the employer's point of view. From the employee's point of view, *work-life balance* is a dilemma in managing work obligations and responsibilities in their family or personal life. Meanwhile, *work-life balance* is based on the employer's perspective as a challenge to create a supportive organizational culture so that employees can focus on doing their duties while working.

According to Hudson Insider, Mariyanti et al. (2022) *work-life balance* is the ability of individuals to manage many demands in their lives at the same time. In a broad sense, *lifebalance* is defined as the level of conformity or involvement between various roles in an individual's personal life that is classified as satisfactory. *Work-life balance* is related to balance or maintaining a sense of harmony in life.

According to Schermerhorn Dalam, Misbah et al. (2021) *work-life balance* is a concept that makes work, namely career and ambition in various aspects of life, a priority. *Work-life balance* involves balancing career demands with personal and family needs. When employees have flexibility in work schedules, work locations, and other things like leisure and personal breaks, it can increase *employee engagement*.

Based on the definitions of some of these experts, it can be concluded that *work-life balance* is a concept that is directed to create a balance between the work done by employees and their personal life activities by being involved in their work and personal responsibilities at the same time.

According to the inside, Fisher Et Al. Ramelan (2023) *work life balance* has four dimensions including:

- a. *Work Interference with Personal Life* (WIPL) is a dimension that leads to the magnitude of the impact of work can interfere with an individual's personal life. Indicators include fatigue for other activities, difficulty maintaining personal activities, neglected personal needs, deteriorating personal life, and missed personal activities.
- b. *Personal Life Interference with Work* (PLIW) is a dimension that leads to the amount of impact an individual's personal life can have on their work. Indicators include depleted energy, deteriorating work, free time to work, fatigue working effectively, worrying about things other than work, and difficulty completing work.
- c. *Personal Life Enhancement of Work* (PLEW) is a dimension that leads to the magnitude of the impact of an individual's personal life can improve individual performance at work. Indicators include a better mood at work, a personal life that energizes work, and a calmer feeling and ready to work for the next day.
- d. *Work Enhancement of Personal Life* (WEPL) is a dimension that leads to the magnitude of the impact of work can improve the quality of an individual's personal life. The indicators include working to provide energy, a better mood when at home, and work helping to overcome personal problems.

Career Development

According to Robbins and Judge Insider, Ramli and to the. (2022) *career development* is a company's effort to find the abilities and talents of employees so that they can occupy a position properly. *Career development* is an ongoing program provided by the company and focuses on individual self-development according to the needs of the company's career and goals (in). In arguing that Byars and to the. Tentama and Ermawati, 2021 Simamora

Ratnawili dan Rahayu (2022) *career development* is a formal approach undertaken by companies to ensure individuals with the right qualifications and experience are available when the company needs them. In other words, *career development* is a condition that shows that there is an increase in the status of individuals in the company on a predetermined career path.

According to Insider, Mondy and Marten Robianto and Masdupi (2020) *career development* is a formal approach that companies use to ensure the availability of employees with the right qualifications and experience when needed. In stating that Dessler Purba and Supriyono (2019) *career development* is a series of activities that contribute to the exploration, formation, success, and fulfillment of a person's career. *Career development* is an effort made by the company or employee to encourage himself to work more optimally and improve his abilities or skills in carrying out the tasks of each job (in). Busro Dewi, 2022

Based on the definitions of some of these experts, it can be concluded that *career development* is a continuous program carried out by companies to provide opportunities for their employees to develop their abilities or skills in order to encourage themselves to work more optimally so that they can ensure the availability of employees according to their qualifications and abilities when needed to occupy higher positions or positions needed with more qualified criteria.

According to the inside Simamora Sukirman (2020), there are two dimensions of *career development*, including:

- a. *Career planning* is the process of identifying and determining actions to achieve the career goals desired by individuals. In career planning, individuals will set career goals and draw up plans that will be carried out in order to achieve those goals. Indicators of *career planning* include appropriate interests and abilities, understanding of career goal identification, career counseling, and career attitudes.
- b. *Career management* is the process of selecting, assessing, assigning, and developing employees carried out by the company to create a pool of qualified employees to meet future needs. In career management, career development opportunities will be open if management has the awareness to meet the long-term needs of the company. Indicators of *career management* include integrating processes with human resource planning, disseminating career information, providing information related to job vacancies, as well as education and training programs.

Employee Engagement

According to Shoveli and to the Insider, Nadir (2019) *employee engagement* is an employee's mental condition that is classified as positive towards the work done by being marked through *vigor* (enthusiasm), *dedication* (dedication), and *absorption* (appreciation). According to Insider, Saks Montori and Dotulong (2019) *employee engagement* is the positive attitude that employees have towards the company and the organizational values owned by the company. In expressing that Robbins and Judge Mustaqim and Sary (2022) *employee engagement* is a state in which employees have individual involvement, satisfaction, and enthusiasm for their work. *Employee engagement* is the level at which a person is committed to the company so as to determine the behavior and time to stay in the individual's position (in). Federman Pangeri, 2020

Based on the definitions of some experts, it can be concluded that *employee engagement* is a positive mental state of employees who have a level of commitment to their work and the company by being involved in the work they do and are characterized by their enthusiasm, dedication, and appreciation

According to Shoveli and to the. , Safria (2022) there are three dimensions *of employee engagement*, namely:

- a. *Vigor* involves a high level of energy and mental resilience that employees have when working. Indicators of *vigor* include full energy, strong, desire to go to work, able to work for a long time, mentally tough, and able to survive at work.
- b. *Dedication* or dedication refers to engagement with work. Indicators of *dedication* include work has meaning, enthusiasm for work, inspiration from work, pride, and being challenged by work.
- c. *Absorption* refers to the seriousness and concentration of employees in work. Indicators of *absorption* include time passing quickly, forgetting about the surroundings, liking to work intensely, immersed in work, getting carried away by the work atmosphere, and difficulty getting rid of work.

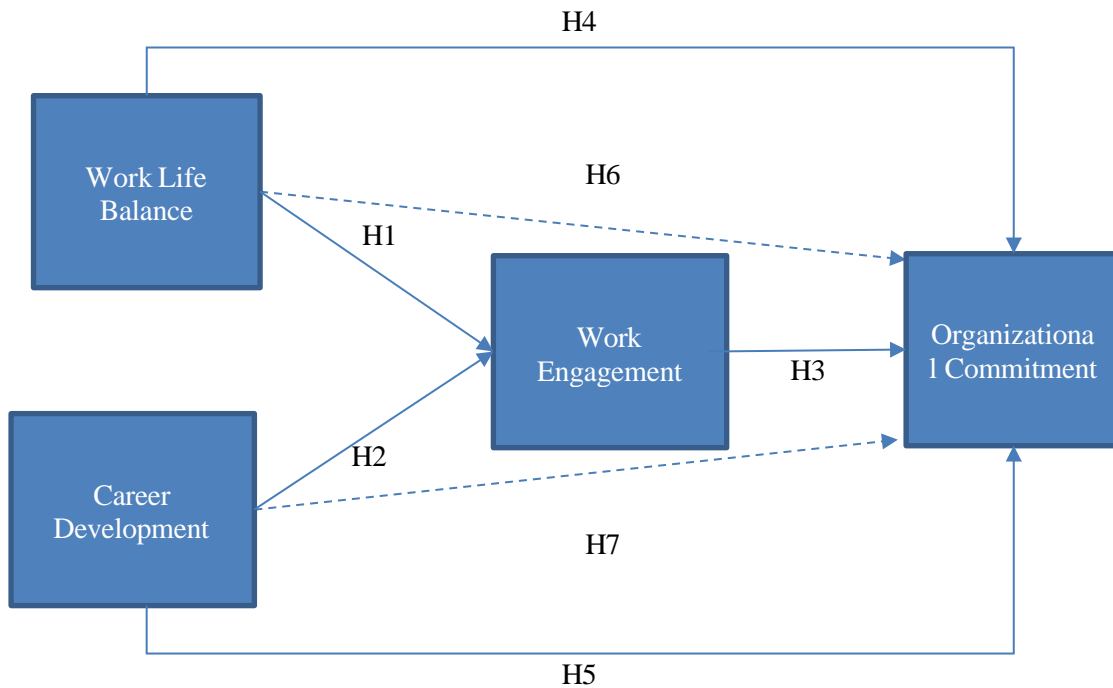


Figure 2. Research Model

Based on the framework of thinking, the hypothesis in this study:

- H1 : There is an influence between work-life balance and employee engagement
- H2 : There is an influence between career development and employee engagement
- H3 : There is an influence between employee engagement and organizational commitment
- H4 : There is an influence between work-life balance and organizational commitment
- H5 : There is an influence between career development and organizational commitment
- H6 : There is an effect between work-life balance on organizational commitment mediated by employee engagement
- H7: There is an influence between career development and employee engagement-mediated organizational commitment

RESEARCH AND METHODOLOGY

The object of the study is employees of restaurant management companies and seafood processing. The location of this research was carried out at Japanese Restaurant DKI. The reason for choosing this research site is because of the results of interviews and pre-research, it is suspected that there are problems related to *work-life* balance, allegedly the duration of long working hours and the *one-shift* system and *career development* which shows the lack of clarity of career paths and coaching which has an impact on employee engagement which is still low and in turn affects poor organizational commitment. It is proven that there is a higher turnover every year and even in 2023 it will reach 25.56%.

The research methods used in this study are descriptive and *explanatory* research. Descriptive research is carried out to provide a clearer and more detailed description of the symptoms or phenomena of the research object, this is emphasized by the opinion that the purpose of descriptive research is to describe the mechanism of a process, as well as to create a set of categories (Prasetyo and Jannah, 2005:42-43). While *explanatory* research is research that intends to explain the position of the variables to be studied and the relationship between one variable and another

Population is a collection of individuals or research subjects with certain qualities and characteristics that have been determined by the researcher to be studied and then conclusions are obtained from the research (Nazir, 2014). The population of this study is all employees working at Japanese Restaurant DKI. The total population in this study was 120 people and the sample was 104 people with a random sampling technique.

The data analysis method is used to draw conclusions from the data that has been collected. In this study, the researcher used *Statistical Product and Service Solutions* (SPSS) and LISREL software with *Path Analysis* to process the data and analyze the results of the collected data. Before descriptive and statistical analysis is carried out, instrument tests are carried out, starting with validity and reliability tests. After that, it was continued with a normality test with a significance level of 0.05, a linearity test with a significance level of 0.05, a multicollinearity test with a VIF greater than 5, a heteroscedasticity test with a correlation less than 0.05, and a hypothesis test with a t-test, if the alpha 5% of the t-statistical value used is 1.915, it can be concluded that it is significant

RESULT AND DISCUSSION

Test Instrument

Validity Test

Validity tests are used to measure the validity or not of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity test criteria is that if the calculation is $>$ the table (0.1915), then the instruments/items of the statement are declared valid. On the other hand, if the calculation $<$ rtable (0.138), then the instruments/items are declared invalid so they must be eliminated or replaced.

Table 3. Validity Test Results

| Variable | Statement | Item Valid | Invalid Item |
|---------------------------|-----------|------------|--------------|
| Work Life Balance | 15 | 15 | 0 |
| Career Development | 15 | 15 | 0 |
| Employee Engagement | 18 | 18 | 0 |
| Organizational Commitment | 12 | 12 | 0 |

Source : Data processed by researchers (2024)

Reliability Test

The reliability test is used to test the consistency or stability of the score of a research instrument for the same respondent, and is given at different times. The criterion for determining whether an instrument is reliable or not, is that if the value of *Cronbach's Alpha* $>$ is 0.6, then the instrument is declared reliable. On the other hand, if *Cronbach's Alpha* $<$ value is 0.6 then the instrument is declared unreliable.

Table 4. Reliability Test Results

| Variable | Cronbach's Alpha | Information |
|---------------------------|------------------|-------------|
| Work Life Balance | 0,797 | Reliable |
| Career Development | 0,874 | Reliable |
| Employee Engagement | 0,889 | Reliable |
| Organizational Commitment | 0,914 | Reliable |

Source : Data processed by researchers (2024)

Results of Descriptive Analysis

Descriptive analysis is the result of data processing which includes *Work Life Balance*, *Career Development*, *Employee Engagement* and *Organizational Commitment*, descriptive analysis will provide an overview of Japanese DKI Restaurant employees.

Work Life Balance, the percentage of the number of yes and strongly agree answers given by respondents was 69.36% in the high criteria. This is supported by the *Demands* dimension shown by the indicator (I have difficulty getting work done because I am very overwhelmed with personal affairs at work), and (My personal life is deteriorating because of work) and the *Resources* dimension measured by the statement (My personal life makes me calm and ready to do the next day's work) and the statement (The activities I do in my personal life) makes my mood better at work).

Career Development, the percentage of the number of yes and strongly agree answers given by the respondents, which is 66.59%, is included in the high criteria as measured by the Career Planning dimension can be seen from the indicators (I have an interest in obtaining a career promotion in this job) and (Every employee has the same opportunity in career development where I work), the Career Management dimension is measured by indicators (Loyalty to the company is a benchmark in the career development of employees where I work) and (Career development where I work has been integrated with the established human resource planning).

Employee Engagement, the percentage of the number of agreeable and strongly agree answers given by respondents, which is 78.95%, is included in the very high criteria, this is supported by the Vigor dimension which is measured from (I have a good mentality at work) and indicators (I feel very energized when working), the *Dedication* dimension which is measured by (I feel that the work I do is a challenge that I have to conquer) and

indicators (The tasks in my job make me challenged to complete them to the maximum), as well as the *Absorption* dimension which can be seen from the idifier's statement (I focus on the work I do) and the indicator (I live or enjoy the work I do at my current workplace).

Organizational Commitment, the percentage of the number of agreeing and strongly agreeing answers given by the respondents, which is 74.24%, is included in the high criteria supported by *the Normative Commitment* dimension shown by indicators (I try to carry out all tasks and work with full responsibility) and statements (I am proud to work in this company) and the *Affective Commitment* dimension reflected in the indicators (I always want to contribute to achieving the organization's goals) and (I enjoy working in this organization).

Classical Assumption Test

1. Normality Test

Table 5. Normality Test Results

| | | Unstandardized Residual | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|-------------------------|
| N | | 104 | 104 |
| Normal Parameters ^{a,b} | Mean | ,0000000 | ,0000000 |
| | Std. Deviation | 5,50068545 | 5,68880375 |
| Most Extreme Differences | Absolute | ,088 | ,096 |
| | Positive | ,088 | ,095 |
| | Negative | -,059 | -,096 |
| Test Statistic | | ,088 | ,096 |
| Asymp. Sig. (2-tailed) | | ,046c | ,020c |

Source: data processed by researchers (2024)

Based on the output of SPSS in the table above, the Sig value is obtained. normality test using the *Kolmogorov-Smirnov* method of 0.046 for substructure 1 and 0.020 for substructure 2. Because the value of *Sig*. Each substructure is smaller than alpha (0.05), so it can be concluded that the data is not normally distributed. Because the data is with the number of observations of more than 50 observation members, this is in accordance with the *central limit theorem* which states that if there is n more than 50, it is stated that the data has a normal distribution tendency (Mclave, 2015). Based on this, further testing can be carried out.

2. Multicoloniality Test

Table 6. Multicoloniality Test Results Sub 1

| Model | | Collinearity Statistics | |
|-------|--------------------------------|-------------------------|--------|
| | | Tolerance | BRIGHT |
| 1 | <i>Work Life Balance (X1)</i> | ,586 | 1,706 |
| | <i>Career Development (X2)</i> | ,586 | 1,706 |

Source: data processed by researchers (2024)

Table 7. Multicoloniality Test Results Sub 2

| Model | | Collinearity Statistics | |
|-------|--------------------------------|-------------------------|--------|
| | | Tolerance | BRIGHT |
| 1 | <i>Work Life Balance (X1)</i> | ,457 | 2,188 |
| | <i>Career Development (X2)</i> | ,409 | 2,442 |
| | <i>Employee Engagement (Z)</i> | ,335 | 2,984 |

Source: data processed by researchers (2024)

The results in the two tables above show that the VIF value of each free variable is far below 10, so it can be concluded that there is no multicollinearity between independent variables in each substructure. So that the path analysis model is suitable for the next analysis.

3. Heteroscedasticity Test

Table 8. Results of Sub 1 Heteroscedasticity Test

| Model | | Coefficients ^a | | Standardized Coefficients | t | Sig. |
|-------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | Unstandardized Coefficients | Std. Error | | | |
| | | B | | Beta | | |
| 1 | (Constant) | 1,007 | 2,515 | | ,400 | ,690 |
| | Work Life Balance (X1) | ,074 | ,071 | ,134 | 1,043 | ,299 |
| | Career Development (X2) | -,004 | ,059 | -,010 | -,076 | ,940 |

a. Dependent Variable: Abs_Res1

Source: data processed by researchers (2024)

Table 9. Results of Sub 2 Heteroscedasticity Test

| Model | | Coefficients ^a | | Standardized Coefficients | t | Sig. |
|-------|-------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | Unstandardized Coefficients | Std. Error | | | |
| | | B | | Beta | | |
| 1 | (Constant) | -2,823 | 2,761 | | -1,023 | ,309 |
| | Work Life Balance (X1) | ,033 | ,088 | ,053 | ,373 | ,710 |
| | Career Development (X2) | ,158 | ,077 | ,306 | 2,045 | ,054 |
| | Employee Engagement (Z) | -,035 | ,072 | -,080 | -,486 | ,628 |

a. Dependent Variable: Abs_Res2

Source: data processed by researchers (2024)

The results in the two tables above show that the value of sig. of each independent variable to the residual absolute is more than $\alpha = 5\%$ (0.05), so it can be concluded that there is no violation of heteroscedasticity in each substructure. So that the path analysis model is suitable for the next analysis.

4. Linearity Test

Table 10. Linearity Test Results

| Influence | Sig. From Linearity | Information |
|-----------|---------------------|-------------|
| X1 to Z | 0,000 | Linear |
| X2 to Z | 0,000 | Linear |
| X1 to Y | 0,000 | Linear |
| X2 to Y | 0,000 | Linear |
| Z to Y | 0,000 | Linear |

Source: data processed by researchers (2024)

The results in the table above show that the sig. value of each influence is less than $\alpha 5\%$ (0.05) which shows that there is a linear pattern of influence between the bound variables and the large variables. Therefore, it can be concluded that there is no violation of linearity in each sub-structure. So that the path analysis model is suitable for the next analysis.

Path Analysis

In accordance with the purpose of the research, which is to test "The Influence of Work Life Balance and Career Development Mediated by Employee Engagement on Organizational Commitment", a quantitative analysis that is relevant to the purpose of the research is carried out, namely by using path analysis (path analysis). Because the respondents' score data is still in the form of an ordinal scale, in order to be able to conduct a path analysis, the data is first converted into an interval scale through the method of successive interval. The influence of Work Life Balance and Career Development mediated by Employee Engagement on organizational commitment consists of 2 substructures, namely substructure 1, Employee Engagement (Z) is influenced by Work Life Balance (X1) and Career Development (X2) while substructure 2, Organizational Commitment (Y) influenced by Work Life Balance (X1), Career Development (X2), and Employee Engagement (Z) as mediators in accordance with the following path concept.

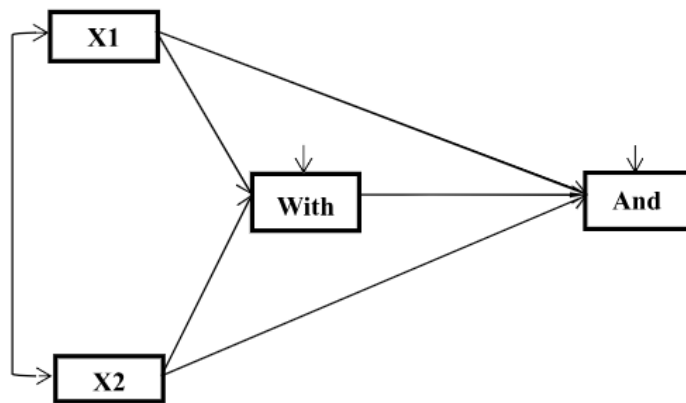


Figure 3. Path Concept

Source: data processed by researchers (2024)

The structural relationship between the four variables can be formulated into a structural equation, this data processing uses path analysis with the following equation.

$$Z = \rho_Z.X1X1 + \rho_Z.X2X2 + \varepsilon_1$$

$$Y = \rho_Y.X1X1 + \rho_Y.X2X2 + \rho_{Y.ZZ} + \varepsilon_2$$

where:

X1 = Work Life Balance

X2 = Career Development

With = Employee Engagement

And = Organizational Commitment

1. Substructure Hypothesis Testing 1

Based on the concept of the previous path, it has been explained that substructure 1 explains the influence of *Work-Life Balance* and *Career Development* on *Employee Engagement*. To find out the results of the estimation of substructure 1, data processing was carried out using the help of the SPSS and Lisrel programs with the following results:

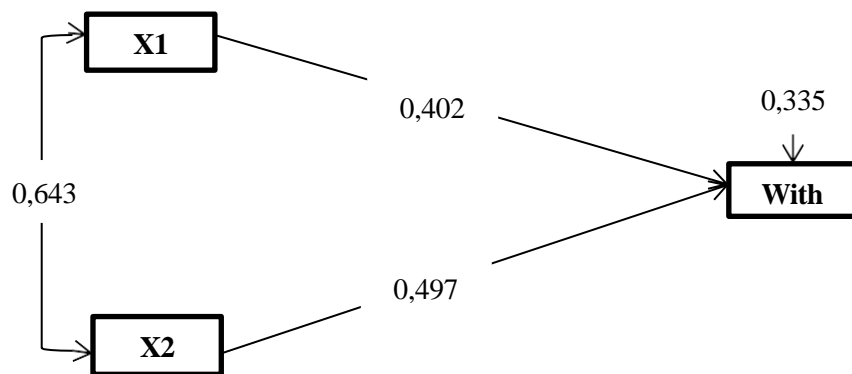


Figure 4. Results of Substructure 1 Estimation

Source: data processed by researchers (2024)

Table 11. Results of Substructure 1 Estimation

| Hipotesis | Influence | Path Coefficient | T count | Conclusion |
|-----------|-----------|------------------|---------|-------------|
| 1 | X1 → Z | 0,402 | 5,342 | Significant |
| 2 | X2 → Z | 0,497 | 6,600 | Significant |

Source: data processed by researchers (2024)

Based on the results of the estimation in sub structure 1 shown in the figure and table above, the results of hypothesis testing can be known as follows:

1. *Work Life Balance* has a significant effect on *Employee Engagement* with a path coefficient of 0.402. A positive path coefficient indicates that when there is an increase in *Work Life Balance*, it will be followed by an increase in *Employee Engagement* and vice versa. Based on this, it can be concluded that H1 is accepted, which means that *Work Life Balance* positively and directly affects *Employee Engagement*.
2. *Career Development* has a significant effect on *Employee Engagement* with a path coefficient of 0.497. The path coefficient with a positive sign indicates that when there is an increase in *Career Development*, it will be followed by an increase in *Employee Engagement* and vice versa. Based on this, it can be concluded that H2 is accepted, which means that *Career Development* positively and directly affects *Employee Engagement*.
3. Substructure Hypothesis Testing 2

Substructure 2 explains the influence of *Work Life Balance*, *Career Development*, and *Employee Engagement* on Organizational Commitment. To find out the results of the estimation of substructure 2, data processing was carried out using the help of the SPSS and Lisrel programs with the following results:

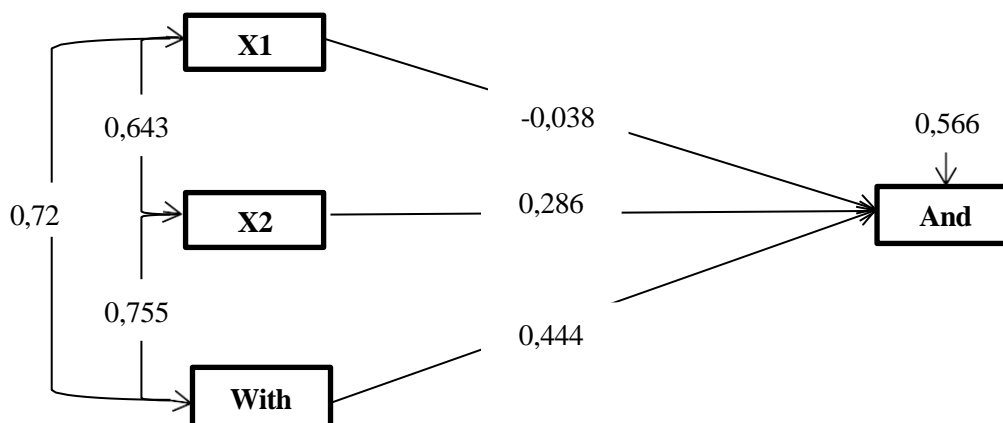


Figure 5. Results of Sub-Structure Estimation 2

Source: data processed by researchers (2024)

Table 12. Results of Sub-Structure Estimation 2

| Hipotesis | Influence | Path Coefficient | T count | Conclusion |
|-----------|-----------|------------------|---------|---------------|
| 3 | X1 → Y | -0,038 | -0,338 | Insignificant |
| 4 | X2 → Y | 0,286 | 2,434 | Significant |
| 5 | From → Y | 0,444 | 3,418 | Significant |

Source: data processed by researchers (2024)

Based on the results of the estimation in sub structure 2 shown in the figure and table above, the results of hypothesis testing can be known as follows:

1. *Work Life Balance* had no significant effect on Organizational Commitment with a path coefficient of -0.038. A negative path coefficient indicates that when there is an increase in *Work Life Balance*, it will be followed by a decrease in Organizational Commitment and vice versa. Based on this, it can be concluded that H3 is rejected, which means that *Work Life Balance* is negatively and does not directly affect the Organization's Commitment.
2. *Career Development* has a significant effect on Organizational Commitment with a path coefficient of 0.286. The path coefficient with a positive sign indicates that when there is an increase in *Career Development*, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H4 is accepted, which means that *Career Development* positively and directly affects the Organization's Commitment.
3. *Employee Engagement* has a significant effect on Organizational Commitment with a path coefficient of 0.444. The path coefficient with a positive sign indicates that when there is an increase in *Employee Engagement*, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H5 is accepted, which means *Employee Engagement* positively and directly affects the Organization's Commitment.
4. Decomposition of Sub Structure 1 and Sub Structure 2

After calculating the results of the estimated influence on substructure 1 and substructure 2, then the decomposition of the influence of substructure 1 and substructure 2 was carried out. The purpose of decomposition of the influence of sub-structure 1 and sub-structure 2 is to determine the indirect influence or mediation effect of *Work Life Balance* and *Career Development* on Organizational Commitment through *Employee Engagement*. To determine the results of the estimated decomposition of substructure 1 and substructure 2, data processing was carried out using the help of SPSS, Lisrel, and *Calculation for the Sobel Test* (<http://quantpsy.org/sobel/sobel.htm>) programs with the following results:

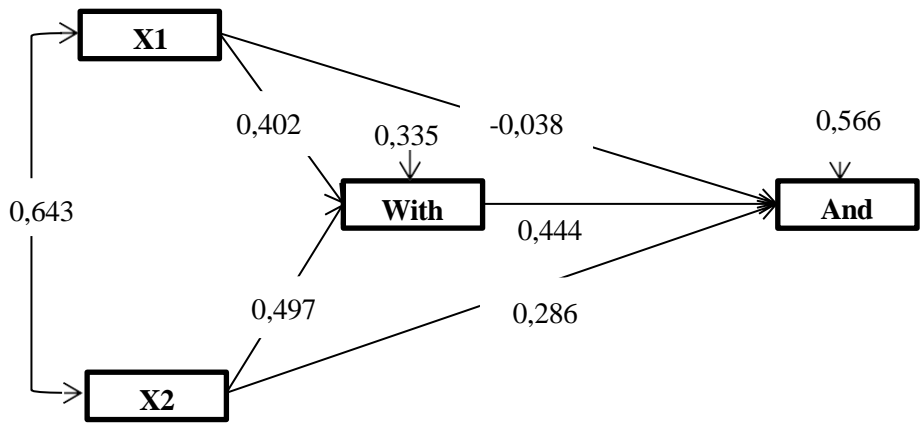


Figure 6. Results of Estimation of Decomposition of Sub Structure 1 and Sub Structure 2
 Source: data processed by researchers (2024)

Table 13. Results of Estimation of Decomposition of Sub Structure 1 and Sub Structure 2

| Hipotesis | Influence | Path Coefficient | T count | Conclusion |
|-----------|------------|-------------------|---------|-------------|
| 6 | X1 → Z → Y | 0.402x0.444=0.178 | 2,832 | Significant |
| 7 | X2 → Z → Y | 0.497x0.444=0.221 | 3,412 | Significant |

Source: data processed by researchers (2024)

Based on the results of the estimation of the decomposition of substructure 1 and substructure 2 shown in the figure and table above, the results of hypothesis testing can be known as follows:

- Work Life Balance* has a significant effect on Organizational Commitment through *Employee Engagement* with a path coefficient of 0.178. A positive path coefficient indicates that when there is an increase in *Work Life Balance* through *Employee Engagement*, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H6 is accepted, which means that *Work Life Balance* positively and indirectly affects the Organization's Commitment through *Employee Engagement*.
- Career Development* has a significant effect on Organizational Commitment through *Employee Engagement* with a path coefficient of 0.221. The path coefficient with a positive sign indicates that when there is an increase in *Career Development* through *Employee Engagement*, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H7 is accepted, which means that *Career Development* positively and indirectly affects the Organization's Commitment through *Employee Engagement*.

CONCLUSION

Based on the processing and analysis of the collected data, conclusions can be drawn based on the research objectives that have been proposed previously with the following results:

- Description of *Work Life Balance*, *Career Development*, *Employee Engagement* and organizational commitment
 - Work Life Balance* in the high category supported by *resources* measured by employees' personal lives provides readiness and calmness to work, a better mood because of their personal life, and energy to work obtained from their personal life.
 - Career development* in the high category supported by career planning is measured by job suitability with skills, employee interest in career promotion, equal opportunities for employees in career development, and job suitability with career interest.
 - Employee engagement* is in the very high category supported by *dedication* measured by interest in being

actively involved in work, work as a challenge, and pride in their work as well as *vigor* measured by a good mentality at work, strong at work, and having energy at work.

- d) Organizational commitment in the high category supported by *Normative Commitment* is shown by employees carrying out all tasks and work with full responsibility and pride in working in this company and *Affective Commitment* which is seen for contributing to achieving organizational goals) and employees enjoy their work
2. *Work Life Balance* has a positive and significant effect on *Employee Engagement*
 3. *Career Development* has a positive and significant effect on *Employee Engagement*
 4. *Work Life Balance* does not have a significant effect on Organizational Commitment
 5. *Career Development* has a direct and significant positive effect on Organizational Commitment
 6. *Employee Engagement* has a significant impact on Commitment
 7. *Work Life Balance* has a significant effect on Organizational Commitment through *Employee Engagement*
 8. *Career Development* has a significant impact on Organizational Commitment through *Employee Engagement*

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