



How Work-Life Balance and Career Development Drive Employee Engagement and Commitment in DKI Japanese Restaurants

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Abstract. This study aims to assess the commitment of employees at Japanese DKI Restaurants by examining the impact of Work-Life Balance and Career Development, with Employee Engagement acting as a mediating factor. The research utilized a descriptive and explanatory approach, involving a population of 120 respondents, from which a random sample of 104 participants was selected. Data was gathered through questionnaires and analyzed using SPSS software, Lisrel, and Path analysis. Based on the result of this research we can state that work life balance and career development affected employee engagement. Meanwhile employee engagement and career development have significantly impact on organizational commitment, but work life balance has no significant effect on organizational commitment. Concurrently As an intermediary variable, employee engagement makes work life balance and career development have a positive effect on employee commitment to the organization

Keywords: Organizational Commitment Work Life Balance, Career Development, Employee Engagement

1 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 [1] Employees are a very dominant factor in the company as it can serve as a standard for evaluating 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 defines the connection between employees and the organization, influencing their decision to remain part of it. It embodies an attitude where employees have a strong desire to stay with

the organization, actively work to align with its objectives, and embrace its values and goals [2]. 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 engangement*. When the organization can provide support for the achievement of work-life balance, employees will give their best contribution 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 backed by the preliminary research findings.:

Table 1. Results of Preliminary research finding 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%

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 [3] while other studies state that work-life balance has no effect on organizational commitment [4]

Meanwhile, the results of career development research have a significant effect on organizational commitment [5] and career development is strengthened by the results of research that states that career development has a positive effect on organizational commitment [6]. Meanwhile, the research [7] 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 [8]

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 an imbalance of time between 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 in the office rather than gathering and doing activities with their families at home and in the environment. This condition is due to the workplace that is far from where to live, so it is not possible to go home for a long break because the company

implements a *one shift* system, meaning that employees' time is taken up at work, according to 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 other hand, no one wants to be in the same position when entering until retirement. Based on the results of the interviews, it was shown that there was no clarity of the mechanism in career development and a 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 Gallup in 2023 that *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

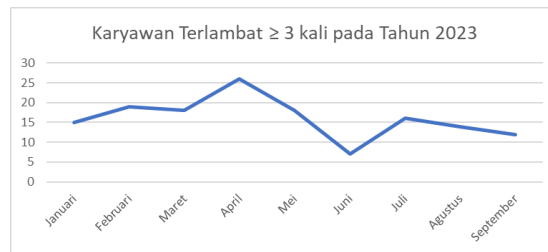


Figure 1. Employee Delay Graph

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"

2. Literature Review

2.1. Organizational Commitment

Every organization requires the commitment of its members to reach its objectives. Commitment reflects a member's intention, expressed through loyalty, interest, and responsibility toward the organization. As described by Robbins and Judge (2017), organizational commitment refers to a condition where members align themselves with the organization's goals and express a desire to remain part of it. This commitment goes beyond mere formal membership, encompassing a genuine affection for the organization and a readiness to contribute their best efforts [9].

Organizational commitment can be understood as a compilation of an individual's feelings and beliefs about their organization as a whole [10]. It can also be interpreted as an individual's orientation towards the organization, characterized by loyalty, identification, and active involvement [11]. According to Luthans, organizational commitment reflects a strong desire to stay with the organization, a determination to work diligently in alignment with the organization's expectations, and a commitment to embracing the organization's values and goals [12].

From these definitions, the author synthesizes that organizational commitment refers to a situation in which a member aligns with the organization based on their feelings and beliefs, reflecting a sense of orientation within the organization. Organizational commitment can be categorized into several dimensions:

a. **Affective Commitment:** This dimension involves a deep emotional connection and trust in the organization's values. It is characterized by indicators such as career advancement, confidence, and making the best contributions.

b. **Continuance Commitment:** This refers to an individual's awareness of the potential losses associated with leaving the organization, regardless of their emotional attachment. Indicators include a strong attachment to the organization, a willingness to stay, and prioritizing the group's interests.

c. **Normative Commitment:** This dimension is driven by a sense of obligation to remain with the organization, often stemming from feelings of indebtedness to superiors, colleagues, or the company as a whole. Indicators include loyalty to the organization, satisfaction in performing duties, and pride in being a member.

2.2. Work Life Balance

Work-life balance refers to the equilibrium between professional responsibilities and non-work activities, such as spending time with family. It encompasses how well an individual manages their work role and personal life simultaneously while maintaining satisfaction. This concept is divided into three main components: time balance, engagement balance, and satisfaction balance. From two different viewpoints, work-life balance can be understood differently. For employees, it represents the challenge of managing work obligations alongside family or personal responsibilities [13].

For employers, it represents the challenge of fostering an organizational culture that supports employees in focusing on their work responsibilities effectively. In summary, work-life balance aims to harmonize employees' work duties with their personal life activities, ensuring involvement and satisfaction in both areas [14]

As stated by Fisher [15], work-life balance includes four dimensions:

a. **Work Interference with Personal Life (WIPL):**

This dimension measures how work impacts personal life, with indicators such as fatigue from work affecting other activities, difficulties in maintaining personal activities, neglect of personal needs, a declining personal life, and missed personal events.

b. **Personal Life Interference with Work (PLIW):** This dimension assesses how personal life affects work performance, with indicators including depleted energy, deteriorating work quality, less free time for work, fatigue impacting work effectiveness, worrying about non-work-related matters, and difficulty completing work tasks.

c. **Personal Life Enhancement of Work (PLEW):** This dimension evaluates how personal life can positively influence work performance, with indicators such as improved mood at work, personal life energizing work, and feeling calmer and more prepared for the next workday.

d. **Work Enhancement of Personal Life (WEPL):** This dimension gauges how work can improve personal life quality, with indicators such as work providing energy, a better mood at home, and work helping to resolve personal issues.

2.3. Career Development

According to Robbins and Judge, *career development* is a company's efforts to identify and utilize employees' skills and talents effectively to fill positions appropriately [16]. It is an ongoing initiative aimed at individual self-improvement in alignment with the company's career needs and objectives. This formal approach ensures that individuals with the right qualifications and experience are available when needed.

Essentially, career development reflects the advancement of individuals within the company according to a defined career path. In summary, career development is a continuous program that companies implement to help employees enhance their skills and abilities. This program supports employees in achieving optimal performance and ensures that the company has qualified personnel ready to take on higher-level roles or positions as needed [17].

Simamora Sukirman [18] outlines two dimensions of career development:

a. Career Planning:

This dimension involves identifying and setting actions to achieve desired career goals. It includes establishing career objectives and creating plans to reach them. Key indicators are aligning interests and skills, understanding career goal setting, career counseling, and attitudes toward career development.

b. Career Management:

This dimension refers to the company's process of selecting, evaluating, assigning, and developing employees to build a pool of qualified candidates for future needs. Effective career management involves integrating these processes with human resource planning, providing career information, disseminating job vacancy details, and offering education and training programs.

2.4. Employee Engagement

Employee engagement is a positive mental state characterized by enthusiasm, dedication, and absorption towards one's work [19]. It reflects an employee's favorable attitude towards their job and the values of the organization. Essentially, employee engagement indicates a high level of individual involvement, satisfaction, and enthusiasm for their role [20].

It also represents the degree of commitment an employee has to the company, influencing their behavior and retention in their position [21]. From various expert definitions, employee engagement can be understood as a positive mental condition where employees are deeply committed to their work and the organization, marked by their enthusiasm, dedication, and appreciation [22]. Employee engagement is commonly divided into three dimensions [23]:

a. Vigor: This dimension involves high energy and mental resilience in work. Indicators include having abundant energy, a strong desire to work, the ability to work for extended periods, mental toughness, and perseverance [24].

b. Dedication: This dimension refers to the level of engagement and enthusiasm employees feel towards their work. Indicators include finding meaning in work, feeling inspired and proud, and experiencing a sense of challenge [25].

c. Absorption: This dimension pertains to how deeply employees are immersed in their work. Indicators include the perception that time flies, losing awareness of surroundings, enjoying intense focus, becoming fully absorbed in tasks, and difficulty disconnecting from work [26].

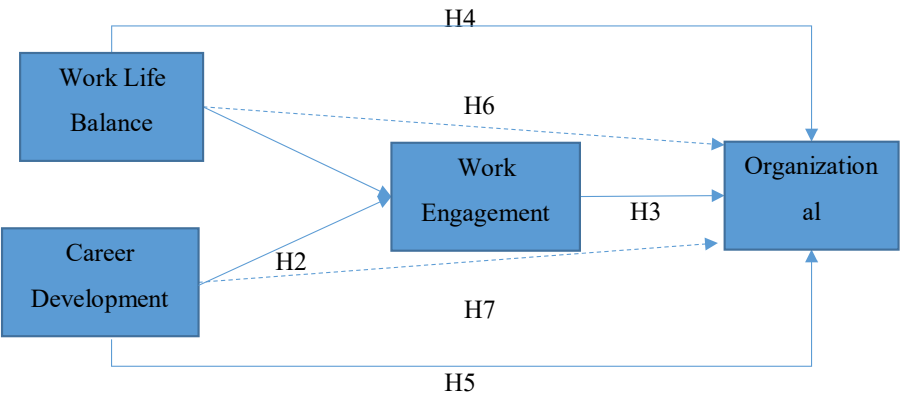


Figure 2. Research Model

Based on the conceptual framework, the hypotheses in this study are as follows:
H1: Work-life balance has an impact on employee engagement.
H2: Career development influences employee engagement.
H3: Employee engagement affects organizational commitment.
H4: Work-life balance impacts organizational commitment.
H5: Career development influences organizational commitment.
H6: Work-life balance affects organizational commitment through the mediation of employee engagement.
H7: Career development influences organizational commitment through the mediation of employee engagement.

3. Research Methods

The study focuses on employees of companies involved in restaurant management and seafood processing, specifically at a Japanese Restaurant in DKI. This research site was chosen due to interview and pre-research findings suggesting issues related to work-life balance, such as long working hours, a single-shift system, and unclear career development paths. These factors appear to negatively impact employee engagement, which, in turn, affects organizational commitment [27].

The impact is evidenced by an increasing turnover rate, reaching 25.56% in 2023. The research employs both descriptive and explanatory methods. Descriptive research is used to provide a detailed overview of the symptoms or phenomena related to the study's subject, helping to describe processes and create a framework of categories.

Explanatory research, on the other hand, aims to explain the relationships and positions of the variables being studied. The study's population consists of

all employees working at the Japanese Restaurant DKI, totaling 120 individuals. A sample of 104 people was selected using a random sampling technique. Data analysis was conducted using Statistical Product and Service Solutions (SPSS) and LISREL software, with Path Analysis to process and interpret the collected data.

Before conducting descriptive and statistical analysis, instrument tests were performed, including validity and reliability tests. This was followed by a normality test with a significance level of 0.05, a linearity test with the same significance level, a multicollinearity test with a VIF greater than 5, a heteroscedasticity test with a correlation less than 0.05, and hypothesis testing using a t-test. If the alpha 5% of the t-statistical value exceeds 1.915, the result is considered significant [28].

4. Result and Discussion

4.1. Test Instrument

4.1.2. 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 $> r_{table}$ (0.195), then the instruments/items of the statement are declared valid. On the other hand, if the calculation $< r_{table}$ (0.195), 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)

4.1.3. Reliability Test

The reliability test assesses the consistency or stability of a research instrument's scores for the same respondent over different times. An instrument is considered reliable if Cronbach's Alpha value is greater than 0.6. Conversely, if Cronbach's Alpha is less than 0.6, the instrument is deemed 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)

4.2. Results of Descriptive Analysis

Descriptive analysis of data on Work-Life Balance, Career Development, Employee Engagement, and Organizational Commitment provides a comprehensive overview of employees at Japanese DKI Restaurant. For Work-Life Balance, 69.36% of respondents rated it as high based on their positive responses.

This is supported by the Demands dimension, reflected in statements like “I have difficulty completing work due to being overwhelmed with personal matters” and “My personal life suffers because of work.” The Resources dimension is also highlighted by responses such as “My personal life helps me feel calm and prepared for the next workday” and “My personal activities improve my mood at work.”

In terms of Career Development, 66.59% of respondents rated it highly. This includes the Career Planning dimension, as indicated by statements like “I am interested in advancing in my career” and “All employees have equal opportunities for career growth.” The Career Management dimension is supported by responses such as “Company loyalty is a key factor in career development” and “Career development is integrated with human resource planning at my workplace.”

For Employee Engagement, 78.95% of respondents rated it as very high. This includes the Vigor dimension, reflected in statements like “I have a strong mental state at work” and “I feel energized while working.” The Dedication dimension is shown by responses such as “I view my work as a challenge to overcome” and “The tasks I handle motivate me to perform at my best.” The Absorption dimension is evident from statements like “I focus intently on my work” and “I thoroughly enjoy the work I do at my current job.”

Regarding Organizational Commitment, 74.24% of respondents rated it as high. This includes the Normative Commitment dimension, demonstrated by statements like “I carry out all tasks with full responsibility” and “I am proud to work for this company.” The Affective Commitment dimension is reflected in responses such as “I am committed to contributing to the organization’s goals” and “I enjoy working in this organization.”

4.3. Classical Assumption Test

4.3.1. Normality Test

Table 5. Normality Test Results

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

Source: data processed by researchers (2024)

According to the SPSS output in the table, the Sig values for the normality test using the Kolmogorov-Smirnov method are 0.046 for substructure 1 and 0.020 for substructure 2. Since these Sig values are both less than the alpha level of 0.05, it indicates that the data is not normally distributed. However, with more than 50 observations, the central limit theorem suggests that the data tends to have a normal distribution. Therefore, further testing can proceed.

4.3.2. Multicollinearity Test

Table 6. Multicollinearity Test Results Sub 1

		Collinearity Statistics	
Model		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. Multicollinearity Test Results Sub 2

		Collinearity Statistics	
Model		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.

4.3.3. Heteroscedasticity Test

Table 8. Results of Sub 1 Heteroscedasticity Test

Model	Coefficientsa		Standardized Coefficients Beta	t	Say.
	Unstandardized Coefficients B	Std. Error			
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	Coefficientsa		Standardized Coefficients Beta	t	Say.
	Unstandardized Coefficients B	Std. Error			
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)

he results from the two tables indicate that the VIF values for each independent variable are well below 10. This suggests that there is no multicollinearity among the independent variables within each substructure. Consequently, the path analysis model is appropriate for further analysis..

4.3.4.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 table above indicates that the significance value for each influence is below the α level of 5% (0.05), demonstrating a linear relationship between the dependent variables and the independent variables. Consequently, we can conclude that there are no violations of linearity within each sub-structure, making the path analysis model appropriate for further analysis.

4.4. Path Analysis

To align with the research objective of examining "The Influence of Work Life Balance and Career Development Mediated by Employee Engagement on Organizational Commitment," a quantitative analysis suitable for this aim is performed, specifically using path analysis. Since the respondents' score data is initially on an ordinal scale, it is first converted into an interval scale through the method of successive intervals to enable path analysis. The study investigates two substructures: Substructure 1 explores how Employee Engagement (Z) is influenced by Work Life Balance (X1) and Career Development (X2). Substructure 2 examines how Organizational Commitment (Y) is affected by Work Life Balance (X1), Career Development (X2), and Employee Engagement (Z) as mediators, based on the following path mode.

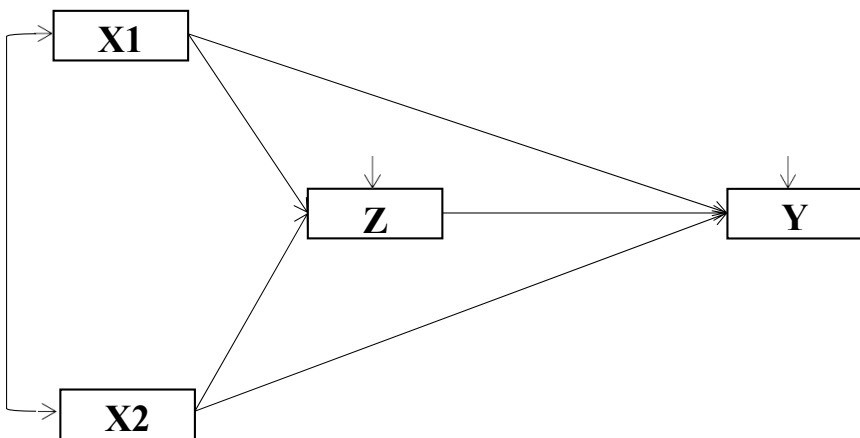


Figure 3. Path Concept

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.

$$Z = \rho_Z.X1X1 + \rho_{Z.X2}X2 + \varepsilon_1$$

$$Y = \rho_{Y.X1}X1 + \rho_{Y.X2}X2 + \rho_{Y.Z}Z + \varepsilon_2$$

where:

X1 = Work Life Balance

X2 = Career Development

Z = Employee Engagement

Y = 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:

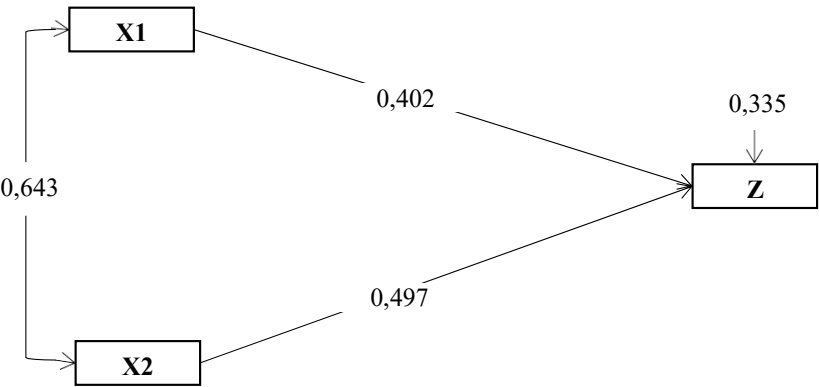


Figure 4. Results of Substructure 1 Estimation

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)

According to the estimation results for Substructure 1 presented in the figure and table above, the hypothesis testing outcomes are as follows:

Work Life Balance has a significant impact on Employee Engagement, with a path coefficient of 0.402. This positive coefficient suggests that as Work Life Balance improves, Employee Engagement also increases, and vice versa. Therefore, H1 is accepted, indicating that Work Life Balance has a positive and direct effect on Employee Engagement.

Career Development significantly affects Employee Engagement, with a path coefficient of 0.497. The positive coefficient implies that an increase in Career Development leads to a corresponding increase in Employee Engagement, and vice versa. Consequently, H2 is accepted, meaning that Career Development positively and directly influences Employee Engagement.

Substructure 2 Hypothesis Testing: Substructure 2 examines how Work Life Balance, Career Development, and Employee Engagement affect

Organizational Commitment. The results of this estimation were obtained using SPSS and Lisrel programs, as detailed below:

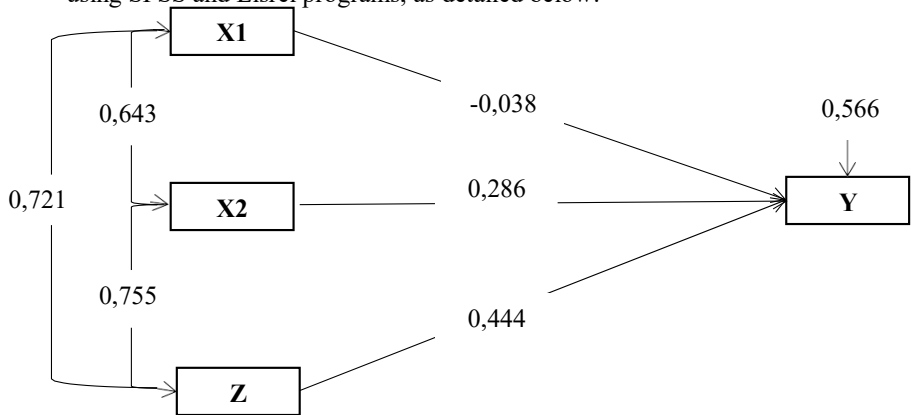


Figure 5. Results of Sub-Structure Estimation 2

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	Z → Y	0,444	3,418	Significant

Source: data processed by researchers (2024)

Based on the estimation results for Substructure 2 shown in the figure and table above, the outcomes of hypothesis testing are as follows:

1. **Work Life Balance** does not significantly impact **Organizational Commitment**, with a path coefficient of -0.038. This negative coefficient suggests that an increase in Work Life Balance is associated with a decrease in Organizational Commitment, and vice versa. Therefore, H3 is rejected, indicating that Work Life Balance negatively and does not directly affect Organizational Commitment.
2. **Career Development** significantly influences **Organizational Commitment**, with a path coefficient of 0.286. The positive coefficient indicates that an increase in Career Development leads to a rise in Organizational Commitment, and vice versa. Hence, H4 is accepted, meaning that Career Development positively and directly impacts Organizational Commitment.
3. **Employee Engagement** significantly affects **Organizational Commitment**, with a path coefficient of 0.444. This positive coefficient means that an increase in Employee Engagement is associated with an increase in Organizational Commitment, and vice versa. Thus, H5 is

accepted, signifying that Employee Engagement positively and directly influences Organizational Commitment.

4. **Decomposition of Substructure 1 and Substructure 2:** Following the estimation of influences in Substructure 1 and Substructure 2, the decomposition of these influences was performed. This decomposition aims to assess the indirect effects or mediation of Work Life Balance and Career Development on Organizational Commitment through Employee Engagement. The results of this decomposition were obtained using SPSS, Lisrel, and the Sobel Test calculator (<http://quantpsy.org/sobel/sobel.htm>) programs, with the following outcomes:

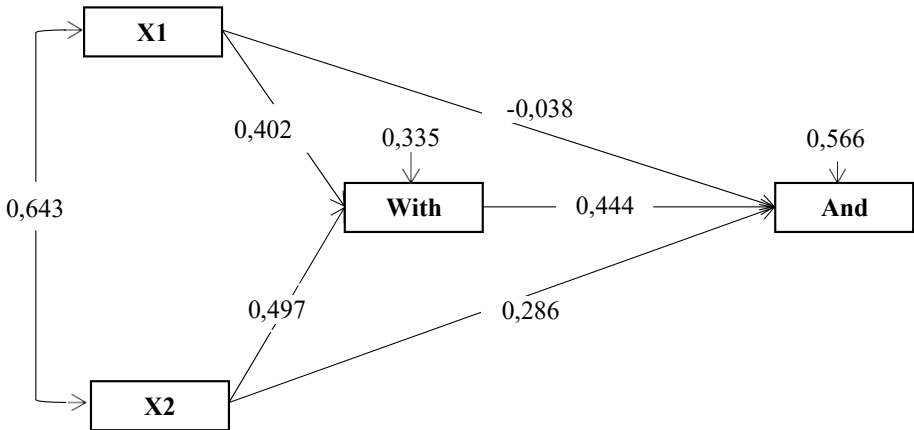


Figure 6. Results of Estimation of Decomposition of Sub Structure 1 and Sub Structure 2

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	$0.402 \times 0.444 = 0.178$	2,832	Significant
7	X2 → Z → Y	$0.497 \times 0.444 = 0.221$	3,412	Significant

Source: data processed by researchers (2024)

Based on the estimation results for the decomposition of Substructure 1 and Substructure 2, as illustrated in the figure and table above, the hypothesis testing outcomes are as follows:

1. **Work Life Balance** significantly influences **Organizational Commitment** through **Employee Engagement**, with a path coefficient of 0.178. This positive coefficient indicates that an improvement in Work Life Balance, mediated by Employee Engagement, leads to an increase in Organizational Commitment, and vice versa. Thus, H6 is accepted, meaning that Work Life

Balance has a positive and indirect effect on Organizational Commitment through Employee Engagement.

2. **Career Development** also significantly affects **Organizational Commitment** through **Employee Engagement**, with a path coefficient of 0.221. The positive coefficient suggests that an enhancement in Career Development, mediated by Employee Engagement, results in a rise in Organizational Commitment, and vice versa. Therefore, H7 is accepted, indicating that Career Development positively and indirectly influences Organizational Commitment through Employee Engagement.

5. Conclusion, Implications and Suggestions

Based on the data analysis and processing, the following conclusions are drawn in line with the research objectives:

1. Overview of Work-Life Balance, Career Development, Employee Engagement, and Organizational Commitment: a) Work-Life Balance is categorized as high, supported by resources that allow employees to manage their personal lives effectively. This balance contributes to a calm and ready mindset for work, improves mood, and provides energy derived from their personal life. b) Career Development falls into the high category, with career planning being measured by the alignment of job roles with skills, employee interest in career advancement, equal opportunities for career growth, and the match between job roles and career interests. c) Employee Engagement is rated very high, supported by dedication indicators such as active involvement in work, viewing work as a challenge, pride in their job, and vigor, which includes a positive mentality, strength at work, and high energy levels. d) Organizational Commitment is also high, driven by Normative Commitment, where employees take on tasks with full responsibility and pride in their company, and Affective Commitment, which reflects their enjoyment of work and contribution to achieving organizational goals.
2. Work-Life Balance has a positive and significant impact on Employee Engagement.
3. Career Development has a positive and significant impact on Employee Engagement.
4. Work-Life Balance does not significantly affect Organizational Commitment.
5. Career Development has a direct and significant positive effect on Organizational Commitment.
6. Employee Engagement significantly impacts Organizational Commitment.
7. Work-Life Balance significantly affects Organizational Commitment through the mediation of Employee Engagement.
8. Career Development has a significant impact on Organizational Commitment through the mediation of Employee Engagement.

5.2. Implication

1. *High Work-Life Balance* has an impact on employee performance which in turn will affect performance, this shows that employees' personal lives have an impact on the work done, the company to support the creation of work-life balance The company programs activities such as *family gatherings*, *rewards* for additional leave, and provides entertainment facilities for its employees at work
2. *High career development* is supported by the suitability of interests and skills, so the company facilitates the implementation of policies in career development such as ensuring the availability of promotions for each employee, providing training to develop skills, and job placement in accordance with the company's needs and employee capacity.
3. *High Employee Engagement* is supported by engagement, being actively involved at work, being proud of the work, and being challenged at work and high enthusiasm. For companies to set high performance targets and for employees to exceed their performance targets, rewards are given. In addition, the company provides flexibility for its employees to complete their work.
4. High organizational commitment supported by employees who can complete all their responsibilities, be proud of their work and always want to make their best contribution, the company can create a comfortable work environment both physically and psychologically.

5.3. Suggestion

Based on the data processing and analysis results, the researcher made the following recommendations:

For the Company:

- a. Implementing a shift system by splitting current working hours into two shifts to ensure employee well-being and offer sufficient recreational facilities.
- b. Establishing a structured training program to enhance employee skills and providing rewards for exceptional performance.
- c. Conducting regular performance evaluations for all employees and being open to opportunities for job advancement.

For Future Researchers:

- a. This study could be expanded to explore other factors influencing organizational commitment, such as compensation, leadership, and organizational culture.
- b. Research could also be conducted on employees from different work environments.

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