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The Influence of Work-Life Balance and Work Environment on Employee Commitment

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Work Environment;

Employee Engagement;

Abstract

The purpose of this study is to analyze the influence of Work-Life Balance and work environment on Employees Commitment by Employee Engagement. It was conducted at PT Wijaya Karya (Persero) Tbk, located in Indonesia. The research was carried out using descriptive research methods with a quantitative approach. Next, this research uses Partial Least Square (PLS) and is assisted by grapples 7.0 software. Based on the results of the research that has been conducted, found that the Work-Life Balance, Work Environment, and Employee Engagement are partially influenced positively by the Commitment Officer. It was also found that there was a significant positive effect between Work-Life Balance and Work Environment on Employee Engagement. Employee Engagement proved to mediate the effect of Work-Life Balance and Work Environment, which is positively significant to the Commitment Officer.

1. Introduction

Human resources are the heart of a company because they play an important role in the success of achieving the vision, mission, and goals that have been set. The success depends on human resources (employees) in carrying out the tasks assigned by the company. This shows that the company must have management related to the management of human resources, where the goals of the company and employees can be achieved actively.

The relationship between the company and its employees is very important. One of the important factors for employees at work is employee engagement. This attachment must involve employees both cognitively and emotionally. This will form a relationship that has many meanings.

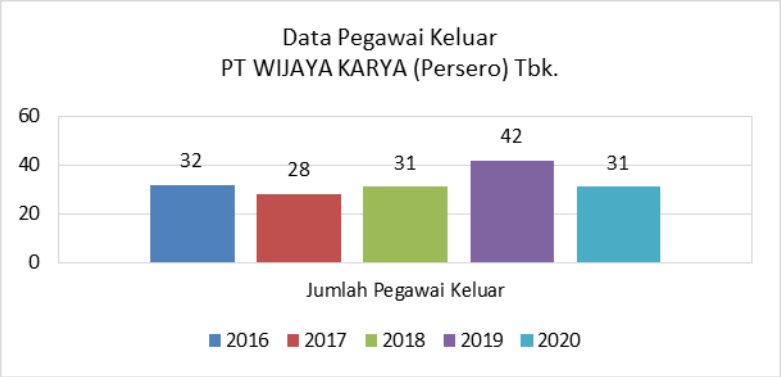
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For employees to get good work engagement, they must have the concept that the employee is passionate, focused, loyal, and has a strong dedication to working at the company (Hastuti, 2018).

Several factors can affect employee engagement, according to a study conducted by Mohd et al (2016) such as the Work Environment and Work-Life Balance. If the company is not aware of these factors, the lack of Work-Life Balance practices and conditions in the work environment, then the employee is not focused on carrying out the assigned tasks and loses motivation at work. This also affects employee self-efficacy. Thus, companies must have an important role and are required to manage human resources to become more qualified to achieve the company's vision, mission, and goals.

The entry and exit of employees in a company is a natural thing and can not be avoided. The intention of leaving an employee is a behavior that employees take because they feel it is not following expectations and hoping to improve the situation, especially in terms of psychology and work in the future (Faslah, 2010). Likewise, with PT WIJAYA KARYA (Persero) Tbk, a State-Owned Enterprise engaged in sustainable investment and Engineering, Procurement, and Construction (EPC), which was recorded as of March 31, 2021, with a total of 2,688 employees, according to data got in 5 years from 2016 to 2020, there have been several employee resignation intentions as follows.

Graph 1. Data of Employees Exit



Source: Human Capital PT WIJAYA KARYA (Persero) Tbk. (2021)

Therefore, it shows that a commitment to the company will make a person have an emotional attachment to the company so that the individual identifies the values and activities of the company, the identification is strong, there will be an internalization of organizational values so that he will be increasingly involved with what is being done by the company. company.

Employees who are committed to their jobs provide competitive advantages, including high productivity and low turnover. The engaged feeling is a feeling that includes an attachment, sense of belonging, commitment, loyalty, involvement, or desire to contribute both to work and to the organization, voluntarily without coercion. When an employee has an emotional commitment, will show great initiative and spends extra-large effort voluntarily for the success of an organization, the employee will probably get a feeling of happiness and satisfaction in his work (Saptono et al., 2020). This is supported by other empirical research from Khalid et al (2015) which shows that there is a relationship between organizational commitment and employee engagement.

Based on this explanation, the authors are interested in conducting a study entitled "The Influence of Work-Life Balance and work environment on Employees Commitment by Employee Engagement at PT WIJAYA KARYA (Persero) Tbk " which focuses on assessing Work-Life Balance

factors, and Work Environment, Employee Commitment, Employee Engagement. Based on the background that has been presented, the research question in this study is as follows:

1. Does Work-Life Balance have a direct effect on Employee Commitment?
2. Does the Work Environment have a direct effect on Employee Commitment?
3. Does Employee Engagement have a direct effect on Employee Commitment?
4. Does Work-Life Balance have a direct effect on Employee Engagement?
5. Does the Work Environment have a direct effect on Employee Engagement?
6. Does Work-Life Balance have a direct effect on Employee Commitment through Employee Engagement?
7. Does the Work Environment have a direct effect on Employee Commitment through Employee Engagement?

2. Materials and Method

Employee Engagement

Khan (1990) first put forward the concept of engagement. Khan in his concept distinguishes two terms, namely personal engagement, where individuals enjoy and express themselves physically, cognitively, and emotionally in their roles and personal disengagement. Kahn also stated that engagement is related to psychological conditions when running company systems. Meanwhile, Robinson et al (2004) define employee engagement as a positive attitude held by employees towards the values of the organization and the company. Employees who are engaged or engaged are fully aware of the business context and work with colleagues to improve performance on the job for the benefit of the organization. This is following the opinion of Muliawan et al (2017) who stated that positive feelings and high enthusiasm for work can be called employee engagement. Employees who have high engagement have better performance because they have positive feelings and do not make their work a burden.

For engagement to be formed from the commitment and quality of employees, the company must engage directly in making policies that benefit the organization through the commitment and dedication of its human resources (Irvan & Putra, 2020). The deciding factor proposed (Joshi & Sodhi, 2011) employee engagement more diverse is the content of jobs associated with autonomy and challenging opportunities, compensation, and benefits for employees to donate their skills to the organization, Work-Life Balance to enable employees to balance the needs of personal needs with career needs, the relationship between superiors and employees, career paths, and teamwork. This is made clear by Schaufeli & Bakker (2003), three dimensions are characteristic of the work engagement, namely (1) Vigour (energy/spirit), is the high energy expended, willingness to put forth considerable effort, and showing perseverance when faced with difficulties; (2) Dedication is enthusiasm, inspiration, and pride; strong identification with a job. Dedication is characterized by a feeling of meaning, enthusiasm, inspiration, pride, and challenge in work. Employees who have a high level of dedication strongly identify with their work, making their work a valuable, inspiring, and challenging experience. In addition, dedication is also marked by a sense of enthusiasm and pride in their work. (3) Absorption is full concentration, focus on work. Absorption is characterized by the full involvement of employees in their work by fully concentrating and enjoying their work so that they feel that time is running fast and it is difficult to separate them from their work.

Employee Commitment

Robbins (2007) suggests that employee commitment is an employee's effort to involve themselves in a company or organization and do not want to leave it. Because when employees are involved and tied to the work done in a company, it is the employee's responsibility to be more committed to their work. Commitment is important in an organization or company because with a high commitment, an employee will show a professional attitude and uphold the values that have been mutually agreed upon, focusing on the values and attitudes of employees. Because the company believes that without high employee commitment, the company will not be successful (Hariani et al., 2019).

Another opinion according to Handoko (2008), employee commitment is the degree to which a worker can involve himself with the company and its goals and wishes to maintain membership in the company, this is encouraged in a fair work environment for employees, the higher the employee is valued, the higher the employee will be. employee commitment to the company.

Sepang & Rimpulaeng (2014) suggest that employee commitment to the organization is a phenomenon as an implication of various changes that occur. Employees' work attitudes that are experiencing rapid changes are employees' commitment to the organization where they work. Technological advances and globalization encourage organizations to change the way organizations are managed, and indirectly this condition will affect employees' attitudes towards their work and the organizations that employ them.

Employee commitment is closely related to the reasons for employees to maintain themselves in an organization. Employee commitment is defined as a bond between the individual and the organization characterized by three characteristics, namely (a) The existence of a firm belief and acceptance of the goals and values of the work organization; (b) There is a desire to maintain themselves to remain a member of the organization and; (c) A willingness to work hard as part of a work organization (Allen & Meyer, 1990). Meyer & Allen (1997) suggested that there are three forms of commitment as affective commitment, continuance commitment, and normative commitment.

1. Affective commitment. Affective commitment is defined as the degree to which an individual is psychologically bound to the organization that employs him through feelings such as loyalty, affection because he agrees with the goals of the organization. According to this definition, an individual's affective commitment relates to that emotional bond or identification with the organization.
2. Continuous Commitment. Continuous commitment is a commitment that is based on the loss when leaving the organization, which is often interpreted as a calculative commitment. An employee has a strong continuance commitment because they feel they need it (need to) and there are considerations of cost losses when leaving the organization (such as retirement, status, seniority), or difficulty finding alternative jobs elsewhere.
3. Normative Commitment. Normative commitment is the belief of employees that they feel they have to stay or stay in the organization because of personal loyalty, so that employees with high normative commitment will stay in the organization.

Work-Life Balance

Rangarajan (2014) defines work-life balance as maintaining a balance between responsibilities at work and home. If someone has allocated the time needed for every aspect of life, there should be no problem in any part of a person's life, so he has achieved work-life balance (Delecta, 2011). While Singh & Khanna (2011) state work-life balance as a broad concept that involves setting the right

priorities between "work" (career and ambition) on the one hand and "life" (happiness, leisure, family, and spiritual development) on the other. Most people, when they enter the world of work, lose balance in their lives. The higher their career or the higher the business they run, the harder it is for them to enjoy life. Finally, time for family and "me time" becomes drained, emotions are out of control, health declines.

In another opinion, Allvesteffer (2016) argues that work-life balance is a comfortable balance state achieved between the key priorities of employees from their work position and their lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm an individual's ability to enjoy a satisfying personal life outside of the work environment. While work-life balance is also defined as the degree to which an individual is involved and equally satisfied with his work role and family role which comprises three dimensions of work-family balance, namely: time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003). Fisher et al (2009) suggests four dimensions are forming Work-Life Balance, namely;

1. Dimensions of WIPL (Work Interference with Personal Life). This dimension refers to how much work can affect family life.
2. Dimensions of PLIW (Personal Life Interference with Work). This dimension refers to how much an individual's personal life can interfere with his work.
3. Dimensions of PLEW (Personal Life Enhancement of Work). This dimension refers to how much a person's personal life can improve the quality of an individual's work in the world of work.
4. Dimensions of WEPL (Work Enhancement of Personal Life). This dimension refers to how much work can improve the quality of personal or family life.

Work Environment

The work environment, according to Sedarmayanti (2011) is all the conditions that exist around the workplace that will affect employees either directly or indirectly. While Schultz & Schultz (2014) the work environment is defined as a condition comprising characteristics of the workplace related to employee attitudes.

Another opinion, according to Retnosari (2018) The work environment is the factor of the HR Management function, specifically the planning function. This function is directly related to employees who work in the organizational environment. The work environment in a company is very important to be considered by management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process.

An unpleasant work environment will make employees have decreased performance and the time for achieving the tasks that have been given can run not according to the target so that the results of the work system applied become ineffective and efficient, otherwise a pleasant work environment will have a good impact. towards themselves and the company so that employees get satisfaction in achieving their performance and the company also gets the company goals it wants to achieve (Sihaloho & Siregar, 2019).

According to Sedarmayanti (2011), the work environment factors are divided into two categories, namely the physical work environment and the non-physical work environment.

1. The physical work environment is all conditions in the workplace that will affect employees directly or indirectly, such as the environment that is directly related to employees, such as tables, chairs, etc. as well as an intermediary environment that can affect employee conditions, such as coloring, lighting, temperature, air circulation, noise, size and decoration of workspace, security and cleanliness, office equipment, and others.

2. The non-physical work environment is a working condition related to the relationship between co-workers or relationships with superiors and subordinates.

This is reinforced by Antony (2019) stating that the work environment is a condition that exists in the workplace, both physical and non-physical, which also affects employees in carrying out their work and the atmosphere felt by employees within their organization related to the attitudes and actions of colleagues and leaders as well as the climate. Work will affect employee engagement in the company.

Based on the framework of thought and literature review, the theoretical framework and conceptual framework can be developed as follows:

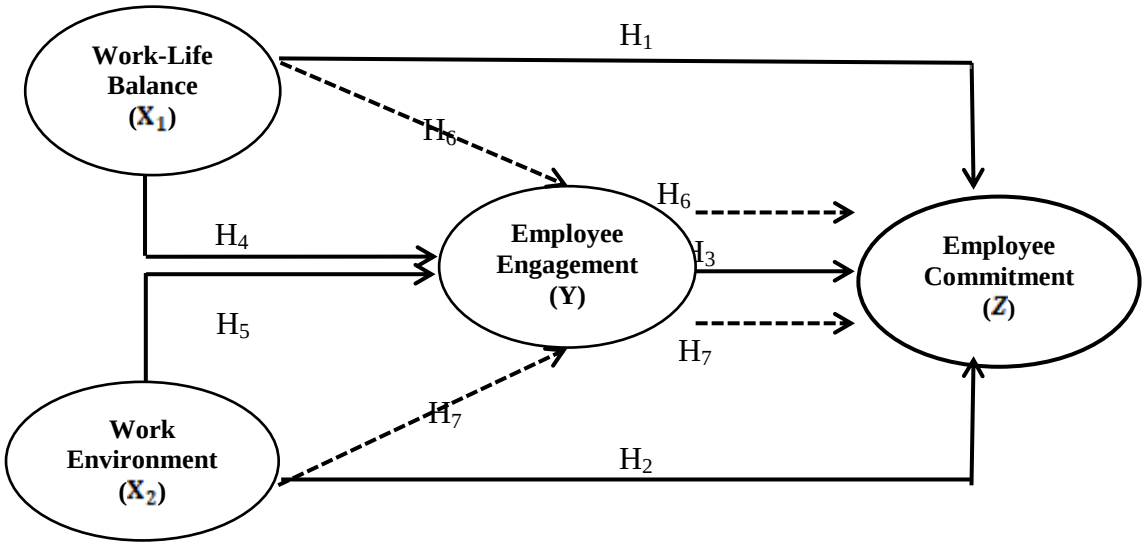


Figure 1. Research Model Framework

Research Hypothesis

Hypothesis 1: Work-Life Balance has a positive and significant effect on Employee Commitment.
Hypothesis 2: Work Environment has a positive and significant effect on Employee Commitment.
Hypothesis 3: Employee Engagement has a positive and significant effect on Employee Commitment.
Hypothesis 4: Work-Life Balance has a positive and significant effect on Employee Engagement.
Hypothesis 5: Work Environment has a positive and significant effect on Employee Engagement.
Hypothesis 6: Work-Life Balance has a direct effect on Employee Commitment through Employee Engagement.
Hypothesis 7: Work Environment has a positive and significant effect on Employee Commitment through Employee Engagement.

Next, The research was carried out using descriptive research methods with a quantitative approach, the population in this study are employees of PT WIJAYA KARYA (Persero) Tbk. with the criteria of having 2 to 10 years and being placed in the project for the Eastern Indonesia Region with a total of 106 employees. The sample was calculated using the formula from Slovin. It can be said that the sample to be used in the study from the calculation results is 84 employees. This research uses Partial Least Square (PLS) and is assisted by Warppls 7.0 software.

Table 1. Operational Variables

Variable	Indicator	Statement Item	Source
Employee Engagement (EE1)	Vigour	I'm excited when I go to work	(Schaufeli & Bakker, 2003)
EE2		I will put in a lot of time to get the job done	
EE3		When given a job, I feel responsible for completing the job	
EE4	Dedication	I feel proud of my work	
EE5		I feel like my work makes people respect me	
EE6		I feel my job is a challenge that I must conquer	
EE7	Absorption	When working, I don't think about anything other than my job	(Schaufeli & Bakker, 2003)
EE8		Minor problems in my work do not interfere with my concentration at work	
EE9		I try various alternatives when I face difficulties at work	
Work-Life Balance WLB1	WIPL (Work Interference With Personal Life)	Time at work does not limit me to running my personal life	(Fisher et al., 2009)
WLB2		The burden does not complicate my personal life	
WLB3	PLIW (Personal Life Interference With Work)	Activities in my personal life do not make me hard to do a good job	
WLB4		Personal interests don't cause my work to be delayed	(Fisher et al., 2009)
WLB5	PLEW (Personal Life Enhancement Of Work)	Activities in personal life support and motivate me to do my job	
WLB6		Having good communication with family makes me do a good job.	
WLB7	WEPL (Work Enhancement Of Personal Life)	The atmosphere at work supports activities that I like in my personal life.	
WLB8		The appreciation from the company makes me excited at work.	
Work Environment LK1	Physical Environment	Lighting at work helps me in getting my work done.	(Sedarmayanti, 2011)
LK2		The environment is well organized and tidy.	
LK3		The facilities provided by the company are following the needs of my job.	
LK4		The air temperature in my workspace is cool.	

Variable	Indicator	Statement Item	Source
LK5	Non-Physical Environment	I interact with all my coworkers.	
LK6		My co-workers are very good at working together.	
LK7		The work rules make me disciplined.	
LK8		Company policy makes me more adaptable to coworkers.	
Employee Commitment KP1	Affective Commitment	The company is my second family.	(Meyer & Allen, 1997)
KP2		The company's perspective on achieving goals is in line with mine.	
KP3	Continuous Commitment	The position, income, and old-age insurance provided by the company made me not want to leave.	
KP4		I find it difficult to find another company that is better for me.	
KP5	Normative Commitment	I am proud to be part of the company.	
KP6		I can stay in the company where I work until I retire.	

Data analysis technique

The data analysis technique in this study uses the Partial Least Square (PLS) approach using Warppls version 7.0 software. Latan and Ghozali (2017) state that PLS is needed because it can test complex relationships with many constructs and many indicators. In contrast to the usual multivariate analysis techniques, such as multiple linear regression, general linear model, or discriminant analysis which can only handle models with observed variables and a limited number of variables.

3. Research Result and Discussion

Outer/Measurement Model

Table 2. Outer/Measurement Model

Construct	*Range*	*AVE*	*CR*	*α*
Work-Life Balance	(0.402)-(0.885)	0.594	0.918	0.893
Work Environment	(0.703)-(0.899)	0.627	0.930	0.913
Employee Commitment	(0.551)-(0.900)	0.526	0.867	0.812
Employee Engagement	(0.591)-(0.853)	0.553	0.917	0.897

Source: Data Processing Results with Warppls version 7.0 (2021)

The following report on the results of the outer model with the Warppls 7.0 program in the table above shows;

1. Work-Life Balance has a loading factor of (0.402) - (0.885). This shows that it has exceeded the critical limit of 0.50 at least 0.40 and the AVE of 0.594 is greater than the critical limit of 0.40. This has met the criteria of convergent validity. While the composite reliability of 0.918 and Cronbach's alpha of 0.893 is greater than 0.70, then the reliability has been fulfilled.
2. The work environment has a loading factor of (0.703) - (0.899). This shows that it has exceeded the critical limit of 0.50 at least 0.40 and the AVE of 0.627 is greater than the critical limit of 0.40. This has met the criteria of convergent validity. While the composite reliability of 0.930 and Cronbach's alpha of 0.913 is greater than 0.70, then the reliability has been fulfilled.
3. Employee commitment has a loading factor of (0.551) - (0.900). This shows that it has exceeded the critical limit of 0.50 at least 0.40 and the AVE of 0.526 is greater than the critical limit of 0.40. This has met the criteria of convergent validity. While the composite reliability of 0.867 and Cronbach's alpha of 0.812 is greater than 0.70, then the reliability has been fulfilled.
4. Employee Engagement has a loading factor of (0.591) - (0.853). This shows that it has exceeded the critical limit of 0.50 at least 0.40 and the AVE of 0.553 is greater than the critical limit of 0.40. This has met the criteria of convergent validity. While the composite reliability of 0.917 and Cronbach's alpha of 0.897 is greater than 0.70, then the reliability has been fulfilled.

Structural Model Evaluation (Inner Model)

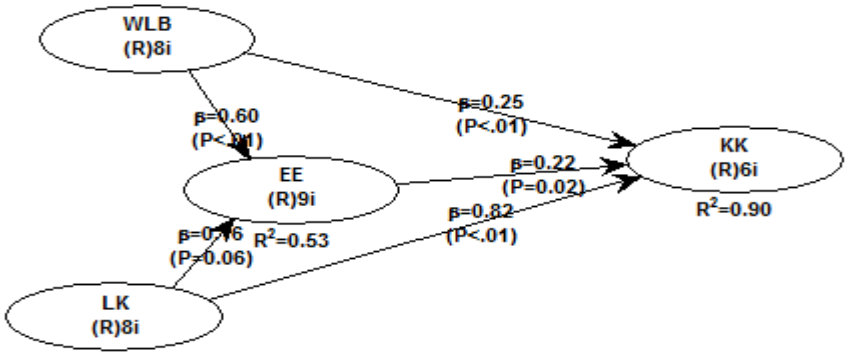


Figure 2. Structural Model

Table 3. Path Coefficient and P-Values

Correlation	Path Coefficient	P-Value	Note
Work-Life Balance → Employee Commitment	0.248	0.008	Significantly influential
Work Environment → Employee Commitment	0.820	<0.001	Positive and significantly influence
Employee Engagement → Employee Commitment	0.224	0.016	Significantly influential
Work-Life Balance →	0.597	<0.001	Positive and significantly

Correlation	Path Coefficient	P-Value	Note
Employee Engagement			influence
Work Environment → Employee Engagement	0.161	0.062	Significantly influential
Work-Life Balance → Employee Engagement → Employee Commitment	0.134	0.038	Significantly influential
Work Environment → Employee Engagement → Employee Commitment	0.036	0.319	Significantly influential

Criteria for decision (conclusion) is to look at the significant value of p-value to determine the effect of a variable based on the hypothesis that was built through the re-sampling procedure. The significance value used is $p < 0.05$ (significance level = 5%). All hypotheses from the first hypothesis (H1) to the seventh hypothesis (H7) the decision is accepted, this is because the P-value generated is significant at $P<0.01$ and the t-count value is >1.96. The previous outer model test has resulted in feasibility as a suitable model, where the model has met the reliability and construct validity tests. In assessing the structural model (inner model) using the Warppls 7.0 program.

Table 4. Model Fit and Quality Indices

Criteria	Rule of Thumb	The Calculation Results	Rating Level
R-squared	≤ 0,70, ≤ 0,45, and ≤ 0,25 (strong, moderate, weak)	0.530 EE 0.896 KP	Strong
Adjusted R-squared	≤ 0,70, ≤ 0,45, and ≤ 0,25 (strong, moderate, weak)	0.518 EE 0.892 KP	Strong
Criteria	Rule of Thumb	The Calculation Results	Rating Level
Q-squared	≥ 0,02, ≥ 0,15, and ≥ 0,35 (weak, moderate, strong)	0.537 EE 0.622 KP	Strong
APC	P-value ≤ 0,05	(0.410) P < 0,001	Very Good
ARS	P-value ≤ 0,05	(0.713) P < 0,001	Very Good
AARS	P-value ≤ 0,05	(0.705) P < 0,001	Very Good
AVIF	≤ 3,3	2.591	Ideal
AFVIF	≤ 3,3	2.907	Ideal
Goodness Tenenhaus (GoF)	≥ 0,10, ≥ 0,25, and ≥ 0,36 (small, medium and large)	0.640	Large

SPR	Ideal = 1, acceptable if ≥ 0,7	1	Ideal
RSCR	Ideal = 1, acceptable if ≥ 0,7	1	Ideal
SSR	acceptable if ≥ 0,7	1	Ideal
NLBCDR	acceptable if ≥ 0,7	1	Ideal

Source: Data Processing Results, 2020

Based on the results of the model fit and quality indices above, it can be seen that the model has a good fit, where the P-value for Average path coefficient (APC) = 0.410, P < 0.001, Average R-squared (ARS) = 0.713, P < 0.001, Average adjusted R-squared (AARS) =0.705, P<0.001. The value of Average block VIF (AVIF) and Average Full Collinearity VIF (AFVIF), the resulting ideal value is AVIF = 2,591. Meanwhile, AFVIF is 2,907, the resulting value is acceptable, so there is no problem of multicollinearity between indicators and between exogenous variables. The resulting GoF is 0.640, so the fit model is medium. For the Symson's Paradox (SPR) index, the R-squared Contribution Ratio (RSCR), Statistical Suppression Ratio (SSR), produces a value equal to 1, and the Nonlinear Bivariate Causality Direction Ratio (NLBCDR) produces a value of 1 which means there is no causality problem in the model. Based on table 4 above, interpreting the structural model test results from each hypothesis can be described as follows:

a. Work-Life Balance and Employee Commitment

Based on the results of data processing in the table above, the first hypothesis (H1) shows that Work-Life Balance has a positive effect on employee commitment of 0.248 and is significant at 0.008. So with the acceptance of the hypothesis, it can be concluded that Work-Life Balance can affect the employee commitment variable. This is confirmed by Rini & Indrawati (2019) in their research that a positive work-life balance can lead to increased morale, increased productivity, increased organizational commitment, and reduced absenteeism. The imbalance between work and personal life will impact employee organizational commitment to the organization. Lee & Reade (2018) say that organizational commitment is the desire of the employees themselves to serve an organization. If an employee is unable to balance his personal life with his work life, this can harm the employee's commitment to the organization and vice versa. This is also supported by a study from Riffay (2019) which states that increasing Work-Life Balance will also increase organizational commitment.

However, this is not following research conducted by Rene & Wahyuni (2018) that the results of his research show that work-life balance has a significant effect on job satisfaction but work-life balance does not have a significant effect on organizational commitment and work motivation. Research also shows that organizational commitment, job satisfaction, and work motivation have a significant effect on individual performance.

Another study from Ramadhan & Marinda (2019) that the results showed that the conditions of work-life balance, job satisfaction, and organizational commitment for working mothers as PAUD teachers in Cimahi City were good because they were in the high category. In addition, there is a simultaneous effect of work-life balance and job satisfaction on organizational commitment of 38.2%. However, partially or separately, it is concluded that work-life balance has no significant

effect on organizational commitment, while job satisfaction has a significant effect on organizational commitment.

b. Work Environment and Employee Commitment

Based on the results of data processing in the table above, the second hypothesis (H2) shows that the work environment has a positive effect on employee commitment of 0.820 and significant <0.001. With the acceptance of the hypothesis, it can be concluded that the work environment can affect the employee commitment variable.

Salahuddin's research (2013) that the results show that leadership has a significant effect on organizational commitment but has no significant effect on employee performance. The work environment has a significant effect on organizational commitment, but has no significant effect on employee performance. Organizational commitment has a significant effect on employee performance. A good work environment (healthy, safe, comfortable, and harmonious) for employees in carrying out their work will cause the employee to feel comfortable at work and strive to maintain his status as an employee in the company/organization or will lead to employee organizational commitment.

Another study conducted by Subagyo (2014) shows that the two independent variables, namely the work environment, self-efficacy, have a positive influence on organizational commitment. It means that the stronger the influence of the work environment, the higher the lecturer's organizational commitment. These results reflect the cooperation between employees, and the direction of the leadership, as well as the comfort and tranquility of working lecturers, which have a significant impact on the organizational commitment of the lecturers.

c. Employee Engagement and Employee Commitment

Based on the results of data processing in the table above, the third hypothesis (H3) shows that employee engagement has a positive effect on employee commitment of 0.224 and 0.016 significantly. So with the acceptance of the hypothesis, it can be concluded that employee engagement can affect the employee commitment variable. This is reinforced by Allen & Meyer (1990) stating that organizational commitment is defined as a psychological relationship between workers and the organization that makes workers reluctant to leave the organization. (Michael et al., 2009) also suggested that organizational commitment refers to the employee's attachment to the employer's organization, namely commitment to the entire organization where employees feel.

Low employee engagement makes it difficult for employees to commit, not enthusiastic about work, decreased work performance and lacks awareness about the importance of increasingly competitive business continuity (Robinson et al., 2010). (Sakeru et al., 2019) also stated that organizational commitment is a kind of attitude that reflects an individual's attachment to a particular organization in terms of identification with it or involvement in it.

d. Work-Life Balance and Employee Engagement

Based on the results of data processing in the table above, the fourth hypothesis (H4) shows that Work-Life Balance has a positive effect on employee engagement of 0.597 and significant <0.001. So with the acceptance of the hypothesis, it can be concluded that Work-Life Balance can affect employee engagement variables. This is supported by (Ariawaty & Cahyani, 2019) in their research that the results show that employee engagement has a significant influence on the work-life balance

of Bank X employees. This implies that the balance that a person has in work-life balance can be weakened/strengthened, depends on the level of engagement of each employee to the organization or company where they work.

However, it differs from (Saptono et al., 2020) in his research that Work-Life Balance does not affect employee engagement. Thus, the higher the Work-Life Balance owned by the employee does not affect employee engagement. Work-Life Balance has no direct effect on employee engagement.

This work engagement can be related to work-life balance. Work-life balance is the extent to which individuals are equally involved and satisfied with their roles in work-life or outside of work (Greenhaus et al., 2003). Work-life balance has played an important position in implementing the concept of employee engagement. By applying the concept of work-life balance, employees who live a balanced life will work better (Alvi et al., 2014).

e. Work Environment and Employee Engagement

Based on the results of data processing in the table above, the fifth hypothesis (H5) shows that the work environment has a positive effect on employee engagement of 0.161 and 0.062 significantly. So with the acceptance of the hypothesis, it can be concluded that the work environment can affect employee engagement variables. This is reinforced in Antony's research (2019) that there is a relationship between the work environment, leadership, compensation, and job training that can increase employee engagement. (Anitha, 2014) also in his research that there is a significant relationship between the work environment and employee engagement, defines the work environment as things that are around the employee's work environment that can influence him in carrying out the work assigned to him. A good and pleasant work environment will increase employee motivation and the level of attachment to their work. A work atmosphere full of healthy competition and mutual respect will increase employee engagement with the company (Naidoo & Martins, 2014)

f. Work-Life Balance and Employee Commitment by Employee Engagement

Based on the results of data processing in the table above, the sixth hypothesis (H6) shows that Work-Life Balance and Employee Commitment through Employee Engagement are 0.134 and significant 0.038. So with the acceptance of the hypothesis, it can be concluded that Work-Life Balance and Commitment can be mediated by employee engagement. The relationship between the two variables is also supported by (Sakthivel & Jayakrishnan, 2012) which states that social exchange theory is the basis for an explanation which says that work-life balance policies will increase employee organizational commitment which affects employee participation in the organization. higher, employees will work harder, and the organization will benefit more.

Employee engagement is an employee's willingness and ability to contribute to the success of the organization actively. This sense of attachment to the organization is strongly influenced by various factors, such as emotional and rational factors related to work and overall work experience. And as participation and enthusiasm to work with a positive emotional attachment and employee commitment (Stephen P Robbins & Judge, 2013)

g. Work Environment and Employee Commitment through Employee Engagement

Based on the results of data processing in the table above, the seventh hypothesis (H7) shows that the work environment and employee commitment through employee engagement are 0.036 and significant 0.319. So with the acceptance of the hypothesis, it can be concluded that the work

environment and commitment can be mediated by employee engagement. This is confirmed in research (Lingard & Lin, 2004), examining the effect of the work environment on female employees' organizational commitment, finding that work environment and career development are important determinants of employee commitment. This is because, for female employees, the existence of a supportive work environment and career development programs created by the organization where they work are the most important factors for female employees, so that it can affect the increase in organizational commitment.

A study revealed that a more constructive and healthy environment will create more satisfied employees at work and if the organization wants to increase productivity, it is necessary to make efforts to involve more employees in their work environment so that they can be satisfied and more committed to an organization. (Rehman et al., 2013).

4. Conclusion

Based on the results of the research that has been done, it can be concluded some of these studies are as follows.

1. Work-Life Balance has a positive and significant effect on Employee Commitment. This means that a high Work-Life Balance can increase Employee Commitment.
2. Work Environment has a positive and significant effect on Employee Commitment. This means that the ideal work environment can increase Employee Commitment.
3. Employee Engagement has a positive and significant effect on Employee Commitment. This means that higher employee engagement can increase Employee Commitment.
4. Work-Life Balance has a positive and significant effect on Employee Engagement. This means that a good Work-Life Balance will support an increase in Employee Engagement.
5. The environment has a positive and significant effect on Employee Engagement. It can be interpreted that a comfortable work environment can increase Employee Engagement.
6. Work-Life Balance has a positive and significant effect on Employee Commitment through Employee Engagement. This means, with the condition of employees who have Work-Life Balance, can increase high commitment by being mediated by the Employee Engagement variable.
7. The Work Environment has a positive and significant effect on Employee Commitment through Employee Engagement. This implies that the ideal work environment can increase commitment by being mediated by the Employee Engagement variable.

Next, having reviewed the results of the conclusions listed above, the following suggestions are presented as follows.

Operational and Strategic

To increase employee commitment, companies can consider several variables, such as Work-Life Balance, work environment, and employee engagement. Thus, WIKA management needs to pay attention to these variable aspects to increase employee commitment at work. To have a good Work-Life Balance, it is also necessary to manage working hours, carry out regular joint sports programs, as well as regular gathering activities. Meanwhile, to get a suitable work environment, conditions are needed that make employees feel comfortable and at home to work, thus employees will carry out their activities productively so that the working time used is much more effective and able to create high performance.

To increase employee engagement, companies can involve employees in every decision-making by finding different perspectives from various generations and making it an important part of the planning strategy, which in the end the employees themselves will realize the target more than the expected results. Meanwhile, in terms of employee commitment, one alternative that can be done is by conveying the company's vision and mission as well as the role of employees in achieving these goals, so that this will indirectly foster employee morale and in the end, employees want to take part in achieving that big goal.

Academic Review

Research should be developed further, such as conducting qualitative research or finding the best indicators and best models in influencing commitment. This research provides the basis for further studies in human resource management, especially in the sector of factors influencing a variable for further research using a larger sample. It is hoped that the concept can be built more mature and perfect in the future.

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