

UDC 331

**THE ROLE OF ORGANIZATIONAL COMMITMENT TO MEDIATE THE INFLUENCE OF WORK – LIFE BALANCE AND WORKPLACE SPIRITUALITY ON EMPLOYEE PERFORMANCE: A STUDY AT PT. PUSPASARI PERKASA**

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**ABSTRACT**

The increase in users of shipping services during the pandemic illustrates that shipping companies are required to provide the best of service. This study aims to determine the role of organizational commitment to mediate the effect of work-life balance and workplace spirituality on employee performance. This research is causal associative using a quantitative approach. The scope of this research will be conducted on all employees of PT. Puspasari Perkasa, totaling 81 people. The research data were analyzed and processed by means of SEM (Structural Equation Model) analysis with PLS (Partial Least Square). Data collection techniques with interviews and questionnaires. The results of this study are work-life balance has a positive and significant effect on employee performance. Workplace spirituality has a positive and significant effect on employee performance. Work-life balance has a positive and significant effect on organizational commitment. Workplace spirituality has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is able to mediate the effect of work-life balance on employee performance. Organizational commitment is able to mediate the influence of workplace spirituality on employee performance.

**KEY WORDS**

Organizational commitment, work-life balance, workplace spirituality, employee performance.

The digital era as it is today leads to more sophisticated way in various activities. One of them is the development of digital business which has an impact on increasing demand for logistics. The World Bank report in 2018 stated that the score of Indonesia's logistics performance index (Logistics Performance Index) was at the 5th (fifth) level in Southeast Asia. The Central Statistics Agency (2020) stated that the increasing demand for logistics in Indonesia is increasing due to the E-Commerce Platform and the very rapid development of the internet so that the demand for the use of goods delivery services is increasing. It is hoped that every shipping company can improve its work performance in terms of service.

The Cash Industry survey report (2021) stated that even during a pandemic, the demand for goods delivery services increased by 39%. The survey results also conclude that the public expects shipping companies to improve services in terms of on time delivery of goods by 81.1% and goods received in good condition by 72.1%. The results of this survey illustrate that shipping companies are required to be able to provide the best service.

Although work procedures have been established for each company, it is possible that obstacles in the company's operational activities will always exist, especially in providing the best service. Companies engaged in the freight forwarding service sector focus on the services provided to consumers. Employees have an important role in providing the best service. The services produced by employees are related to the performance to be achieved by employees. Wolor et al. (2019) states that employee performance is the result of a person's work in carrying out the tasks assigned to him and how much employees contribute to the organization.

Employee performance, especially in service companies, can be seen from the services provided. It should be realized that the state of the organization will not always be the same because it consists of many individuals with different backgrounds. The challenges

faced by employees will always be different every day. Given that there are many characteristics of people who will be faced in carrying out the work, so it will not be separated from the emotions and moods that vary as well. Self-regulation or self-regulation is needed especially to deal with difficult situations. When an individual is faced with work conditions that require greater effort to solve a problem at work, self-regulation has a very important role. If an employee is able to see the positive side in every situation, then the employee will feel satisfied with the work done and will try his best in an effort to complete work activities so that it will have an impact on employee performance.

Laguador and Angelo (2017) state that employee performance can be measured through aspects of work habits, work skills and social skills. The results of the initial interview show that from the work habits aspect there are employees who are not on time in providing reports on delivery of goods to the administration. Then, from the aspect of work skills, there are employees who make mistakes in grouping each item in the right position, related to this, training is needed for employees. Furthermore, from the aspect of social skills, there is dissatisfaction due to the job desk given to several employees so that sometimes it causes social jealousy which will have an impact on the lack of a sense of togetherness.

Interviews in May 2021 conducted with 7 employees at PT. Puspasari Perkasa to find out employee perceptions of work, shows that there are some employees who feel that the employee's return hours tend to be inconsistent by 42.8%, this is because the arrival or pick-up time of goods does not always match the estimate depending on the situation and travel conditions, so will impact the turnaround time on jobs that can only be done after arrival or pick-up. Related to this, work-life balance is an aspect that needs to be considered by the organization. The concept of work-life balance relates to the demands of an employee's work with his personal life. Work-life balance programs need to be made by companies to improve employee performance and reduce conflicts between personal life and work life (Lazar et al., 2010).

Rahmawati (2016) states that work-life balance is a balanced proportion between time, emotions and attitudes on the demands of work in the organization and one's life outside of work, such as family life, social life, spiritual life, hobbies, health, recreation and self-development. Work-life balance is generally related to carrying out responsibilities at work and maintaining harmony in a family. Johari et al. (2018) found that if an employee is able to implement work-life balance, it will have a good impact on an employee's performance in the organization. Organizations need to support work-life balance because it will foster positive social exchanges between employees and the organization.

Then, the results of the interview also showed that there were some employees who felt boredom at work by 14.2%. From the results of this interview, there is an initial assumption that there are still employees who are less motivated at work. Continuing this with the research of Marques et al. (2007) stated that the presence of spirituality in the workplace can increase motivation so that it has an impact on organizational success. In line with research on workplace spirituality conducted by Sharma and Kurma (2020) that spirituality at work is seen as a motivation for workers who spend a long time at work. Related to this, companies must strive to develop a holistic spiritual organizational climate so that their true spiritual potential can have an impact on organizational effectiveness, (Garg, 2017).

Workplace spirituality is related, how a person feels connected to himself, to others in the organization, and to the organization as a whole (Garg, 2018). Indradevi's research (2020) found that spirituality in the workplace is one of the factors that need to be considered by organizations to develop employee work productivity. Companies must be able to cultivate workplace spirituality because people who work with high spirituality work with heart, body and soul which is very important for the success of employees and the organization. An understanding of workplace spirituality can help organizations better understand employee attitudes. The research of Dubey et al. (2020) found that workplace spirituality had a positive and significant effect on employee performance.

The results of subsequent interviews found that there were employees who felt stress at work by 28.5%. When connecting the results of these interviews with research conducted

by Robbins (2005:24) it is stated that increased attention to spirituality in the workplace as a counterweight to pressure and stress. Workplace spirituality describes the relationship between oneself, co-workers, work, and how one can feel part of the community. In line with research by Nurtjahjanti (2010), spirituality in the workplace is about the ability to present the entirety of employees to work which will have a more effective impact on completing each job.

The challenges faced every day at work will not always be the same, so stress at work is unavoidable. When viewed from the theory of affective events, then this is caused by the work environment. However, what affects employee performance is the employee's emotional reaction, whether positive or negative. Spirituality affects how a person responds to every condition, especially difficult conditions. Spirituality describes the meaning and main role of spirituality in life, namely interconnectedness (Mitroff and Denton, 1999). Research conducted by Milliman et al. (2003) that in spirituality there are components of meaningful work, feeling connected to the community and upholding values where each of these factors leads to organizational commitment and more involvement in work. Fry et al. (2017) stated that cultivating workplace spirituality will have an impact on employees who are very enthusiastic, committed and diligent because of a sense of thinking.

All of the company's operational activities are related to human resources. Service is the main focus of service companies. The results of services that are passed on to each customer have a close relationship with the employee's organizational commitment to the organization to provide the best for the organization. Zeifiti et al. (2017) stated that a strong belief in the values and goals of the organization will have an impact on the willingness of individuals to make great efforts towards the organization.

Employees will give their best seen from the positive attitude of employees towards work. The research of Lapionte et al. (2018) if employees have organizational commitment to the company, then employees are willing to give effort and loyalty to the organization. Novita et al. (2016) stated that committed employees are usually always reliable who will devote their maximum ability to complete every job because it is in line with organizational goals. This will affect the work of each employee. Organizational commitment has an impact on employee performance. In line with the research conducted by Vipraprastha et al. (2018) stated that organizational commitment has a significant and positive effect on employee performance.

Organizational commitment has a good impact on employee performance. Yelly's research (2016) states that organizational commitment mediates the effect of work-life balance on employee performance. Iksan et al. (2020) explained that organizational commitment mediates the influence of workplace spirituality on employee performance. In line with Yan Li's research (2018), it states that organizational commitment is influenced by work-life balance. If the personal life and work are not balanced, it will cause a decrease in organizational commitment to employees. Workplace spirituality also acts as a strong and consistent predictor of organizational commitment formation, (Jena and Pradhan, 2018).

From the background explanation above, there are several research gaps, namely research on work-life balance on employee performance that the research conducted by Rafsanjani et al. (2019) and Evelyn et al. (2020) found work-life balance had no effect on employee performance. Then, research on workplace spirituality on employee performance has research that finds negative results, namely research conducted by Eliyana and Sridadi (2020). Furthermore, research on work-life balance on organizational commitment has research that finds insignificant results, namely research conducted by Rene and Wahyuni (2018) and research conducted by Makiah et al. (2018).

This research was conducted at the shipping company PT. Mighty Puspasari. Vision of PT. Puspasari Perkasa is "provide a commitment to safe, fast and precise delivery and service". Related to the company's vision, employee performance is an important thing that must be considered, especially in terms of providing the best service to consumers. As well as connecting from the results of interviews which show that there are alleged problems with some employees and the research gaps that have been described, the research will examine aspects of work-life balance and workplace spirituality, their influence on employee

performance and the role of organizational commitment in mediating the effects of work-life balance and workplace spirituality. work on employee performance. Based on this background, the conceptual framework and the formulation of the hypothesis in this study are:

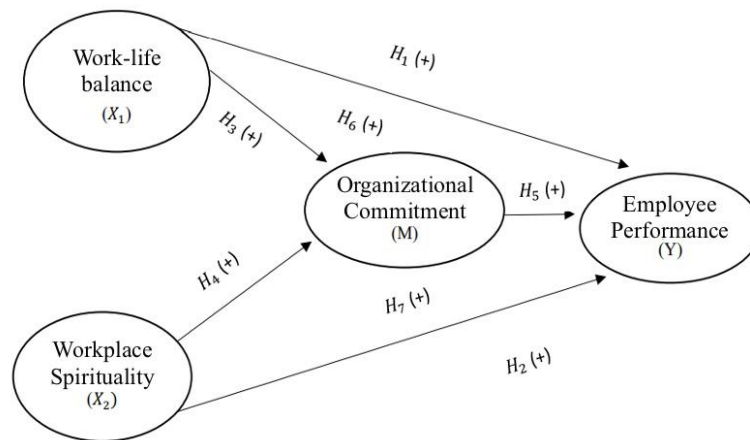


Figure 1 – Research Conceptual Framework

Source: (Hendri, 2018); (Rolland et al., 2016); (Angelo and Laguador, 2017); (Iksan et al., 2020); (Hussein et al., 2018); (Garg, 2017)

- H1: Work-life balance has a positive and significant effect on employee performance;
- H2: Workplace spirituality has a positive and significant effect on employee performance;
- H3: Work-life balance has a positive and significant effect on organizational commitment;
- H4: Workplace spirituality has a positive and significant effect on organizational commitment;
- H5: Organizational commitment affects employee performance;
- H6: Organizational commitment mediates the effect of work-life balance on employee performance;
- H7: Organizational commitment mediates the influence of workplace spirituality on employee performance.

## METHODS OF RESEARCH

This study is causal associative using a quantitative approach. The variables used in this study are work-life balance and workplace spirituality as independent variables, employee performance as the dependent variable and organizational commitment as a mediating variable. The data in this study will be conducted using a closed questionnaire in the form of statements given to respondents to fill in the actual situation, then the data is analyzed and processed using SEM (Structural Equation Model) analysis tools with PLS (Partial Least Square). The scope of this research will be conducted on all employees of PT. Puspasari Perkasa, totaling 81 people. This location was chosen as the scope of research because of alleged problems with employee performance. Data collection techniques with interviews and questionnaires.

## RESULTS AND DISCUSSION

The results shows that most of the respondents were male with a total of 85% and female by 15%. Freight forwarding companies focus on freight forwarding services, so what are needed more are driver and package delivery employees, the dominant being male employees. It can also be seen in the classification of employee positions, where most of

them work in driver positions. This is shown from the number of employees in the driver position is 63%. Then, followed by 11% for administrative employees, 10% for kernet positions, 8% for branch heads, 5% for finance employees and 1% for warehouse employees, managers and mechanics. Characteristics of respondents in employee positions indicate that jobs in freight forwarding companies tend to require more driver employees to carry out each company's operational activities.

Furthermore, the marital status of the respondents in this study showed that most of them were married with a percentage of 84%, followed by 16% of unmarried respondents. When viewed from the age, most of the respondents are >40 years old, which is 46%. Furthermore, followed by the age range of 20-30 years by 36% and in the age range of 31-40 years by 18%. This shows that the respondent's age tends to be middle adulthood, namely 35-55 years. Then, during the working period, most of the respondents turned out to have a working period of > 15 years with a percentage of 42%, followed by 30 percent of respondents with 5-10 years of service, and 1-5 years and 10-15 years for employees. by 14%. This shows that most of the respondents have worked for a long time at PT. Mighty Puspasari. Then, from the educational background, most of the respondents are high school graduates, 65%, then junior high school graduates 16%, undergraduate graduates 14% and SMK graduates 5%. There are five direct influence hypotheses that were tested using Partial Least Square (PLS). This test is carried out using the t-test (t-test) on each path of influence between variables. In PLS statistical testing of each hypothesized relationship is carried out using the bootstrap method on the sample. Testing with bootstrap is also intended to minimize the problem of abnormality in research data and by looking at the values of t-statistics and p-values. The results of testing the direct influence on the analysis of structural equations are presented in Table 1.

Table 1 – The Direct Effect Test Result

	Path Coef.	T Statistics ( O/STDEVI)	P Values	Information
Work Life Balance → Employee Performance	0.325	2.663	0.008	Accepted
Workplace Spirituality → Employee Performance	0.194	1,970	0.049	Accepted
Work Life Balance → Organizational Commitment	0.424	3,477	0.001	Accepted
Workplace Spirituality → Organizational Commitment	0.367	3,324	0.001	Accepted
Organizational Commitment → Employee Performance	0,410	2,945	0,003	Accepted

Source: Primary Data, processed (2021).

Hypothesis testing is done by using t-statistics and looking at the p-value. If the value of t-statistics t-table (1.96) or p-value <0.05, then the research hypothesis is accepted.

Testing the mediating variable in this study examined the mediating role of organizational commitment variables by looking at the direct and indirect effects of work-life balance and workplace spirituality variables on employee performance and organizational commitment variables on employee performance. The following in Table 2 below is a recapitulation of the results of the mediation variable test.

Table 2 – Recapitulation of Mediation Variable Test Results

Path Relationship	Effect				Information
	(A)	(B)	(C)	(D)	
Work Life Balance (X1) -> Organizational Commitment (Y1) -> Employee Performance (Y2)	0,174 (Sig.)	0,325 (Sig.)	0,424 (Sig.)	0,410 (Sig.)	Partial Mediation
Workplace Spirituality (X2) -> Organizational Commitment (Y1) -> Employee Performance (Y2)	0,151 (Sig.)	0,194 (Sig.)	0,367 (Sig.)	0,410 (Sig.)	Partial Mediation

Source: Data Primer, processed (2021).

Description: significance (Sig.) = t-statistic > 1.96 at  $\alpha = 5\%$ .

(A): the indirect effect of work-life balance and workplace spirituality on employee performance variables involving organizational commitment variables; (B): the direct effect of work-life balance and workplace spirituality on employee performance variables without involving organizational commitment variables; (C): the direct effect of work-life balance and workplace spirituality on organizational commitment variables; (D): direct effect of organizational commitment variable on employee performance variable.

## DISCUSSION OF RESULTS

### **The Effect of Work-Life Balance on Employee Performance**

Work-life balance has a positive and significant effect on employee performance, meaning that the more balanced work-life balance is felt by employees, the higher the performance of PT. Mighty Puspasari. Vice versa, the more unbalanced the work-life balance felt by the employee, the lower the employee's performance will be. The test results show that the important thing that companies need to pay attention to to improve work-life balance is to support employee work-life balance, the company can do this by giving employees the confidence to make their own decisions, support work-life balance by providing facilities, pay attention to employees' work so they don't have to work overtime and have enough time for personal life. Thus, increasing the feeling of pride in working with the company and feeling satisfied from the whole job. Social exchange theory states that by treating employees well, employees will tend to repay the organization by being and behaving more positively.

Furthermore, if the company supports the work-life balance of employees, there will be a positive exchange between employees and the organization, which in turn will affect employee performance, indicated by employees being able to provide regular work reports, employees are disciplined in doing work, employees do work in detail, employees show flexibility in doing work and provide advice when the company gets into trouble. The more balanced work-life balance felt by employees, it also has an impact on the employee's ability to socialize which is shown by being kind to coworkers, helping others, appreciating all forms of assistance provided and being mature in dealing with emotions.

These results are in line with previous research conducted by Christian et al. (2020); Ode et al. (2019); Soomro et al. (2018); Mendis and Weerakkody (2017); Thevanes and Managleswaran (2018); Johari et al. (2018); Angelo and Laguador (2017). This finding implies that employees tend to have high employee performance when they perceive a high work-life balance. However, the results of this study are different from the research conducted by Evelyn et al. (2020) found that work-life balance had no effect on employee performance. It is important for companies to pay attention to the work-life balance of employees because there will be a decrease in performance productivity if the company does not support work-life balance, Abioro, et al. (2018).

### **The Effect of Workplace Spirituality on Employee Performance**

Workplace spirituality has a positive and significant effect on employee performance. These results mean that the higher the spirituality of employees at work, the higher the employee's performance. Vice versa, the low spirituality of employees at work has an impact on the low performance of employees of PT. Mighty Puspasari. The test results show that the important thing that the company needs to pay attention to to improve the spirituality of employees in the workplace is to care for all employees and their responsibilities to their families. Employee spirituality at work affects employees' emotional reactions to various challenges at work which are indicated by employee attitudes and behavior at work. Employee workplace spirituality of PT. Puspasari Perkasa belongs to the high category, this is because employees feel they are part of the community. High employee workplace spirituality is characterized by employees discussing problems when faced with worrying situations, employees resolving conflicts in a positive way and employees feeling fairly evaluated. This then affects employee performance which is indicated by employees who feel happy in doing their jobs, employees feel that others are satisfied with the results of their work, employee enthusiasm comes from work, employees feel full of hope in life, spiritual values influence decision making and are responsible for all behavior. This is because they feel connected to the goals of the organization. Employees feel connected to the organization's goals shown by being able to provide regular work reports, discipline in doing work, doing work in detail, showing flexibility in doing work and providing advice to the company if there is a problem. Workplace spirituality also affects employees' ability to socialize, this is indicated by employees being kind among co-workers, volunteering to help others, appreciating all forms of assistance provided and being mature in dealing with

emotions. The results of this study are in line with the research conducted by Iksan et al. (2020); Risgiyanti et al. (2020); Usep (2019); Tayebiniya and Khorasgani (2018); Dubey et al. (2020); Bharadwaj and Jamal (2020). This finding found that the higher the spirituality of the employee's workplace, the higher the employee's performance. However, the results of this study are different from the research conducted by Eliyana and Sridadi (2020) which found that workplace spirituality had no effect on employee performance. Workplace spirituality is important to pay attention to because workplace spirituality is about the ability to present all employees to work which will have a more effective impact in completing each job, Nurtjahjanti (2010).

### **The Effect of Work-Life Balance on Organizational Commitment**

Work-life balance has a positive and significant effect on organizational commitment. These results mean that the more balanced the work-life balance felt by the employees, the higher the organizational commitment of the employees of PT. Mighty Puspasari. Vice versa, the more unbalanced work-life balance felt by employees, it will have an impact on decreasing employee organizational commitment. The test results show that to improve employee work-life balance is to support employee work-life balance. By supporting the work-life balance of employees, there will be positive exchanges between employees and the company, marked by employees who have high organizational commitment to the company. Work-life balance felt by employees of PT. Puspasari Perkasa belongs to the high category, this is because the company supports employee work-life balance. This work-life balance support is characterized by employees who gain the confidence to make their own decisions, the company provides facilities to support work-life balance, employees who do not need to work overtime to complete work and employees who have enough time for their personal lives. This then increases the employee's sense of pride in working with the company and employee satisfaction with the overall job. Employees' feelings of pride in working with the company and employee satisfaction with the overall job increase employee organizational commitment. This is indicated by employees who feel that the organization deserves loyalty from employees, employees feel very hard to leave the organization, employees are happy to spend the rest of their careers in the organization and employees feel that the company's problems are their own problems. This is because employees feel the organization gives a lot of meaning to each individual in it. The results of this study are in line with previous research by Arifa et al. (2019); Guntur et al. (2019); Berk and Gundogmus (2018); Rumangkit and Zuriana (2019); Lugiani and Yuniarsih (2018). The findings in the study stated that there was a positive and significant influence between work-life balance on organizational commitment. However, the results in this study deviate from the research conducted by Makiah et al. (2018) and Rene and Wahyuni (2018) who found that work-life balance had no effect on employee organizational commitment. Organizational commitment is influenced by work-life balance, so if the organization does not support work-life balance, it will cause a decrease in organizational commitment to employees because of this, employees need to be educated so that there is a balance between work and personal life, Yan Li (2018).

### **The Effect of Workplace Spirituality on Organizational Commitment**

Workplace spirituality has a positive and significant effect on organizational commitment. These results mean that the higher the spirituality of the workplace, the higher the organizational commitment of employees at PT. Mighty Puspasari. Vice versa, the lower the spirituality of the workplace has an impact on the lower the organizational commitment of employees. The test results show that to increase the spirituality of the employee's workplace is to care for all employees and their responsibilities to their families. An employee's spirituality at work affects employees' emotional reactions to various challenges at work which are indicated by the attitudes and behavior of employees at work. Employee workplace spirituality of PT. Puspasari Perkasa is classified as high, this is because employees feel part of the community. Employee spirituality in the workplace is shown by the attitude of employees who discuss problems when dealing with worrying situations, employees who resolve conflicts in a positive way, employees feel evaluated fairly, employees are happy in

doing their jobs, employees feel that other people are satisfied with the results of their work, enthusiasm employees come from work, employees feel hopeful in life, spiritual values influence decision making and employees are responsible for all behavior. Employee spirituality in the workplace is shown by employees who are responsible for all behavior. Employee organizational commitment is shown by employees who are responsible for all behavior, this is because employees feel that organizational problems are their own problems. This is because employees feel that the organization provides a lot of meaning, besides that employees are happy to spend the rest of their careers in the organization, high organizational commitment is also shown by employees who feel very hard to leave the organization, this is because employees think that the organization deserves loyalty from employees. These results are in line with previous research conducted by Nurmayanti et al. (2018) and Risgiyanti et al. (2020) found that workplace spirituality has a positive and significant effect on organizational commitment. Fry et al. (2017) stated that cultivating workplace spirituality will have an impact on employees who are very enthusiastic, committed and diligent because of a sense of thinking. Spirituality is a feeling of being connected to the community and upholding values where each of these factors leads to organizational commitment and more involvement in work, Milliman et al. (2003). It is important for organizations to pay attention to spirituality in the workplace because workplace spirituality plays a role in the formation of organizational commitment, (Jena and Pradhan, 2018).

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment has a positive and significant effect on employee performance. This result means that the higher the organizational commitment to the organization, the higher the impact on the performance of the employees of PT. Mighty Puspasari. Vice versa, the lower the organizational commitment will have an impact on the lower employee performance. The test results show that high organizational commitment has an impact on increasing employee performance. Employee organizational commitment grows within the organization due to positive social exchanges between employees and the organization that have an impact on improving employee performance. Employee organizational commitment is indicated by employees who feel that the company's problems are their own problems and feel that the organization gives a lot of meaning to employees. This then affects employees at work, indicated by employees who are able to provide regular work reports, are disciplined in doing work, do work in detail, are able to show flexibility in doing work and provide advice if the company gets a problem. Organizational commitment is also characterized by employees who are happy to spend the rest of their career in the organization, feel very heavy leaving the organization and employees think the organization deserves employee loyalty. This is indicated by good relationships between co-workers, volunteering to help others, appreciating all forms of assistance provided and being mature in dealing with emotions. These results are in line with previous research conducted by Vipraprastha et al. (2018); Vizano et al. (2020); Khusk (2020); Suharto et al. (2018); Hendri (2018); Nurzaman (2020); Tabara and Dongka (2021) who found that organizational commitment has a positive and significant effect on employee performance. It is important for organizations to increase employee organizational commitment because committed employees are willing to give effort and loyalty to the organization, Lapionte et al. (2018).

### **The Role of Organizational Commitment Mediates the Effect of Work-Life Balance on Employee Performance**

Organizational commitment mediates the effect of work-life balance on the performance of PT. Mighty Puspasari. These results mean that employee performance can be improved through work-life balance, in addition, employee performance will increase again if work-life balance is able to increase organizational commitment. Work-life balance support from the company fosters positive social exchanges between employees and the organization and has an impact on increasing organizational commitment which in turn has an impact on employee performance. The test results show that the company supports the work-life balance of employees marked by employees who gain the trust of management to



make their own decisions, the company also provides facilities to support the work-life balance of employees, it is also shown by employees who do not need to work overtime to complete work, so that employees have enough time for personal life. This then fosters a sense of pride in employees working with the company and a sense of satisfaction with the overall job.

Organizational commitment is important in mediating the effect of work-life balance on employee performance. This is because during the Covid-19 pandemic, the demand for logistics for shipping goods has increased. In this case, the company's work-life balance support for employees is very important so that the employee's work life and personal life are balanced. The company's work-life balance support for employees fosters employee satisfaction from the overall work which in turn has an impact on organizational commitment, this is because employees feel the organization provides a lot of meaning and subsequently has an impact on employees who think that the organization deserves loyalty from employees. This organizational commitment is characterized by the performance of employees who are able to provide regular job reports, are disciplined in doing work, do work in detail and show flexibility in doing work. Organizational commitment is also characterized by employees who feel that organizational problems are their own problems, this is indicated by employees who provide advice if the company gets a problem. This organizational commitment is also seen in employees who are happy to spend the rest of their careers in the organization and feel very hard to leave the organization. Furthermore, this has an impact on employees who behave well among co-workers, volunteer to help others, appreciate all forms of assistance provided and are mature in dealing with emotions. The results of this study are in line with research conducted by Yelly (2016). The results of this test mean that the mediation of organizational commitment has an impact on improving employee performance caused by work-life balance. This study states that the effect of work-life balance on employee performance mediated by organizational commitment will improve employee performance, so the results of this study are in accordance with the results of research on employee performance at PT. The increasing Puspasari Perkasa. It is important to pay attention to work-life balance and organizational commitment because there will be a decrease in productivity if the organization does not think about employee work-life balance and this is the most crucial problem in government and private organizations, Abioro et al., (2018).

### **The Role of Organizational Commitment Mediates the Effect of Workplace Spirituality on Employee Performance**

Organizational commitment mediates the influence of workplace spirituality on employee performance at PT. Mighty Puspasari. These results mean that employee performance can be improved through workplace spirituality, in addition, employee performance will increase again if workplace spirituality is able to increase organizational commitment. Growing employee spirituality in the workplace holistically is an important thing that needs attention. With the spirituality of employees at work, it will affect the emotional reactions of employees to events that occur at work because emotions and moods at work can affect individual performance. The test results show that the company supports the spirituality of employees in the workplace which is indicated by the company's concern for all employees and their responsibilities with their families. This then has an impact on employees who feel part of the community, further fostering feelings of happiness in doing work and an enthusiastic attitude in doing work. The spirituality of employees in the workplace is marked by employees who discuss problems when dealing with worrying situations and in making decisions there are spiritual values that also influence all decision making, this is because employees feel full of hope in life and are shown by employees who resolve conflicts with positive way. Employees also feel fairly evaluated and feel that others are satisfied with the results of their work.

Organizational commitment is important in mediating the influence of workplace spirituality on employee performance. This is because during the Covid-19 pandemic there were adjustments to the company's operational activities due to changes in the process of

interacting, socializing and administration, as well as an increase in logistics demand which of course employees will meet many individuals with different characteristics. So it is important for employees to be able to respond to any events that occur within the organization with a positive reaction. Increased employee spirituality in the workplace because the organization cares about all employees and employees' responsibilities to their families. Furthermore, this aspect affects the existence of positive social exchanges between employees and the organization which is indicated by high organizational commitment. This employee organizational commitment is characterized by employee loyalty which is indicated by employees who feel very hard to leave the organization, this is because employees feel the organization gives a lot of meaning to each employee, so employees feel that organizational problems are their own problems. Organizational commitment is also indicated by feelings of pleasure for employees to spend the rest of their careers in the organization. The results of this study are in line with the results of research conducted by Iksan et al. (2020). This finding implies that organizational commitment is an important factor that must be considered by companies in order to maintain the positive influence of workplace spirituality on employee performance. People who work with high spirituality work with their heart, body and soul which is very important for the success of employees and organizations, (Indradevi, 2020). It is important to pay attention to workplace spirituality and organizational commitment because workplace spirituality plays a role in the formation of organizational commitment, (Jena and Pradhan, 2018).

### **CONCLUSION AND SUGGESTIONS**

Based on the research background, problem formulation, research objectives to research results and discussion. Thus, from this research, it can be concluded that work-life balance has a positive and significant effect on employee performance. Workplace spirituality has a positive and significant effect on employee performance. Work-life balance has a positive and significant effect on organizational commitment. Workplace spirituality has a positive and significant effect on organizational commitment. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is able to mediate the effect of work-life balance on employee performance. Organizational commitment is able to mediate the influence of workplace spirituality on employee performance.

Based on the results of research analysis, discussion and conclusions, the following are some suggestions that can be given to improve employee performance, namely the results of research that have been carried out referring to the average value of descriptive statistical analysis of the dimensions of autonomy measurement on the work-life balance variable, namely gaining confidence to make decisions obtained the lowest score of 3.96. These results mean that in order to improve the work-life balance of employees which will have an impact on employee performance and organizational commitment, it is recommended for employee management to support decision making by giving trust to employees in making their own decisions. To be able to improve the performance of employees of PT. Puspasari Perkasa, it is recommended for employee management to improve spirituality in the workplace as a whole which has an impact on employees having high organizational commitment to the organization. This organizational commitment will affect employees in providing their maximum abilities which will have an impact on employee performance. Future research should consider using other constructs as predictors or impact on employee performance such as job satisfaction, leadership and role conflict. It is also necessary to consider more diverse demographic characteristics to enrich the data. In addition, conducting studies on shipping companies with different characteristics or other service industries such as hospitals, banking, tourism and education to enrich the findings

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