

Exploring The Interplay Of Organizational Commitment, Culture, And Job Satisfaction In Enhancing Employee Performance

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This study investigates the relationships among organizational culture, organizational commitment, work-life balance, and job satisfaction in Bank XYZ, encompassing employees across various regional offices in/ Indonesia. Utilizing a quantitative research design, a survey was conducted with 304 respondents, including top management and staff. According to the findings, the culture of an organisation has a substantial impact on the level of commitment that employees have to their organisation, which in turn leads to increased job satisfaction. In addition, it has been determined that a healthy balance between work and personal life is a significant component that has a beneficial impact on both organisational commitment and job satisfaction. The results suggest that fostering a strong organizational culture and implementing effective work-life balance initiatives can lead to increased employee satisfaction and engagement, ultimately benefiting organizational performance. In addition to providing useful advice for enhancing employee outcomes, this research makes a significant contribution to the understanding of the significance of these components in the banking industry.

1. INTRODUCTION

As the modern business environment, which is characterised by rapid technology breakthroughs and rising competition, continues to evolve, organisations are increasingly acknowledging the vital role that employee satisfaction and performance play in attaining long-term success. Among the various factors influencing these outcomes, organizational culture and work-life balance have emerged as vital components that can significantly shape employee experiences and overall organizational effectiveness (Nabila Triana & Suratman, 2022).

A major component in the process of developing an atmosphere that is conducive to employee engagement and productivity is the establishment of an organization's culture, which may be defined as the collective values, beliefs, and behaviours that define an organisation. A great organisational culture not only encourages employees to work together and come up with innovative ideas, but it also helps them feel like they belong and makes them more committed to the company. Conversely, a negative culture can lead to disengagement, high turnover rates, and reduced performance, thereby hampering organizational goals. Recent studies have underscored the importance of nurturing a supportive culture that aligns with employee expectations and values to enhance overall job satisfaction (Abdi & Chalimah, 2023; Tawakal & Ridwan, 2024; Weerakody, 2017).

At the same time, the idea of maintaining a healthy balance between one's professional and personal life has garnered a lot of attention as businesses struggle to meet the expectations that are placed on their employees in both their professional and personal lives. It is necessary to be able to properly manage personal commitments in addition to job responsibilities in order to prevent burnout and maintain one's well-being. There is a correlation between a healthy work-life balance and better job satisfaction, higher levels of employee engagement, and improved performance outcomes. It is more likely that organisations that actively promote work-life balance by flexible rules and supportive practices will be able to attract and retain top personnel, which will eventually lead to enhanced organisational performance (Klindžić & Marić, 2019; Krishnan & Loon, 2018; Tawakal & Ridwan, 2024).

The research problem stems from the ongoing challenges organizations face in fostering employee satisfaction and performance, particularly in the context of rapid technological advancements and increased competition. Specifically, this study investigates how organizational culture and work-life balance impact employee outcomes, such as organizational commitment and job satisfaction, with a particular focus on the banking sector. As organizations increasingly recognize the importance of a supportive culture and a healthy work-life balance, these factors are becoming vital for enhancing employee engagement and retention (Tawakal & Ridwan, 2024; Berliana et al., 2018). A negative organizational culture can lead to disengagement, high turnover, and decreased performance, while maintaining a balance between work and personal life is essential to prevent burnout and promote well-being (Greenhaus & Beutell, 1985; Hackman & Oldham, 1976). However, achieving this balance remains a significant challenge in demanding work environments (Klindžić & Marić, 2019). This research is driven by the need to better understand how these factors interact to influence employee commitment and satisfaction, specifically within Bank XYZ Indonesia.

While previous research has examined organizational culture, work-life balance, and organizational commitment individually, there is a noticeable gap in understanding how these elements interact within the banking sector in Indonesia. Specifically, existing studies have not sufficiently explored the mediating role of organizational commitment between organizational culture, work-life balance, and job satisfaction in this context (Meyer et al., 1993; Klindžić & Marić, 2019). Furthermore, there is limited empirical evidence employing robust statistical methods, such as SEM-PLS, to analyze these relationships comprehensively within the Indonesian banking workforce (Hair et al., 2019). This study seeks to address these gaps by examining how organizational culture and work-life balance collectively influence job satisfaction, with organizational commitment serving as a mediating factor, offering new insights into organizational behavior within Indonesia's banking industry (Algarni & Alemeri, 2023).

The urgency of this research lies in the direct link between employee satisfaction, organizational commitment, and overall organizational performance. In the highly competitive banking sector, employee engagement and retention are crucial for sustaining productivity and maintaining a competitive advantage (Abdi & Chalimah, 2023; Berry & Hughes, 2020). Given the increasing technological disruptions and evolving work demands, promoting work-life balance has become vital for maintaining employee motivation and mental health (Krishnan & Loon, 2018; Kelly et al., 2014).

This research provides practical implications for banking institutions to develop policies that foster a supportive organizational culture and encourage work-life balance initiatives, ultimately enhancing employee engagement and organizational success. Additionally, this study contributes to the academic field by providing updated evidence specific to the Indonesian context, guiding future research in organizational behavior and human resource management (Faisal et al., 2022). This research investigates the ways in which Bank XYZ's organisational culture, work-life balance, job satisfaction, and employee performance are all intertwined with one another.

The purpose of this research is to give useful insights into how organisations may foster an atmosphere that increases employee well-being and drives performance excellence. This will be accomplished through an in-depth examination of the connection between these two factors. In addition to offering a framework for understanding the interplay between organisational culture and work-life balance in the banking industry, the findings will have consequences for both theory and practice once they are analysed.

Social Exchange Theory (SET) as a Grand Theory

Social Exchange Theory (SET) was introduced by Peter Blau in 1964 and explains the dynamics of social interaction through the lens of cost-benefit analysis. According to SET, individuals evaluate their interactions based on the rewards and costs associated with those relationships, significantly influencing their level of involvement. This theory offers a framework for understanding how employees evaluate their connections with their organisation and supervisors, which is influenced by perceived advantages and experienced costs. It is applicable to organisational environments.

Key components of SET include:

- a. Cost-Benefit Analysis: Individuals weigh the benefits they receive (e.g., recognition, support, and compensation) against the costs (e.g., time, effort, and resources). This evaluation plays a crucial role in determining employee satisfaction and engagement (Muttaqien, 2023).
- b. Power and Status Differentiation: Blau emphasized the role of power dynamics in social exchange, suggesting that the distribution of resources and outcomes is influenced by power and status differences within the organization (Anam et al., 2023).
- c. Dyadic Exchanges: SET highlights the significance of individual interactions (e.g., between employees and supervisors) over broader group or organizational exchanges. The emotional and job satisfaction levels of employees are influenced by the perceived equity in these dyadic exchanges (Zhenjing et al., 2022).
- d. It is possible to gain a more in-depth understanding of workplace dynamics and employee engagement through the application of SET to organisational behaviour and management. This research indicates that employees who have the perception that they are respected and supported by their supervisors are more likely to demonstrate higher levels of organisational commitment and job satisfaction. (Algarni & Alemeri, 2023).

Job Characteristics Model as a Middle Range Theory

The Job Characteristics Model (Hackman & Oldham, 1976) explains how effective job design influences employee motivation and productivity. Within the framework of this paradigm, there are five fundamental aspects of the job that have an effect on the outcomes through three psychological conditions:

1. Skill Variety: The degree to which a job requires various skills and talents. Jobs that demand a variety of skills are typically more engaging and motivating (Faturochman, 1997)
2. Task Identity: The extent to which a job allows employees to see their work as a whole. Understanding how their contributions fit into the bigger picture enhances employee pride and engagement (Faturochman, 1997).
3. Task Significance: The perceived importance of a job's impact on others. Employees who recognize the significance of their work tend to feel more motivated and satisfied ((Faturochman, 1997).
4. Autonomy: The freedom employees have in determining how they perform their jobs. Greater autonomy fosters a sense of responsibility and enhances job satisfaction (Faturochman, 1997)
5. Feedback: Receiving information about job performance. Constructive feedback encourages employees to improve and fosters a sense of achievement (Faturochman, 1997).

There are several limits to the Job Characteristics Model, such as its applicability across a wide range of work situations and the fact that employees differ from one another. However, the model does provide useful insights into job design and employee motivation (Masharyono, 2015; Sutejo et al., 2022).

Organizational Culture

In the context of an organisation, culture refers to the values, beliefs, conventions, and practices that are held in common by its members and that influence their behaviour (Schein, 2010). A robust organizational culture fosters a positive work environment, enhancing employee morale and commitment. There is a considerable association between a positive organisational culture and enhanced performance, motivation, and job satisfaction, according to a number of research that showed this correlation (Berliana et al., 2018; Wahjoedi, 2021).

According to Van Tran et al., (2023), organizational culture can be perceived as the collective values and beliefs shared among employees. Despite various definitions, consensus exists that it involves shared systems of values and behaviors (Pratikno et al., 2023; Rizki et al., 2019; Sudibjo & Nasution, 2020; Van Tran et al., 2023). It is crucial in guiding employees on how to navigate both

external adaptation and internal integration challenges. This complexity underscores that organizational culture is a product of social dynamics.

Work-Life Balance

The ability of individuals to successfully handle the demands of both their personal lives and their professional lives is referred to as work-life balance (Greenhaus & Beutell, 1985). A healthy work-life balance can alleviate stress, enhance life satisfaction, and promote employee well-being. Research indicates that good work-life balance correlates with increased productivity, reduced turnover, and improved job satisfaction (Cieri et al., 2005; Faisal et al., 2022; Kelly et al., 2014).

Jackson & Fransman, (2018) define The concept of work-life balance (WLB) refers to the process of achieving a balance between the demands of one's professional life and the demands of one's family life. Greenhaus & Beutell (1985) initially defined WLB in terms of satisfaction and functionality with minimal role conflict. The concept emphasizes job security for both genders and acknowledges that work-life balance is not merely about time distribution between professional and personal activities (Berry & Hughes, 2020).

Moreover, research by Alqahtani, (2020) indicates that work-life balance significantly influences employee attitudes and personal lives. Employees with balanced careers and personal lives are generally more effective at work. Berry & Hughes, (2020) highlight the importance of flexible working hours in enhancing the quality of life for employees. This study defines WLB as the employees' ability to achieve a balance between family and work demands, fostering comfort and ease while minimizing conflicts.

Organizational Commitment

Organisational commitment is a reflection of the degree to which employees feel a sense of attachment and devotion to their specific organisation. (Meyer et al., 1993). Employees with high commitment are typically more motivated, productive, and inclined to remain with the organization long-term. Ningsih & Putra, (2019) identify three components of organizational commitment:

1. Emotional attachment to the organisation is referred to as affective commitment.
2. The perception of the expenses that are involved with quitting the organisation is the second component of persistence commitment.
3. In the third place, normative commitment refers to the feeling of obligation to continue working for the organisation.

Grasp how diverse elements influence employee loyalty and engagement is made possible by this multidimensional approach on organisational commitment, which provides a full grasp of the topic.

Based on the theory explanation above, the hypotheses derived from the study are as follows:

H1: Organizational culture has a positive effect on organizational commitment.

H2: Organizational culture has a positive effect on job satisfaction.

H3: Work-life balance has a positive effect on organizational commitment.

H4: Work-life balance has a positive effect on job satisfaction.

H5: Organizational commitment has a positive effect on job satisfaction.

The model also suggests that organizational commitment mediates the relationship between organizational culture, work-life balance, and job satisfaction.

2. METHODS

This study makes use of a quantitative research approach in order to investigate the connections that exist between organisational culture, work-life balance, organisational commitment, and job satisfaction among employees working at Bank XYZ Indonesia. An strategy known as cross-sectional

allows for the collecting of data at a single moment in time, which makes it easier to conduct an analysis of the interactions that occur between the variables that have been specified. The conceptual framework that was constructed for this study is based on the hypothesis that job satisfaction is directly influenced by organisational culture and work-life balance, with organisational commitment serving as a mediator.

There are a total of 6,159 workers working for Bank XYZ Indonesia, and they come from a variety of departments and managers at different levels.. Simple random sampling will be utilized to ensure equal opportunity for participation, and data collection will be conducted through structured online questionnaires distributed via platforms such as Google Forms and WhatsApp. A combination of primary and secondary sources will be utilised in the data collection process. Through the use of the online survey³⁰⁴ conducted for the purpose of this research, primary data will be collected directly from employees.

Data analysis will be conducted using descriptive statistics to summarize respondent characteristics and assess variable status. Structural Equation Modeling (SEM) will be utilized via Partial Least Squares (PLS), allowing for the analysis of complex relationships among variables. This approach is particularly suitable for smaller sample sizes and non-normally distributed data. In order to guarantee that the instrument accurately measures the constructs of interest, the measurement model will be tested for its validity and reliability.

3. RESULTS AND DISCUSSION

Results

Demographic Profile

West Java, Central Java, East Java, Jakarta, North Sumatra, and Palembang were among the six regional offices of Bank XYZ Indonesia that participated in the survey process. A total of 304 individuals responded to the survey through the process. Participants came from a wide range of roles, from upper management to personnel. Detailed information regarding the respondents' demographic characteristics is shown in Table 1.

Table 1. Demographic Characteristics

Demographic Characteristics	Categories	Frequency (n)	Percentage (%)
Gender	Male	111	36
	Female	195	64
Age Group	17-25	18	6
	26-35	172	57
	36-45	84	28
	46-55	29	10
	>56	1	0
Job Function	Staff	153	50
	Assistant Manager	39	13
	Manager	69	23
	AVP	26	9
	VP	16	5
	Executive Director	1	0
Location	Jawa Barat	182	60
	Jakarta	58	19
	Jawa Tengah	14	5
	Jawa Timur	17	6

Demographic Characteristics	Categories	Frequency (n)	Percentage (%)
	Sumatra Utara	15	5
	Palembang	13	4
Education Level	SMA	7	2
	D3	23	8
	S1/D4	254	84
	S2	20	7
	S3	0	0

The majority of respondents were female (64%), with the highest age group being 26-35 years old (57%). Staff members constituted half of the sample (50%), and the highest representation came from the West Java region (60%). In terms of educational attainment, a significant proportion of respondents held a bachelor's degree (S1/D4) at 84%. These demographic insights provide a foundational understanding of the sample population and will be useful for analyzing the subsequent results regarding organizational culture, work-life balance, and job satisfaction.

SEM Analysis

The data analysis for this study is carried out with the assistance of SmartPLS software, and it makes use of PLS-SEM, which is an acronym that stands for Partial Least Squares Structural Equation Modeling.

1. Outer Model Measurement

The reflective measuring methodology employed in this research study (Hair et al., 2019) demonstrates the relationship between the constructs and their corresponding indicator items. To analyze the measurement model, it is essential to establish that the scales are trustworthy and valid (Hair et al., 2014). Cronbach's Alpha, rho_A, and composite reliability are statistical metrics employed to assess the reliability of reflective scales. A number exceeding 0.70 is regarded as a threshold for all of these statistical metrics.

Table 2. Validity and reliability

Variables	Indicators	score	CR	AVE
Organizational Culture	OC1	0,732	0,821	0,534
	OC 2	0,711		
	OC 5	0,751		
	OC 6	0,744		
Organizational Commitment	CM1	0,864	0,960	0,686
	CM2	0,819		
	CM3	0,891		
	CM4	0,884		
	CM5	0,885		
	CM6	0,900		
	CM7	0,639		
	CM8	0,747		

Variables	Indicators	score	CR	AVE
	CM9	0,833		
	CM10	0,800		
	CM11	0,812		
<i>Work Life Balance</i>	WLB1	0,898	0,937	0,831
	WLB3	0,902		
	WLB4	0,935		
<i>Job Satisfaction</i>	JS1	0,873	0,908	0,664
	JS2	0,760		
	JS3	0,848		
	JS4	0,790		
	JS5	0,800		

The indicators for Organizational Culture displayed loading values ranging from 0.711 to 0.751, with a composite reliability of 0.821 and an average variance extracted of 0.534, indicating an acceptable level of construct validity. Organizational Commitment had a higher reliability (CR = 0.960) and AVE (0.686), with indicators showing loadings between 0.639 and 0.891.

Work-Life Balance demonstrated strong performance with loading values between 0.898 and 0.935, achieving a CR of 0.937 and a high AVE of 0.831, suggesting it is a robust construct. Similarly, Job Satisfaction showed satisfactory reliability (CR = 0.908) and AVE (0.664) with loadings ranging from 0.760 to 0.873. These results confirm the reliability and validity of the measurement model used in this study.

Table 3. Fornell Lacker

Fornell-Larcker Criterion

	Organizational Commitment	Organizational Culture	Work-Life Balance	job satisfaction
Organizational Commitment	0,828			
Organizational Culture	0,630	0,731		
Work-Life Balance	0,565	0,428	0,912	
job satisfaction	0,776	0,653	0,626	0,815

Source: Data processed by researchers (2024)

Through the application of the Fornell-Larcker Criterion, the discriminant validity of notions can be evaluated within the framework of structural equation modeling (Sarstedt et al., 2017). A comparison is made between the correlations between constructs and the square root of the Average Variance Extracted (AVE) for each construct in this analysis. The diagonal values represent the square root of AVE for each variable: Organizational Commitment (0.828), Organizational Culture (0.731), Work-Life Balance (0.912), and Job Satisfaction (0.815). It can be deduced from these numbers that each construct has a greater degree of variance with its own indicators than it does with other constructs. For instance, the correlation between Organizational Commitment and Job Satisfaction (0.776) is lower than the square root of AVE for Organizational Commitment (0.828), confirming that these constructs are distinct. Similarly, the correlations among other constructs (e.g., Work-Life Balance and Job Satisfaction at 0.626) are also lower than their respective square roots of AVE, further validating the

discriminant validity of the constructs in the study. Overall, the results suggest that the constructs are adequately distinct and valid for further analysis.

2. Hypothesis Testing

After determining that the construct is the focus of the inquiry, the structural model has been examined and analyzed further. It has been determined that the variables are collinear with one another, and the direct path coefficients that produce the hypothesized correlations are presented in table fourth.

Table 4. Path Coefficients

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment -> job satisfaction	0,482	0,481	0,065	7,451	0,000
Organizational Culture -> Organizational Commitment	0,475	0,474	0,050	9,512	0,000
Organizational Culture -> job satisfaction	0,243	0,245	0,064	3,805	0,000
Work-Life Balance -> Organizational Commitment	0,362	0,362	0,054	6,709	0,000
Work-Life Balance -> job satisfaction	0,249	0,248	0,045	5,488	0,000

Source: Data processed by researchers (2024)

The path coefficients that were produced from the structural equation modeling analysis are displayed in Table 4, which demonstrates the links that exist between the constructs that were investigated in this study. The table outlines the hypotheses tested, with values indicating the original sample path coefficients (O), mean values (M), standard deviation (STDEV), T-statistics, and P-values for each hypothesis. The results indicate statistically significant relationships between the constructs, with all P-values being less than 0.001, suggesting strong evidence to reject the null hypothesis. For example, the path from Organizational Commitment to Job Satisfaction has an original sample coefficient of 0.482, with a T-statistic of 7.451, indicating a robust positive relationship. Furthermore, the fact that Organizational Culture has a considerable positive impact on both Organizational Commitment (0.475) and Job contentment (0.243) further emphasizes the significance that a robust organizational culture has in boosting employee contentment and commitment when it comes to the workplace.

Work-life balance is shown to have a significant impact on both organizational commitment (0.362) and job satisfaction (0.249), according to the findings of the investigation. The fact that Work-Life Balance is a strong predictor of both outcomes is demonstrated by the T-statistics for these two routes, which are 6.709 and 5.488, respectively. The significance of organizational culture and the attainment of a healthy work-life balance in the formation of employee commitment and job satisfaction is highlighted by these findings. These are essential elements that contribute to the overall effectiveness of the workplace and the well-being of employees. The findings highlight the importance of organizations putting their attention toward cultivating a culture of support and encouraging measures that promote work-life balance in order to attain higher levels of organizational commitment and satisfaction among their workforce.

Discussion

The data analysis from this study supports all hypotheses, revealing significant positive relationships among organizational culture, work-life balance, organizational commitment, and job satisfaction. Organizational culture is found to significantly influence employees' emotional attachment

and loyalty, which in turn leads to higher job satisfaction. A positive culture fosters collaboration, innovation, and a sense of belonging, which enhances employee performance (Schein, 2010; Nabila Triana & Suratman, 2022). Work-life balance emerges as a strong predictor of both organizational commitment and job satisfaction, emphasizing the importance of flexible workplace policies that support employees in managing their personal and professional lives (Cieri et al., 2005; Jackson & Fransman, 2018). Furthermore, organizational commitment acts as a critical mediator, showing that employees who are committed to their organization experience higher satisfaction and engagement (Meyer et al., 1993). These findings align with Social Exchange Theory (SET), which suggests that employees reciprocate perceived organizational support with loyalty and positive attitudes. The study's practical implications suggest that banking institutions should invest in strengthening their organizational culture and promote work-life balance initiatives to boost employee morale, reduce turnover, and improve overall performance. However, the study's limitations, including its cross-sectional design and data from a single banking institution, suggest that future research should explore longitudinal effects and extend the study to other sectors for greater generalizability (Hair et al., 2019; Sarstedt et al., 2017).

4. CONCLUSION

Within the context of Bank XYZ, this study sheds light on the major connections that exist between organizational culture, organizational dedication, proper work-life balance, and job happiness. According to the findings, a robust organizational culture plays a particularly important part in the process of cultivating employee commitment, which in turn leads to an increase in job satisfaction. Additionally, it has been determined that a healthy balance between work and personal life is a significant component that has a beneficial impact on both organizational dedication and job satisfaction. These findings suggest that firms should make the cultivation of a healthy workplace culture and the implementation of measures to promote work-life balance a priority in order to boost employee engagement and satisfaction.

The results underscore the importance of understanding the interconnectedness of these constructs in driving employee performance and overall organizational effectiveness. By investing in a supportive organizational culture and promoting work-life balance, management can enhance employee morale, retention, and productivity. Future research could explore additional variables influencing these relationships and examine the long-term effects of organizational culture and work-life balance on employee outcomes across different sectors. Overall, this study contributes valuable knowledge to the field of organizational behavior and offers practical implications for enhancing employee satisfaction and commitment in the banking sector and beyond.

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