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# The Influence of Recruitment, Work-Life Balance, and Organizational Culture on Organizational Commitment (Case Study: Taman Bunga Celosia Employees)

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**Abstract:** This study aims to analyze the influence of recruitment, work-life balance, and organizational culture on organizational commitment among employees of Taman Bunga Celosia Bandungan. The research background arises from indications of low organizational commitment, which is presumed to be affected by recruitment practices that are not yet fully competency-based, limited work-life balance policies, and a hierarchical organizational culture. This study employs an associative quantitative approach with a sample of 124 respondents selected through simple random sampling. Data were collected using a Likert-scale questionnaire and analyzed through simple and multiple linear regression using SPSS 25. The results indicate that recruitment, work-life balance, and organizational culture each have a positive and significant effect on organizational commitment. Simultaneously, these three variables also exhibit a significant influence, contributing 67.7% to organizational commitment, while the remaining 32.3% is affected by other factors outside the research model. These findings highlight the importance of transparent recruitment practices, adequate work–life balance policies, and an adaptive organizational culture in enhancing employee commitment.

**Keywords:** Recruitment, Work-Life Balance, Organizational Culture, Organizational Commitment, Human Resource Management.

## INTRODUCTION

Human resources (HR) are a crucial asset for any organization because they play a direct role in determining operational success and achieving the company's strategic goals. In the context of the creative tourism industry, such as Taman Bunga Celosia Bandungan, effective HR management is a key factor in maintaining service quality and business competitiveness. Employees who are highly committed to the organization tend to demonstrate loyalty, discipline, and responsibility in carrying out their duties. Conversely, low commitment can

lead to high turnover, decreased productivity, and reduced service quality, which impacts the organization's image.(Sella & Riofita, 2024).

Organizational commitment is influenced by various internal factors, including the recruitment process, work-life balance (WLB) policies, and organizational culture. A fair and transparent recruitment process can build trust and fairness from the outset of the employment relationship.Hasibuan, (2021)in(Syifi Fauziyah et al., 2023)Meanwhile, a good work-life balance policy can help employees balance the demands of work and personal life, thereby increasing loyalty and job satisfaction.(Greenhaus et al., 2019)in(Hariansyah et al., 2023)On the other hand, a strong organizational culture plays a role in shaping collective identity and positive work behaviors that support employee engagement.(Robbins & Judge, 2023)in(Jazilah, 2023).

However, in practice, Celosia Flower Garden faces challenges related to recruitment implementation which is not yet fully competency-based, work-life balance policies which still have limited flexibility, and a work culture which tends to be hierarchical (Wahyutomo & Zikri, 2024)This situation can lead to decreased employee motivation and emotional attachment to the organization. Therefore, it is important to further examine the influence of recruitment, work-life balance, and organizational culture on organizational commitment to support effective HR management in the tourism sector.

Previous research has shown that recruitment, work-life balance, and organizational culture influence organizational commitment, but the results have been inconsistent. Yannik Ariyati & Putri Amelia found recruitment to have a significant effect on organizational commitment, while Rosalina (2021) stated that the effect was insignificant in certain contexts. Similarly, research by Priyatno & Rijanti (2024) proved that work-life balance has a positive effect on organizational commitment, but other studies have shown different results depending on the industry type. Furthermore, most research has been conducted in formal sectors such as banking and education, while studies in the context of creative tourism are still limited. This gap indicates the need for further research in different contexts to strengthen empirical evidence regarding the factors influencing organizational commitment.

How do the independent variables, such as recruitment, work-life balance, and organizational culture, partially and simultaneously influence organizational commitment as a dependent variable on employees of Taman Bunga Celosia Bandungan?

This study aims to determine and analyze the influence of recruitment, work-life balance, and organizational culture, both partially and simultaneously, on organizational commitment among employees of Taman Bunga Celosia Bandungan, as well as to provide empirical understanding of the factors that can strengthen employee attachment to the organization.

**Organizational Commitment**

Organizational commitment according toMeyer & Allen, (2012)in(Khoiriyah & Izzati, 2021)is a psychological condition that illustrates the bond between employees and their organization, which influences an individual's decision to remain part of the organization. According toMeyer & Allen, (2012)in(Khoiriyah & Izzati, 2021), the main dimensions include affective commitment (attachment to organizational values), continuance commitment (cost-benefit considerations), and normative commitment (moral obligation). The driving factors, such as organizational support, job satisfaction, organizational culture, individual characteristics, and leadership style, reflect the interaction between individual elements and a fair and respectful work environment.

**Recruitment**

Recruitment is a key process in human resource management to obtain a workforce that suits the needs of the organization.Hasibuan, (2021)in(Syifi Fauziyah et al., 2023). Success lies

in selecting competent candidates, not the number of applicants.Siagian, (2019)in(Yuliyanti et al., 2023)Key indicators include clarity of workforce needs, recruitment sources and methods, qualification suitability, and the initial selection process. Recruitment is divided into internal (promotions and transfers) and external (advertising, institutional collaborations, or online media).(Sutrisno, 2020)in(Mumba & Qutieshat, 2023)This transparent, competency-based approach increases perceptions of fairness and strengthens organizational commitment.

**Work-Life Balance (WLB)**

Work-life balance (WLB)is an individual's ability to balance the demands of work and personal life, which has a positive impact on job satisfaction, mental health, and motivation.Greenhaus et al., (2019)in(Hariansyah et al., 2023) (Irene & Eva, 2021)The main indicators include time balance (time allocation), involvement balance (emotional involvement), and satisfaction balance (level of satisfaction).(Greenhaus et al., 2019). Optimal WLB increases productivity and loyalty, while rigid work policies can create role conflict and reduce commitment.(Priyatno et al., 2024)

**Organizational culture**

Organizational culture is a system of values, norms, and beliefs that shape members' behavior and perceptions of "the way things work."Robbins, & Judge, (2023)in(Jazilah, 2023).Wahyutomo & Zikri, (2024)explains that a strong culture increases motivation, cooperation, and commitment to shared goals. Indicators include innovation, results orientation, individual, team, aggressiveness, and stability.(Robbins & Judge, 2023). The forming factors, such as individual characteristics, organizational structure, leadership, reward systems, and external influences, show that adaptive and inclusive cultures strengthen a sense of belonging and emotional attachment.(Triguero-Sánchez et al., 2022).

**Framework**

The framework of thought in this research is presented in Figure 1 below:

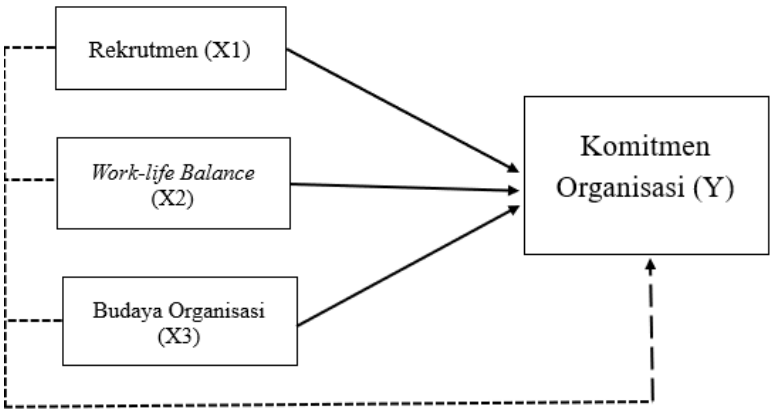



**Figure 1. Framework of Thought**

## METHODS

This research is a causal associative study using a quantitative approach. According to Sugiyono (2022), causal associative research aims to analyze the causal relationship between two or more variables to understand the extent to which an independent variable influences a dependent variable. This approach is used because it can describe empirical relationships objectively and measurably. In this study, it was used to determine the effect of recruitment, work-life balance, and organizational culture on organizational commitment among employees of Taman Bunga Celosia Bandungan. The population in this study was all 180 employees of

Celosia Flower Garden Bandungan, Semarang Regency. The sampling method used was simple random sampling, a sampling technique in which every member of the population has an equal chance of being selected.

## RESULTS AND DISCUSSION

### Results

### Data Analysis Methods

1. **Data analysis**
   a. **Simple Correlation**

**Table 1. Simple Correlation Test Results**

**Correlations**

| | | Recruitment | Work-life balance | Organizational culture | Organizational commitment |
|---|---|---|---|---|---|
| Recruitment | Pearson Correlation | 1 | .132 | .269** | .641** |
| | Sig. (2-tailed) | | .144 | .003 | .000 |
| | N | 124 | 124 | 124 | 124 |
| Work-life balance | Pearson Correlation | .132 | 1 | .083 | .431** |
| | Sig. (2-tailed) | .144 | | .359 | .000 |
| | N | 124 | 124 | 124 | 124 |
| Organizational culture | Pearson Correlation | .269** | .083 | 1 | .564** |
| | Sig. (2-tailed) | .003 | .359 | | .000 |
| | N | 124 | 124 | 124 | 124 |
| Organizational commitment | Pearson Correlation | .641** | .431** | .564** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 124 | 124 | 124 | 124 |

**. Correlation is significant at the 0.01 level (2-tailed).

*Source: SPSS 25 Output*

1) The results of the recruitment variable test on organizational commitment based on the test results can be seen that the recruitment variable and organizational commitment have a positive relationship with a correlation value of 0.641 with a significance value of 0.000 < 0.05. This value indicates a "strong" level of relationship between the recruitment variable and organizational commitment, which is located between 0.600 - 0.799. Positive results indicate a unidirectional relationship, meaning that the better the recruitment implementation, the higher the employee's organizational commitment.
2) The results of the work-life balance variable test on organizational commitment based on the test results can be seen that the work-life balance variable and organizational commitment have a positive relationship by producing a correlation value of 0.431 with a significance value of 0.000 <0.05. This value indicates a "moderate" level of relationship between the work-life balance variable and organizational commitment, which is located between 0.400 - 0.599. Positive results indicate a unidirectional relationship, meaning that the better the balance between work and personal life, the higher the employee's organizational commitment.

3) The results of testing organizational culture variables on organizational commitment based on the test results can be seen that the variables of organizational culture and organizational commitment have a positive relationship by producing a correlation value of 0.564 with a significance value of 0.000 < 0.05. This value indicates a "moderate" level of relationship between organizational culture variables and organizational commitment, which is located between 0.400 - 0.599. Positive results indicate a unidirectional relationship, meaning that the better the organizational culture implemented, the higher the employee's organizational commitment.

## b. Multiple Correlation

**Table 2. Multiple Correlation Test Results**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .828a | .685 | .677 | 4,548 | .685 | 87,094 | 3 | 120 | .000 |

a. Predictors: (Constant), Organizational culture, Work-life balance, Recruitment

*Source: SPSS 25 Output*

Based on the results of the multiple correlation test, it can be seen that the R value is 0.828 with a significance value of 0.000 < 0.05. This indicates that there is a very strong relationship between the variables of Organizational Culture (X1), Work-life balance (X2), and Recruitment (X3) on Organizational Commitment (Y). This "very strong" category is indicated by the r value which is in the range between 0.800 - 1.000. Thus, it can be concluded that simultaneously the variables of Organizational Culture, Work-life balance, and Recruitment have a very strong and significant relationship on Organizational Commitment.

## c. Simple Regression

1) Simple regression between Recruitment (X1) and Organizational Commitment (Y)

**Table 3. Simple Regression Test Results for Recruitment**

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 4,637 | 2,099 | | 2,210 | .029 |
| | Recruitment | .779 | .084 | .641 | 9,232 | .000 |

a. Dependent Variable: Organizational commitment

*Source: SPSS 25 Output*

Based on table 3, the simple regression equation for the Recruitment variable (X) on Organizational Commitment (Y) is as follows: Y = 4.637 + 0.779 X1

From this equation, it can be concluded that the constant value of Organizational Commitment (Y) is 4.637 and the coefficient value of Recruitment (X) is 0.779. The regression coefficient is positive, meaning that every one unit increase in the value of Recruitment (X) will increase the value of Organizational Commitment (Y) by 0.779.

2) Simple regression between Work-life Balance (X2) and Organizational Commitment (Y)

**Table 4. Simple Regression Test Results for Work-life Balance**

**Coefficientsa**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 10,954 | 2,432 | | 4,503 | .000 |
| | Work-life balance | .539 | .102 | .431 | 5,277 | .000 |

a. Dependent Variable: Organizational commitment

*Source: SPSS 25 Output*

Based on table 4, the simple regression equation for the Work-life balance variable (X) on Organizational Commitment (Y) is as follows: Y = 10.954 + 0.539 X2

From this equation, it can be concluded that the constant value of Organizational Commitment (Y) is 10.954 and the coefficient value of Work-life balance (X) is 0.539. The regression coefficient is positive, meaning that every one unit increase in the value of Work-life balance (X) will increase the value of Organizational Commitment (Y) by 0.539.

3) Simple regression between Organizational Culture (X3) and Organizational Commitment (Y)

**Table 5. Results of Simple Regression Test of Organizational Culture**

**Coefficientsa**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 5,838 | 2,392 | | 2,440 | .016 |
| | Organizational culture | .723 | .096 | .564 | 7,546 | .000 |

a. Dependent Variable: Organizational commitment

*Source: SPSS 25 Output*

Based on table 5, the simple regression equation for the Organizational Culture variable (X) on Organizational Commitment (Y) is as follows: Y = 5.838 + 0.723 X3

From this equation, it can be concluded that the constant value of Organizational Commitment (Y) is 5.838 and the coefficient value of Organizational Culture (X) is 0.723. The regression coefficient is positive, meaning that every one unit increase in the value of Organizational Culture (X) will increase the value of Organizational Commitment (Y) by 0.723.

## d. Multiple Regression

**Table 6. Multiple Regression Test Results**

**Coefficientsa**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | -13,016 | 2,325 | | -5,598 | .000 |
| | Recruitment | .594 | .065 | .488 | 9,124 | .000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Work-life balance | .417 | .065 | .333 | 6,437 | .000 |
| | Organizational culture | .519 | .068 | .405 | 7,609 | .000 |

a. Dependent Variable: Organizational commitment
*Source: SPSS 25 Output*

Based on Table 6, the multiple regression equation is obtained as follows:

$$Y = -13{,}016 + 0{,}594X_1 + 0{,}417X_2 + 0{,}519X_3 + e$$

1) The constant value of -13.016 means that if the independent variables Recruitment (X1), Work-life balance (X2), and Organizational culture (X3) are equal to zero, then the basic value of Organizational Commitment (Y) is -13.016. This negative value only shows that without any contribution from the three independent variables, organizational commitment tends to be very low.
2) The regression coefficient value for the Recruitment variable (X1) is 0.594, meaning that every one unit increase in Recruitment will increase the value of Organizational Commitment (Y) by 0.594, assuming other variables remain constant. This indicates that Recruitment has a positive effect on Organizational Commitment.
3) The regression coefficient value for the Work-life balance variable (X2) is 0.417, meaning that every one-unit increase in Work-life balance will increase the value of Organizational Commitment (Y) by 0.417, assuming other variables remain constant. This means that the better the balance between work and personal life of employees, the higher the organizational commitment.
4) The regression coefficient value for the Organizational Culture variable (X3) is 0.519, meaning that every one unit increase in Organizational Culture will increase the value of Organizational Commitment (Y) by 0.519, assuming other variables remain constant. This indicates that the more positive the organizational culture implemented, the higher the level of employee commitment to the organization.

## e. Coefficient of Determination Test ()$R^2$

**Table 7. Results of the Determination Coefficient Test ()$R^2$**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Standard Error of the Estimate |
|---|---|---|---|---|
| 1 | .828a | .685 | .677 | 4,548 |

a. Predictors: (Constant), Organizational Culture, Work-life Balance, Recruitment
*Source: SPSS 25 Output*

Based on Table 7, it can be seen that the coefficient of determination or Adjusted R Square is 0.677 or 67.7%. This indicates that the independent variables, namely Organizational Culture, Work-Life Balance, and Recruitment, influence the dependent variable by 67.7%, while the remaining 32.3% (100% - 67.7%) is influenced by other factors or variables outside this research model.

## f. Hypothesis Testing

1) t-test (partial test)

**Table 8. t-Test Results**

**Coefficientsa**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | -13,016 | 2,325 | | -5,598 | .000 |
| | Recruitment | .594 | .065 | .488 | 9,124 | .000 |
| | Work-life Balance | .417 | .065 | .333 | 6,437 | .000 |
| | Organizational culture | .519 | .068 | .405 | 7,609 | .000 |

a. Dependent Variable: Organizational Commitment

*Source: SPSS 25 Output*

a) First Hypothesis Testing (H1)

The first hypothesis proposed in this study is:

$Ho_1$: There is no partial influence between Recruitment and Organizational Commitment.

$Ha_1$: There is a partial influence between Recruitment and Organizational Commitment.

Based on the regression test results in Table 8, the calculated t-value was 9.124 with a significance value of 0.000 <0.05. This indicates that the Recruitment variable has a positive and significant effect on Organizational Commitment. Thus, it can be concluded that $H_1$ is accepted and $Ho_1$ is rejected. This means that the better the company's recruitment process, the higher the organizational commitment of employees at Celosia Flower Garden.

b) Testing the Second Hypothesis (H2)

The second hypothesis proposed in this study is:

$Ho_2$: There is no partial influence between Work-Life Balance and Organizational Commitment.

$Ha_2$: There is a partial influence between Work-Life Balance and Organizational Commitment.

The regression test results show that the t-value is 6.437 with a significance value of 0.000 < 0.05. Thus, it can be concluded that Work-Life Balance has a positive and significant effect on Organizational Commitment. Therefore, $Ha_2$ is accepted and $Ho_2$ is rejected. This means that the more balanced employees' work-life and personal life are, the higher their commitment to the organization.

c) Testing the Third Hypothesis (H3)

The third hypothesis proposed in this study is:

$Ho_3$: There is no partial influence between Organizational Culture and Organizational Commitment.

$Ha_3$: There is a partial influence between Organizational Culture and Organizational Commitment.

2) F test (simultaneous test)

**Table 9. F Test Results**

**ANOVA**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Regression | 5403.442 | 3 | 1801.147 | 87,094 | .000b |
| | Residual | 2481.655 | 120 | 20,680 | | |
| | Total | 7885.097 | 123 | | | |

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Organizational Culture, Work-life Balance, Recruitment
*Source: SPSS 25 Output*

Based on Table 9, the calculated F value is 87.094 and the F distribution table obtained is 2.68. So the calculated F value is 87.094 > F table 2.68 with a significant value of 0.000 < 0.05. Thus, $Ho_4$ is rejected and $Ha_4$ is accepted, which means there is a simultaneous influence between Recruitment, Work-Life Balance, and Organizational Culture on Organizational Commitment at Celosia Flower Garden.

**Discussion**

Based on the results of research on the influence of recruitment on organizational commitment among employees of Celosia Flower Garden, the calculated t value was 9.124 > t table 1.979 with a significance of 0.000 < 0.05, so $Ho_1$ was rejected and $H_1$ was accepted. This means that there is a positive and significant influence between recruitment and organizational commitment. According toHasibuan, (2021)in(Syifi Fauziyah et al., 2023)Recruitment is a strategic process for acquiring a workforce that meets an organization's needs. Transparent and objective recruitment fosters a sense of fairness and employee engagement. These results align with research.(Yuliyanti et al., 2023)which states that recruitment has a significant influence on organizational commitment.

Based on the results of research on the influence of Work-Life Balance on Organizational Commitment, the calculated t value was 6.437 > t table 1.979 with a significance of 0.000 < 0.05, so $Ho_2$ was rejected and $H_2$ was accepted. This indicates that work-life balance has a positive and significant effect on organizational commitment. According toGreenhaus et al., (2019)in(Hariansyah et al., 2023)Work-life balance encompasses the balance of time, engagement, and satisfaction between work and personal life. Employees with a balanced work-life balance are more loyal and committed to the organization. These findings support research.(Priyatno et al., 2024)which states that work-life balance increases organizational commitment.

Based on the results of research on the influence of Organizational Culture on Organizational Commitment, the calculated t value was 7.609 > t table 1.979 with a significance of 0.000 < 0.05, so $Ho_3$ was rejected and $H_3$ was accepted. This means that organizational culture has a positive and significant influence on organizational commitment. According toRobbins & Judge (2023)in(Jazilah, 2023)Organizational culture is a system of values and norms that shape the behavior of organizational members. A strong culture increases a sense of belonging and loyalty to the organization. This finding is reinforced by(Wahyutomo & Zikri, 2024)which confirms that adaptive and collaborative cultures strengthen employee commitment.

Based on the results of the simultaneous test, the calculated F value was 87.094 > F table 2.68 with a significance of 0.000 < 0.05, so $Ho_4$ was rejected and $H_4$ was accepted. This means that there is a simultaneous influence between recruitment, work-life balance, and organizational culture on organizational commitment at Celosia Flower Garden. The Adjusted R Square value of 0.677 (67.7%) indicates that the three independent variables contribute 67.7% to organizational commitment, while the remaining 32.3% is influenced by other factors. These results support the theoryMeyer & Allen, (2012)in(Khoiriyah & Izzati, 2021)which explains that organizational commitment is formed through affective, ongoing, and normative factors that are influenced by HR practices such as recruitment, work-life balance, and organizational culture.

## CONCLUSION

Based on the results of the research that has been conducted, several conclusions can be drawn as follows:

1. Recruitment has a relationship with Organizational Commitment, indicated by a correlation value of 0.641 which is included in the "strong" category as can be seen in the interpretation of the r value. Positive results indicate a unidirectional relationship between recruitment and organizational commitment. The simple regression coefficient value is 0.779, with a calculated t value of 9.124 > t table 1.979 and a significance of 0.000 < 0.05. This means that there is a partial influence between recruitment and organizational commitment in Celosia Flower Garden employees.
2. *Work-Life Balance*has a relationship with Organizational Commitment, indicated by a correlation value of 0.431 which is included in the "moderate" category. Positive results indicate a unidirectional relationship between work-life balance and organizational commitment. The simple regression coefficient value is 0.539, with a calculated t value of 6.437 > t table 1.979 and a significance of 0.000 < 0.05. This means that there is a partial influence between work-life balance and organizational commitment among Celosia Flower Garden employees.
3. Organizational Culture has a relationship with Organizational Commitment, indicated by a correlation value of 0.564 which is included in the "moderate" category. Positive results indicate a unidirectional relationship between organizational culture and organizational commitment. The simple regression coefficient value is 0.723, with a calculated t value of 7.609 > t table 1.979 and a significance of 0.000 < 0.05. This means that there is a partial influence between organizational culture and organizational commitment in Celosia Flower Garden employees.
4. Based on the results of the simultaneous test (F test), it shows that there is a simultaneous influence between Recruitment, Work-Life Balance, and Organizational Culture on Organizational Commitment at Celosia Flower Garden. This is indicated by the calculated F value of 87.094 > F table 2.68 with a significance of 0.000 < 0.05.
5. Recruitment, Work-Life Balance, and Organizational Culture jointly influence Organizational Commitment among Celosia Flower Garden employees, as shown by the determination test results of 67.7%. Thus, collectively, these three independent variables contribute 67.7% to Organizational Commitment, while the remaining 32.3% is influenced by other factors outside this study.

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