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Work Life Balance, Organizational Culture and Work Discipline on Organizational Commitment and Their Implications on Employee Performance

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Abstract: Employee performance is the level of achievement of a person's work results according to the tasks and standards set, which is seen from how he or she carries out his or her work and meets organizational demands. This study aims to empirically test and analyze the influence of work-life balance, organizational culture and work discipline on organizational commitment and its implications for employee performance. The research method used in this study is a quantitative research method with a descriptive and verification approach. The data sources used are primary data sources and secondary data sources. Data collection techniques in this study are interviews, questionnaires, observations, and library research. The population in this study is all employees totaling 105 people. The sampling technique used in this study is a purposive sampling technique. The analytical tools in this study are SPSS 25 and SmartPLS 4. Testing of measurement models or outer models in this study are convergent validity, discriminant validity, Average Variance Extracted (AVE), composite reliability, Cronbach alpha. Testing of structural models or inner models in this study is the coefficient of determination (R²) and Predictive relevance (Q²). The results of this study indicate that work-life balance, organizational culture, and work discipline have a positive and significant effect on organizational commitment, both partially and simultaneously, with a 92% effect, with the remaining 8% being influenced by other variables not examined in this study. Organizational commitment has a positive and significant effect on employee performance, and organizational commitment can mediate the relationship between work-life balance and employee performance. Meanwhile, organizational commitment cannot mediate the relationship between organizational culture and work discipline on employee performance.

Keywords: Organizational Culture, Work Discipline, Employee Performance, Organizational Commitment, Work-Life Balance

INTRODUCTION

A notary's office plays a crucial role in processing important documents, such as birth certificates, death certificates, marriage certificates, and others. One such notary office is the XYZ notary office in Bandung. This notary's office has several branches in West Java and has been established for a long time. However, in carrying out its duties, this notary's office often faces various challenges, such as a lack of human resources, a lack of information technology, and a lack of public awareness of the importance of processing important documents. Based on a preliminary interview with the owner of the XYZ notary office, the main problem at the notary office is the decline in employee performance, especially after the COVID-19 pandemic. According to the owner, employee performance fluctuates every year, especially in 2020, which saw a significant decline compared to the previous year. Although in 2021, it increased again, but not significantly. The following is a graph of employee performance at the XYZ notary office.

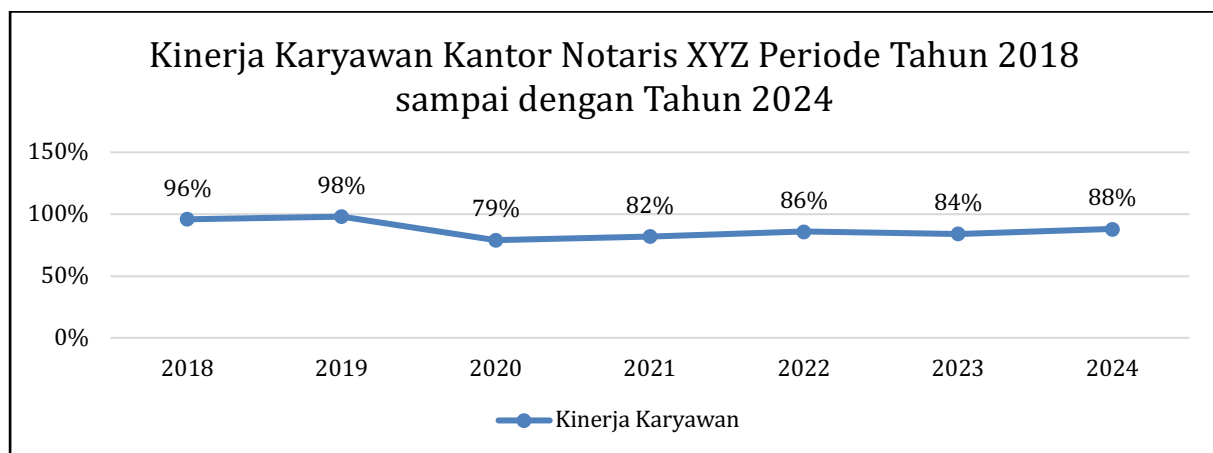


Figure 1.1 Employee Performance at XYZ Notary Office from 2018 to 2024
Source: Internal Data from XYZ Notary Office

Based on Figure 1.1, it can be concluded that employee performance was lowest in 2020, and highest in 2019. In 2018, employee performance was 96%, increasing to 98% in 2019. However, in 2020, employee performance declined to 79%, although it increased again in 2021 to 82% and continued to increase in 2022 to 86%. However, it declined again in 2023 to 84% and increased again to 88% in 2024. According to Sinambela (in Dharma et al., 2023:43), employee performance is the ability to perform a specific skill. Employee performance is crucial because it determines the extent of an employee's expertise in carrying out assigned tasks. To complete tasks and jobs, an employee must have a certain degree of willingness and expertise. A person's willingness and expertise are not effective enough to do something without a clear understanding of what needs to be done and how to do it.

Employee performance can be influenced by many factors, one of which is organizational commitment. According to Meyer and Allen (in Yusuf & Syarif, 2017:23-24), organizational commitment is a psychological construct that connects an organization with its members and has implications for an individual's decision to continue their membership in the organization. According to Metris et al. (2024:88), high organizational commitment provides various benefits for both organizational members and the organization itself. Employees with strong commitment work with total dedication and demonstrate high initiative for the organization's progress, thus generating innovations. The work environment becomes more dynamic and enjoyable, solidarity between members and between departments increases, and employees experience comfort and happiness in their work. These conditions encourage employees to always do their best, even when external motivation is unavailable. Therefore, high organizational commitment is believed to influence employee performance, as employees

become more responsible, focused, and contribute optimally to achieving organizational goals. Organizational commitment can also be influenced by many factors. Agustini (2019:152) explains that there are three factors that influence organizational commitment: personal characteristics, job characteristics, and structural characteristics. Job characteristics are closely related to the responsibilities and tasks employees will perform. Tasks assigned by superiors or the amount of work assigned can interfere with employees' time with family or rest, which is closely related to work-life balance. Fisher et al. (in Jufri et al., 2023:17) view work-life balance as how an individual divides time at work and other activities outside of work. This includes individual behaviors that can be a source of conflict or a source of energy for the individual.

In addition to work-life balance, structural characteristics can also influence organizational commitment, one of which is organizational culture. According to Robbins & Judge (2017:565), organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture can be interpreted as a system of shared meaning held by members that distinguishes the organization from other organizations. In addition to organizational culture, work discipline can also influence organizational commitment. According to Rivai (in Kristanti & Pangastuti, 2019:5) work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms. Employee performance can be influenced by many factors, one of which is organizational commitment. According to Meyer and Allen (in Yusuf & Syarif, 2017:23-24), organizational commitment is a psychological construct that connects an organization with its members and has implications for an individual's decision to continue their membership in the organization. According to Metris et al. (2024:88), high organizational commitment provides various benefits for both organizational members and the organization itself. Employees with strong commitment work with total dedication and demonstrate high initiative for the organization's progress, thus generating new innovations. The work environment becomes more dynamic and enjoyable, solidarity between members and between departments increases, and employees experience comfort and happiness in their work. These conditions encourage employees to always do their best, even when external motivation is unavailable. Therefore, high organizational commitment is believed to influence employee performance, as employees become more responsible, focused, and contribute optimally to achieving organizational goals. Organizational commitment can also be influenced by many factors. Agustini (2019:152) explains that there are three factors that influence organizational commitment: personal characteristics, job characteristics, and structural characteristics. Job characteristics are closely related to the responsibilities and tasks employees will perform. Tasks assigned by superiors or the amount of work assigned can interfere with employees' time with family or rest, which is closely related to work-life balance. Fisher et al. (in Jufri et al., 2023:17) view work-life balance as how an individual divides time at work and other activities outside of work. This includes individual behaviors that can be a source of conflict or a source of energy for the individual.

In addition to work-life balance, structural characteristics can also influence organizational commitment, one of which is organizational culture. According to Robbins & Judge (2017:565), organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture can be interpreted as a system of shared meaning held by members that distinguishes the organization from other organizations. In addition to organizational culture, work discipline can also influence organizational commitment. According to Rivai (in Kristanti & Pangastuti, 2019:5) work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

METHOD

The method used in this research is quantitative with a descriptive and verification approach. According to Abdullah et al. (2022:1), quantitative research is a systematic scientific study of components and phenomena and their causal relationships. Quantitative research is defined as a systematic investigation of phenomena by collecting measurable data using statistical, mathematical, or computational techniques. In the same book, Abdullah et al. (2022:3) also argue that descriptive research typically only measures the level of a variable in a population or sample. Abdullah et al. (2022:91) explain that verification analysis techniques are methods of analyzing models and providing evidence to verify hypotheses formulated at the outset of the research.

According to Sadiyah (in Abdullah et al., 2022:62), there are two types of data sources in research: primary data, data collected directly from individuals or from experimental results within the research subject (firsthand); and secondary data, supporting data in the form of written data obtained indirectly through books, documents, journals, or articles related to the research topic (secondhand).

Abdullah et al. (2022:3-80) explain that a population is the entire object of research, which can consist of living things, objects, symptoms, test scores, or events as data sources that represent certain characteristics in a study. A population in research can also be interpreted as the entire unit of analysis whose characteristics will be estimated. The unit of analysis is the unit/unit that will be studied or analyzed. The population in this study is all employees at the XYZ notary office. According to Abdullah et al. (2022:3-80), a sample is part of the number and characteristics possessed by that population. If the population is large and the researcher cannot study everything in the population due to limited funds, manpower, and time, then the researcher can use a sample taken from a representative population. The sampling technique in this study is a non-probability sampling technique. According to Abdullah et al. (2022:3-84), non-probability sampling is a sampling technique that does not provide an equal opportunity for each member of the population to be selected as a sample member. The non-probability sampling technique used in this study is purposive sampling, which involves determining the sample with certain considerations. The number of samples in this study is 5 x number of indicators = 5 x 21 = 105 samples, so the number of samples in this study is 105 employees.

RESULTS AND DISCUSSION

1. Measurement Model or Outer Model

Setiabudhi et al. (2024:23) explain that a measurement model is a model that describes the relationship between latent variables (constructs) and their indicators. The relationship of these variables to measurement theory is shown below. Figure 4.1 shows the measurement model or outer model in this study:

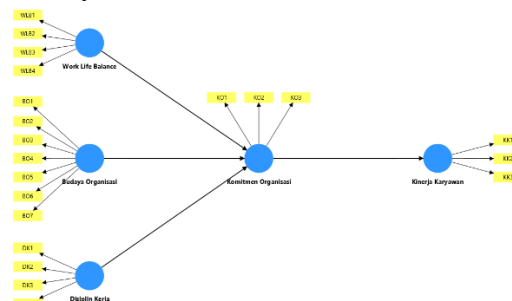


Figure 4.1 Measurement Model or Outer Model

Source: SmartPLS 4 (2025)

Based on Figure 4.1, it can be concluded that the measurement model in this study is a reflective relationship. In a reflective relationship, the arrow points from the latent variable to the indicator, meaning that the indicator (theoretically) is a reflection/measurement/aspect of

the variable. Therefore, the indicator does not influence the variable. Tests of the measurement model or outer model in this study include convergent validity, discriminant validity, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. Convergent validity is determined by the outer loading values of the latent variable and its indicators. The outer loading values in this study are as follows::

Table 4.1 Outer Loading

	X1	X2	X3	Y	Z
X11	0.772				
X12	0.889				
X13	0.894				
X14	0.838				
X21		0.664			
X22		0.663			
X23		0.689			
X24		0.646			
X25		0.745			
X26		0.725			
X27		0.810			
X31			0.626		
X32			0.799		
X33			0.846		
X34			0.757		
Y1				0.900	
Y2				0.774	
Y3				0.858	
Z1					0.707
Z2					0.825
Z3					0.851

Source: SmartPLS 4 Output (2025)

Based on Table 4.1, it can be concluded that the outer loading in this study is acceptable, meaning the variability of an indicator can be explained or absorbed by its latent variable. Therefore, the indicators for work-life balance (X1), organizational culture (X2), work discipline (X3), organizational commitment (Y), and employee performance (Z) are declared valid. Setiabudhi et al. (2024:42) argue that outer loading is a value that explains the relationship (correlation) between an indicator and its latent variable. The higher the outer loading, the stronger the relationship between an indicator and its latent variable. An outer loading value >0.7 is acceptable. Meanwhile, an outer loading value <0.4 is always eliminated from the analysis process. An outer loading value >0.7 means that 0.72 ≈ 50% of an indicator's variability can be explained or absorbed by its latent variable. In general, an outer loading value of 0.4-0.7 can be considered for elimination if elimination increases the composite reliability or average variance. The following are the Average Variance Extracted (AVE) values, composite reliability, and Cronbach alpha in this study, namely:

Table 4.2 Average Variance Extracted (AVE), composite reliability, cronbach alpha

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.871	0.878	0.912	0.722
X2	0.843	0.940	0.875	0.501
X3	0.766	0.830	0.845	0.580
Y	0.799	0.807	0.882	0.715
Z	0.714	0.738	0.838	0.635

Source: SmartPLS 4 Output (2025)

Based on Table 4.2, it can be concluded that the work-life balance (X1), organizational culture (X2), work discipline (X3), organizational commitment (Y), and employee performance (Z) indicators are valid and reliable. Setiabudhi et al. (2024:42) argue that in addition to the outer loading value, validity can also be determined by the AVE value, which is considered valid if the AVE value is >0.5. The acceptable composite reliability value is >0.7. Furthermore,

according to Setiabudhi et al. (2024:13), a Cronbach's alpha value above 0.7 indicates that the indicator is reliable.

According to Setiabudhi et al. (2024:44), discriminant validity tests the extent to which a construct is truly distinct from other constructs. This approach compares the outer loading value of an indicator against its latent variable and the outer loading value of that indicator against other latent variables. This approach is called cross-loading. In this approach, the outer loading value of an indicator on its latent variable must be greater than the outer loading value of that indicator on other latent variables. This approach tests whether an indicator truly measures its latent variable better than other latent variables. The following are the cross-loading values in this study:

Table 4.3 Cross Loading

	X1	X2	X3	Y	Z
X11	0.772	0.469	0.633	0.700	0.236
X12	0.889	0.366	0.587	0.761	0.195
X13	0.894	0.226	0.569	0.858	0.145
X14	0.838	0.318	0.683	0.875	0.185
X21	0.194	0.664	0.276	0.201	0.396
X22	0.220	0.663	0.263	0.175	0.358
X23	0.194	0.689	0.380	0.232	0.155
X24	0.095	0.646	0.386	0.123	0.338
X25	0.318	0.745	0.478	0.306	0.626
X26	0.182	0.725	0.337	0.174	0.318
X27	0.469	0.810	0.653	0.485	0.251
X31	0.299	0.603	0.626	0.333	0.555
X32	0.493	0.584	0.799	0.580	0.230
X33	0.747	0.401	0.846	0.821	0.140
X34	0.541	0.408	0.757	0.524	0.126
Y1	0.816	0.340	0.730	0.900	0.159
Y2	0.676	0.481	0.721	0.774	0.254
Y3	0.894	0.226	0.569	0.858	0.145
Z1	0.174	0.182	0.063	0.132	0.707
Z2	0.169	0.450	0.242	0.190	0.825
Z3	0.189	0.457	0.330	0.187	0.851

Source: SmartPLS 4 Output (2025)

Based on Table 4.3, it can be concluded that the outer loading value of the work-life balance indicator (X1) on its latent variable is greater than the outer loading values of this indicator on the other latent variables. Likewise, the outer loading value of the organizational culture indicator (X2) on its latent variable is greater than the outer loading values of this indicator on the other latent variables. The outer loading value of the work discipline indicator (X3) on its latent variable is also greater than the outer loading values of this indicator on the other latent variables. The outer loading value of the organizational commitment indicator (Y) on its latent variable is greater than the outer loading values of this indicator on the other latent variables. Furthermore, the outer loading value of the employee performance indicator (Z) on its latent variable is greater than the outer loading values of this indicator on the other latent variables. Thus, it can be concluded that the indicators in this study are valid.

2. Structural Model (Inner Model)

Setiabudhi et al. (2024:21) explain that a structural model is a model that describes the relationships between latent variables (constructs). The relationship of latent variables is based on theory, logic, or practical experience observed by previous researchers.

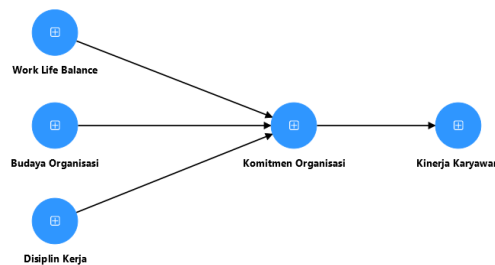


Figure 4.2 Structural Model or Inner Model
Source: SmartPLS 4 (2025)

Based on Figure 4.2, it can be concluded that work-life balance (X1), organizational culture (X2), and work discipline (X3) are independent variables, organizational commitment (Y) is an intervening variable, and employee performance (Z) is a dependent variable. Testing of the structural model or inner model in this study includes the coefficient of determination (R^2) and predictive relevance (Q^2). According to Rifai (in Iba & Wardhana, 2023:517), the R-Square value is an indicator of determination used to evaluate the extent to which endogenous variables are influenced by independent variables. A higher R-Square value indicates a better predictive model used in the study.

Table 4.4 Koefisien Determinasi (R^2)

	R-square	R-square adjusted
Y	0.920	0.918
Z	0.047	0.037

Source: SmartPLS 4 Output (2025)

Based on Table 4.4, it can be concluded that the coefficient of determination (R^2) for the organizational commitment variable (Y) is 0.920, or 92%. Therefore, it can be said that the constructs of work-life balance (X1), organizational culture (X2), and work discipline (X3) predict the organizational commitment construct by 0.920, or 92%. The remaining 8% is predicted by other variables outside the model. In other words, the simultaneous or collective influence of work-life balance (X1), organizational culture (X2), and work discipline (X3) on organizational commitment (Y) is 92%, and the coefficient of determination (R^2) for the employee performance variable (Z) is 0.047, or 4.7%. Therefore, it can be said that the constructs of work-life balance (X1), organizational culture (X2), work discipline (X3), and organizational commitment predict employee performance by 0.047 or 4.7%, with the remaining 95.3% predicted by other variables outside the model. In other words, the influence of work-life balance (X1), organizational culture (X2), work discipline (X3), and organizational commitment (Y) on organizational performance (Z) simultaneously or collectively is 4.7%.

According to Rifai (in Iba & Wardhana, 2023:517-518), the Q-Square is a tool used to measure the extent to which a model and parameter estimates in a study have predictive relevance. In this case, a Q-Square value greater than 0 indicates that the model has predictive relevance, meaning it can be used to predict data well. Conversely, a Q-Square value less than 0 indicates that the model lacks predictive relevance and cannot be used to predict data effectively. In other words, the higher the Q-Square value, the better the model fits the data and has better predictive ability. The Q-Square calculation can be done using the appropriate

formula. However, it should be noted that the Q-Square value must not only be greater than 0, but also closer to 1, because the closer it is to 1, the better the model's predictive ability. Thus, Q-Square is an important metric in evaluating how well a research model fits the data and how well the model can be used for predictive purposes. To calculate the Q-square value, the formula can be used:

$$Q^2 = 1 - (1 - (R_{Square})^2)$$

Keterangan:

Q^2 = Q square

R_{square} = R square dependent variable

Based on Table 4.4, namely the R-square output of the dependent variable, the Q-square value in this study is:

$$Q^2 = 1 - (1 - (0.920)^2)$$

$$Q^2 = 1 - (1 - 0.8464)$$

$$Q^2 = 1 - (0.1536)$$

$$Q^2 = 0.846$$

The calculation results show that the Q-square value in this study is 0.8464. This result indicates that this research model has predictive relevance because the Q-square value is greater than 0, but it cannot be considered good because it does not approach 1. A Q-square value greater than 0 indicates that the model has predictive relevance, meaning it can be used to predict the data well.

3. Hypothesis Testing

a. Direct Effect

The significance level was tested at a 5% alpha (0.05) using a t-test. The testing criteria for the t-test are: if the significance value is >0.05, then H_0 is accepted and H_a is rejected, meaning the independent variable does not significantly influence the dependent variable. If the significance value is <0.05, then H_0 is rejected and H_a is accepted, meaning the independent variable significantly influences the dependent variable. The t-test in this study can be seen in Table 4.5, as follows.:

Table 4.5 Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.778	0.776	0.051	15.199	0.000
X2 -> Y	-0.070	-0.064	0.035	2.012	0.044
X3 -> Y	0.269	0.270	0.061	4.384	0.000
Y -> Z	0.216	0.240	0.091	2.379	0.017

Source: SmartPLS 4 Output (2025)

Based on Table 4.5, the t-test results can be summarized as follows:

- 1) The significance value of the work-life balance variable (X1) is 0.000, which is less than 0.05. Therefore, H_0 is rejected and H_{a1} is accepted. Therefore, work-life balance (X1) has a positive and significant effect on organizational commitment (Y).
- 2) The significance value of the organizational culture variable (X2) is 0.044, which is less than 0.05. Therefore, H_0 is rejected, and H_{a2} is accepted. Therefore, organizational culture (X2) has a positive and significant effect on organizational commitment (Y).
- 3) The significance value of the work discipline variable (X3) is 0.000, which is less than 0.05. Therefore, H_0 is rejected, and H_{a3} is accepted. Therefore, work discipline (X3) has a positive and significant effect on organizational commitment (Y).
- 4) The significance value of the organizational commitment variable (Y) is 0.017, which is smaller than 0.05. Therefore, it can be concluded that H_0 is rejected and H_{a4} is accepted. Therefore, organizational commitment (Y) has a positive and significant effect on organizational performance (Z).

b. Indirect Effect (Intervening)

The significance level was tested at a 5% alpha level (0.05). The test criteria are: if the significance value is >0.05, then Ho is accepted and Ha is rejected, meaning the intervening variable cannot mediate the independent variable on the dependent variable. If the significance value is <0.05, then Ho is rejected and Ha is accepted, meaning the intervening variable can mediate the independent variable on the dependent variable. The indirect effect test in this study can be seen in Table 4.6 below:

Tabel 4.6 Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y -> Z	0.168	0.186	0.072	2.348	0.019
X2 -> Y -> Z	-0.015	-0.016	0.011	1.359	0.174
X3 -> Y -> Z	0.058	0.065	0.030	1.934	0.053

Source: SmartPLS 4 Output (2025)

Based on Table 4.6, the results of the indirect test can be summarized as follows:

- 1) The significance value of the work-life balance variable (X1) on employee performance (Z) through organizational commitment (Y) is 0.019, which is less than 0.05. Therefore, Ho is rejected and Ha5 is accepted. Therefore, work-life balance (X1) has a positive and significant effect on organizational performance (Z) through organizational commitment (Y), or organizational commitment (Y) can mediate the effect of work-life balance (X1) on employee performance (Z).
- 2) The significance value of the organizational culture variable (X2) on employee performance (Z) through organizational commitment (Y) is 0.174, which is greater than 0.05. Therefore, Ho is accepted and Ha6 is rejected. Therefore, organizational culture (X2) does not have a positive and significant effect on employee performance (Z) through organizational commitment (Y), or organizational commitment (Y) cannot mediate the effect of organizational culture (X2) on employee performance (Z).
- 3) The significant value of the work discipline variable (X3) on employee performance (Z) through organizational commitment (Y) is 0.053, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha7 is rejected. Thus, work discipline (X3) does not have a positive and significant effect on employee performance (Z) through organizational commitment (Y), nor can organizational commitment (Y) mediate work discipline (X3) on employee performance (Z).

The following is Figure 4.3 showing the results of the SmartPLS direct and indirect effects output, namely:

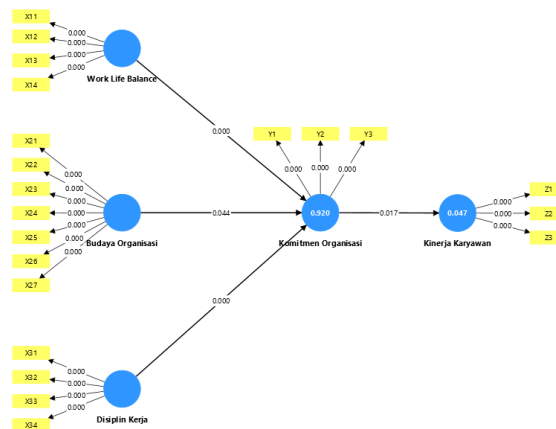


Figure 4.4 Direct and Indirect Effects
Source: SmartPLS 4 (2025)

CONCLUSION

1. The results show that the significance value of the work-life balance variable (X1) is 0.000, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha1 is accepted. Therefore, work-life balance (X1) has a positive and significant effect on organizational commitment (Y).
2. The results show that the significance value of the organizational culture variable (X2) is 0.044, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha2 is accepted. Therefore, organizational culture (X2) has a positive and significant effect on organizational commitment (Y).
3. The results show that the significance value of the work discipline variable (X3) is 0.000, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha3 is accepted. Therefore, work discipline (X3) has a positive and significant effect on organizational commitment (Y).
4. The results show that the significance value of the organizational commitment variable (Y) is 0.017, which is less than 0.05. Therefore, it can be concluded that Ho is rejected and Ha4 is accepted. Thus, organizational commitment (Y) has a positive and significant effect on organizational performance (Z).
5. The results show that the significance value of the work-life balance variable (X1) on employee performance (Z) through organizational commitment (Y) is 0.019, which is smaller than 0.05. Therefore, it can be concluded that Ho is rejected and Ha5 is accepted. Therefore, work-life balance (X1) has a positive and significant effect on organizational performance (Z) through organizational commitment (Y), or organizational commitment (Y) can mediate work-life balance (X1) on employee performance (Z).
6. The results show that the significance value of the organizational culture variable (X2) on employee performance (Z) through organizational commitment (Y) is 0.174, which is greater than 0.05. Therefore, it can be concluded that Ho is accepted and Ha6 is rejected. Therefore, organizational culture (X2) does not have a positive and significant effect on employee performance (Z) through organizational commitment (Y), or organizational commitment (Y) cannot mediate organizational culture (X2) on employee performance (Z).
7. The results show that the significant value of the work discipline variable (X3) on employee performance (Z) through organizational commitment (Y) is 0.053, which is greater than 0.05, so it can be concluded that Ho is accepted and Ha7 is rejected. Thus, work discipline (X3) does not have a positive and significant effect on employee performance (Z) through organizational commitment (Y) or organizational commitment (Y) cannot mediate work discipline (X3) on employee performance (Z).

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