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The Effect Of Commitment Organizational And Work-Life Balance On Job Performance At Bank Tabungan Negara (Btn) Office Palembang

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Abstract

This study aims to analyze the effect of commitment organizational and work-life balance on job performance at Bank Tabungan Negara (BTN) Office Palembang. The research method used in this study is explanatory research with a quantitative approach. The data used in this study are primary data obtained through the distribution of questionnaries. The sampling technique used was sensus sampling, with a total sample of 100 respondents**.** The data analysis technique used was multiple linear regression analysis. The results of the study indicate that commitment organizational has a positive and significant effect on employee job performace at Bank Tabungan Negara (BTN) Office Palembang. In addition, work-life balance have a positive and significant effect on job performace at Bank Tabungan Negara (BTN) Office Palembang.

Keywords: Commitment Organizational, Work-life Balance, Job Performance.

INTRODUCTION

Human resources (HR) are strategic assets that determine organizational competitiveness and sustainability. Organizational success depends not only on capital and technology but also on the quality of human resources and their effective management (Dessler, 2020). In the banking industry, employee performance is particularly important because service quality and organizational achievement rely heavily on employees' ability to perform their duties effectively. Employee performance

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refers to the quality and quantity of work achieved in fulfilling assigned responsibilities (Mangkunegara, 2020). Among the factors influencing employee performance, organizational commitment and work-life balance have received considerable attention. Organizational commitment reflects employees' emotional attachment and willingness to contribute to organizational goals (John & Natalie, 2020), while work-life balance enables employees to balance work and personal responsibilities, thereby reducing stress and improving performance (Soelistya, 2023; Maranata et al., 2022).

Bank Tabungan Negara (BTN) Palembang Branch, one of Indonesia's state-owned commercial banks, relies heavily on competent human resources to maintain service quality and organizational performance. However, company data indicate a gradual decline in employees achieving the highest performance categories during 2023–2025, accompanied by fluctuating absenteeism and increasing overtime hours. These conditions suggest potential challenges related to organizational commitment and employees' ability to maintain work-life balance, both of which may influence employee performance (Silviana et al., 2025).

Previous studies have reported inconsistent findings regarding the effects of organizational commitment and work-life balance on employee performance. Organizational commitment has been found to positively and significantly influence employee performance (Umpusinga, 2022; Prihari & Marjati, 2023; Getnet & Fujie, 2024), whereas Amelia et al. (2024) and Iriani et al. (2025) reported no significant effect. Similarly, work-life balance has been shown to positively affect employee performance (Asari, 2022; Nurmala & Yusuf, 2025; Firdaus, 2025), while Adetiyas et al. (2024) and Syarif and Hasan (2025) found no significant relationship. These inconsistent findings indicate a research gap that warrants further investigation.

Therefore, this study examines the effects of organizational commitment and work-life balance on employee performance at Bank Tabungan Negara (BTN) Palembang Branch.Therefore, the research questions are formulated as follows: (1) Does organizational commitment significantly affect employee performance at Bank Tabungan Negara (BTN) Palembang Branch? (2) Does work-life balance significantly affect employee performance at Bank Tabungan Negara (BTN) Palembang Branch?

METHODOLOGY

This study analyzes the effect of commitment organizational and work-life balance on job performance at Bank Tabungan Negara (BTN) Office Palembang. The data for this study were obtained from primary data. Primary data was used as the main

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source to analyze the effect of commitment organizational and work-life balance on job performance. This data was obtained directly from respondents through the distribution of questionnaires compiled based on research variable indicators. To measure the scores, the researchers used a Likert scale. The population in this study comprised all employees of Bank Tabungan Negara (BTN) Palembang Branch, totaling 100 employees. The sampling technique used was sensus sampling, with a total sample of 100 respondents.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variables	Indicators	r_{count}	r_{table}	Results
Job Performance (Y)	Y.1	0.788	0.196	Valid
	Y.2	0.769	0.196	Valid
	Y.3	0.839	0.196	Valid
	Y.4	0.811	0.196	Valid
	Y.5	0.750	0.196	Valid
	Y.6	0.787	0.196	Valid
	Y.7	0.628	0.196	Valid
	Y.8	0.677	0.196	Valid
	Y.9	0.553	0.196	Valid
	Y.10	0.769	0.196	Valid
	Y.11	0.775	0.196	Valid
	Y.12	0.714	0.196	Valid
	Y.13	0.870	0.196	Valid
	Y.14	0.857	0.196	Valid
	Y.15	0.840	0.196	Valid
Commitment Organizational (X_1)	X_1.1	0.684	0.196	Valid
	X_1.2	0.732	0.196	Valid
	X_1.3	0.783	0.196	Valid
	X_1.4	0.773	0.196	Valid
	X_1.5	0.665	0.196	Valid
	X_1.6	0.597	0.196	Valid
	X_1.7	0.761	0.196	Valid

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Variables	Indicators	r_{count}	r_{table}	Results
	$X_1.8$	0.786	0.196	Valid
	$X_1.9$	0.681	0.196	Valid
Work-life Balance (X_2)	$X_2.1$	0.625	0.196	Valid
	$X_2.2$	0.548	0.196	Valid
	$X_2.3$	0.526	0.196	Valid
	$X_2.4$	0.246	0.196	Valid
	$X_2.5$	0.475	0.196	Valid
	$X_2.6$	0.610	0.196	Valid
	$X_2.7$	0.653	0.196	Valid
	$X_2.8$	0.621	0.196	Valid
	$X_2.9$	0.580	0.196	Valid
	$X_2.10$	0.683	0.196	Valid
	$X_2.11$	0.705	0.196	Valid
	$X_2.12$	0.792	0.196	Valid

Source: Research data processing, 2026

Based on Table 1, the validity test results indicate that all questionnaire items across the three variables, job performace (Y), commitment organizational (X1), and work-life balance (X2) have calculated correlation coefficients (r-values) that are greater than the critical r-table value. Therefore, it can be concluded that all measurement items for the three variables are valid.

Reliability Test

Table 2. Reliability Test Results

Variabel	*N of Case*	*N of Item*	*Cronbach's Alpha*	Results
Job Performance (Y)	100	9	0.881	Reliable
Commitment Organizational (X_1)	100	12	0.825	Reliable
Work-life Balance (X_2)	100	15	0.946	Reliable

Source: Primary data processed by SPSS, 2026

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Based on Table 2, the reliability test results indicate that the Cronbach's alpha coefficients for all three variables exceed the threshold value of 0.60. Since a Cronbach's alpha value greater than 0.60 is considered acceptable for reliability, all measurement instruments used in this study can be regarded as reliable.

Classic Assumption Test

Normality Test

Table 3. Results of the Residual Normality Test

No.	Asymp. Sig. Value	Criteria	Information
1.	0.200	0.05	Normal

Source: Primary data processed by SPSS, 2026

Based on the results of the normality test using the OneSample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value is 0.200, which are greater than the 0.05 significance level. This indicates that the data is normally distributed, so the normality assumption in the regression model of this study has been met.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	*Tolerance*	VIF	Information
Commitment Organizational (X_1)	0.540	1.852	no symptoms of multicollinearity
Work-life Balance (X_2)	0.540	1.852	no symptoms of multicollinearity

Source: Primary data processed by SPSS, 2026

Based on the table above, it can be seen that the tolerance value for all independent variables > 0.10 is 0.540, and the VIF (Variance Inflation Factor) value for all independent variables is 1.852, which is smaller (<) than 10. This shows that there are no symptoms of multicollinearity in the regression model in this study.

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Heteroscedastisity Test

Table 5. Results of Heteroscedastisity Test

Variabel	Sig. Value	Information
Commitment Organizational (X_1)	0.285	no symptoms of heteroscedasticity
Work-life Balance (X_2)	0.908	no symptoms of heteroscedasticity

Source: Primary data processed by SPSS, 2026

Based on the results of the heteroscedastisity test using the Glejser method, the significance value of the commitment organizational (X1) variable is 0.285 and work-life balance (X2) is 0.908, both of which are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity, so the assumption of heteroscedasticity in the regression model is met and the model is suitable for further analysis.

Hypothesis Test

Multiple Linear Regression

Table 6. Multiple Linear Regression Results

Variable	Constant	Regression Coefficient
Commitment Organizational (X_1)	2892.709	0.822
Work-life Balance (X_2)		0.950

Source: Primary data processed by SPSS, 2026

The regression coefficient of commitment organizational (X_1) was 0.822, indicating that a one-unit increase in transformational leadership is associated with a 0.822-unit increase in employee job performance, assuming that work-life balance (X_2) remains constant. The positive coefficient indicates a positive relationship between commitment organizational and employee job performance at Bank Tabungan Negara (BTN) Palembang Branch. This finding suggests that improvements in commitment organizational practices are likely to enhance employees' job performance.

The regression coefficient of work-life balance (X_2) was 0.950, indicating that a one-unit increase in work-life balance is associated with a 0.950-unit increase in employee job performance, assuming that commitment organizational (X_1) remains

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constant. The positive coefficient demonstrates a positive relationship between work-life balance and employee job performance at Bank Tabungan Negara (BTN) Palembang Branch. This result implies that better work-life balance opportunities are likely to increase employees' job performance.

Coefficient Correlation and Coefficient of Determination

Table 7. Results of the Coefficient Correlation and of Coefficient Determination Test

Model	r	R Square	Adjusted R Square
1	0.623	0.388	0.375

*Source:*Primary data processed by SPSS, 2026

Based on Table 7, the correlation coefficient was 0.623, indicating a strong relationship between commitment organizational, work-life balance, and employee job performance. Furthermore, the coefficient of determination was 0.375, indicating that commitment organizational and work-life balance explain 37.5% of the variance in employee job performance, while the remaining 62.5% is explained by other factors not included in this study.

Model Feasibility

Table 8. Results of Model Feasibility

F_{count}	F_{table}	Sig.
30.715	3.09	< 0.001

Source: Primary data processed by SPSS, 2026

Based on Table 8, the F-test produced an F-value of 30.715 with a significance level of $p < 0.001$. Since the calculated F-value exceeded the critical F-value (30.715 > 3.09) and the significance level was below 0.05, the regression model was considered statistically significant and fit for analysis. These results indicate that commitment organizational and work-life balance simultaneously have a significant effect on employee job performance at Bank Tabungan Negara (BTN) Palembang Branch.

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T-Test

Table 9. Results of t-Test Analysis

Variable	t_{count}	t_{table}	Significance
Commitment Organizational (X_1)	7.623	1.984	< 0.001
Work-life Balance (X_2)	6.509	1.984	< 0.001

Source: Primary data processed by SPSS, 2026

Based on Table 9, the t-test results show that commitment organizational has a positive significant effect on employee job performance, with a t-value of 7.623 and significance level of p < 0.001. Since t-value > t-table (7.623 > 1.984), the first hypothesis is accepted. Similarly, work-life balance also has a positive significant effect on employee job performance, with a t-value of 6.509 and significance level of p < 0.001. As the t-value exceeds the t-table (6.509 > 1.984), the second hypothesis is also accepted.

DISCUSSION

The Influence of Transformational Leadership Style on Job Satisfaction

The results indicate that organizational commitment has a positive and significant effect on employee performance at Bank Tabungan Negara (BTN) Palembang Branch, supporting the first hypothesis (H1). This finding suggests that employees with stronger organizational commitment tend to demonstrate higher responsibility, loyalty, and better performance. The finding is consistent with the Social Exchange Theory (Blau, 1964), which explains that employees reciprocate organizational support, recognitionMaranata opportunities, and a supportive work environment by exhibiting stronger commitment and improved performance. This result is also consistent with previous studies by Umpusinga (2022) and Laia et al. (2024), although it differs from the findings of Amelia et al. (2024), who reported no significant relationship between organizational commitment and employee performance.

The descriptive analysis further shows that organizational commitment among employees is generally categorized as high, indicating strong affective, continuance, and normative commitment. However, the lowest score was found on the statement regarding employees remaining with the organization because they had already received many benefits from the company. This finding suggests that employees' intention to stay is not solely driven by feelings of obligation or reciprocity. Therefore, the company should strengthen employees' emotional attachment through recognition programs, clear career development opportunities, effective supervisor–employee

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communication, and a more supportive work environment to further enhance organizational commitment and employee performance (Maranata et al., 2024; Hidayati et al., 2024).

The Influence of Career Development on Job Satisfaction

The results indicate that work-life balance has a positive and significant effect on employee performance at Bank Tabungan Negara (BTN) Palembang Branch, supporting the second hypothesis (H2). This finding suggests that employees who are able to balance work and personal responsibilities tend to perform more effectively, remain productive, and achieve organizational targets. The finding is consistent with the Social Exchange Theory Muharto1964), which explains that organizational support for employees' well-being encourages employees to reciprocate through improved performance. This result is also supported by Aida et al. (2024) and Asari (2022), who found a positive and significant relationship between work-life balance and employee performance, although it differs from the findings of Adetiyas et al. (2024) and Syarif and Hasan (2025), who reported no significant effect.

Descriptive analysis further indicates that employees generally perceive work-life balance at Bank Tabungan Negara (BTN) Palembang Branch to be at a good level. However, the lowest score was found on the statement that work interferes with employees' rest time at home, suggesting that some employees still experience work demands beyond regular working hours. If prolonged, this condition may contribute to fatigue, job stress, and reduced well-being. Therefore, the company should strengthen work-life balance practices through proportional workload allocation, balanced task distribution, and effective time management to maintain employee well-being while improving performance (Arifin & Muharto, 2022; Trisnawati, 2026).

CONCLUSION

Based on the results of the study and data analysis, it can be concluded that commitment organizational and work-life balance both have a positive and significant effect on employee job performance at Bank Tabungan Negara (BTN) Palembang Branch.

Bank Tabungan Negara (BTN) Palembang Branch is encouraged to strengthen employees' perceptions of organizational support by providing performance recognition, career development opportunities, training programs, employee welfare initiatives, and more transparent communication regarding organizational support. In addition, the

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company should manage workloads proportionally, minimize work outside regular working hours, promote effective time management, and foster a work environment that supports work-life balance to enhance employee performance. Future research is recommended to examine additional factors influencing employee performance, such as leadership style, organizational culture, job stress, and work motivation, as well as to extend the research to different branches or organizations to obtain more comprehensive findings.

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