

## The Influence of Self-Efficacy and Work Life Balance on Employee Performance through Organizational Commitment as a Mediating

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### ABSTRACT

This study examines and analyzes the result of self-efficacy and work life balance on the organization commitment at Bank Jatim, branch of Dr. Soetomo. The research applies quantitatively. Furthermore, the data collection technique used was saturation sampling, when samples were drawn from every member of the population, i.e, 45 employees of Bank Jatim, branch of Dr. Soetomo. The method of data analysis that was employed was the Partial Least Square (PLS) program with a software instrument of SmartPLS 3.0 version. The findings indicate that while work-life balance has a favorable but negligible impact on workers' performance, self-efficacy has a beneficial influence on employees' performance. Meanwhile, employee performance is positively and significantly impacted by organizational commitment. Moreover, both self-efficacy and work-life balance has a substantial and favorable impact on employees' performance through organizational dedication. Similarly, work-life balance significantly and favorably affects employees' performance through organizational dedication.

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## INTRODUCTION

Human Resources (HR) represent a crucial element in every organization or company, playing a strategic role in accomplishing corporate objectives. According to Armstrong (2017), Human Resources refer to a strategic and logical strategy for managing individuals, who are seen as important resources in a company and who both individually and collectively help to accomplish the goals of the firm.

Employee performance is one of the key factors determining whether a company can meet its goals and objectives. When employees perform with high productivity and innovation, it facilitates the organization's success in achieving its set targets. In line with Armstrong (2017:552), performance is often defined in terms of outputs, namely the achievement of quantifiable goals. However, performance encompasses both what employees do and how they accomplish it. Optimal employee performance is influenced by various factors, including self-efficacy and work-life balance. According to Prasetya (2023), self-efficacy is the conviction that one can do things effectively—an essential attribute in today's dynamic and demanding work environments. Khildani et al. (2021) found that enhancing factors that foster employees' self-efficacy leads to improved performance. In addition to self-efficacy, maintaining a balance between personal life and work—commonly referred to as work-life balance—is also crucial for achieving strong performance outcomes. Work-life balance can reduce work-related stress and increase contentment at work, which in turn contributes positively to performance of employees (Putri & Frianto, 2023). However, Jatmiko et al. (2025) argue that although employees may manage to maintain a healthy balance between their personal and professional lives, alone may not be sufficient to foster innovative behavior.

Moreover, optimal employee performance is also closely tied to organizational commitment. As stated by Meyer and Allen (1997), organizational commitment reflects employees' sentimental attachment, loyalty, and moral responsibility toward the organization. This commitment plays a vital mediating role in linking work-life balance and self-efficacy to enhance performance.

The purpose of this study is to investigate experimentally how work-life balance and self-efficacy affect employee performance through the mediating role of organizational commitment, with a particular focus on employees at Bank Jatim, Dr. Soetomo Branch. Based on the aforementioned background, this study is titled: **"The Influence of Self-Efficacy and Work-Life Balance on Employee Performance with Organizational Commitment as a Mediating Variable: A Study on Employees"**

## LITERATURE REVIEW

### *Employee Performance*

Employee performance refers to the outcomes resulting from employees' efforts and abilities in carrying out the tasks and responsibilities assigned by the organization. According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in performing their tasks in line with the assigned obligations. Performance shows the degree to which a person meets organizational standards.

### ***Self-Efficacy***

Self-efficacy is the conviction that one can plan and carry out the necessary steps to accomplish particular objectives. Bandura (1997) emphasizes that Self-efficacy affects people's thought processes, act, and feel. High self-efficacy people are more inclined to be highly motivated, better able to cope with job-related pressures, and achieve optimal performance.

**H1:** Self-efficacy significantly and favorably affects employee performance.

**H3:** Organizational commitment is positively and significantly impacted by self-efficacy.

**H6:** Organizational commitment acts as a mediating variable, allowing self-efficacy to have a positive and considerable impact on employee performance.

### ***Work-Life Balance***

Work-life balance refers to the extent to which an individual can effectively manage work demands alongside personal life responsibilities. According to Greenhaus and Allen (2011), the degree to which people are equally engaged in and content with their responsibilities in both their personal and professional lives is known as work-life balance. A lack of balance can cause tension, burnout, and decreased efficiency, while a good balance promotes job satisfaction and higher performance.

**H2:** Work-life balance has a noteworthy and favorable impact on worker performance.

**H4:** Work-life balance has a noteworthy and favorable impact on organizational commitment.

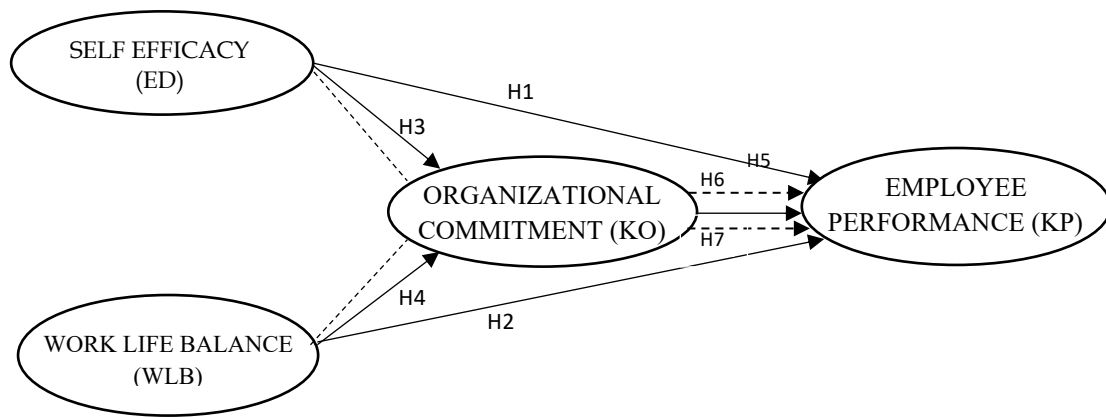
**H7:** Work-life balance has a favorable and noteworthy impact on worker performance through organizational commitment as a mediating variable.

### ***Organizational Commitment***

The psychological bond that an employee has with the company is known as organizational commitment. According to Meyer and Allen (1997), organizational commitment comprises three dimensions *Normative commitment (based on a sense of duty to stay)*, *affective commitment (emotional attachment to the organization)*, and *continuity commitment (based on the anticipated costs of quitting)*. An elevated degree of commitment encourages workers to put in more effort and remain loyal to the organization, ultimately leading to improved performance.

**H5:** Employee performance is positively and significantly impacted by organizational commitment.

Based on the theoretical framework and previous empirical studies described above, this research develops a conceptual model and a set of hypotheses that illustrate the relationships among the studied variables. This hypothesis framework serves to guide the empirical analysis of both direct and indirect consequences of the variables in question



**Figure 1. Conceptual Framework**

## METHODOLOGY

The purpose of this investigation is to examine the influence of the independent variables—Self-Efficacy (ED) and Work-Life Balance (WLB)—on the dependent variable, Employee Performance (KO), with Organizational Commitment (KP) as a mediating variable. This approach aligns with Sugiyono (2020), who states that associative research is used to determine connections between two or more variables that are causal.

The study employed a survey method, with data collected through the distribution of structured questionnaires to the entire population, consisting of 45 employees at Bank Jatim, Dr. Soetomo Branch. A method of saturation sampling was used, wherein every individual in the population were included as research subjects. This technique was chosen because to the comparatively modest size and homogeneous characteristics of the population.

This is a quantitative study, with all variables assessed using a Likert scale, which was created to record respondents' opinions and ranges from 1 (strongly disagree) to 5 (strongly agree) of each indicator. The questionnaire items were developed based on four main constructs: Self-Efficacy, Work-Life Balance, Organizational Commitment, and Employee Performance. Each construct was adapted from established literature and tailored to fit the organizational context. Data processing and analysis were conducted with the use of Structural Equation Modeling–Partial Least Squares (SEM-PLS) version 3.0. The analysis included a series of validity and reliability tests, such as Cronbach's Alpha, Average Variance Extracted (AVE), composite reliability, convergent validity, discriminant validity, and R-square.

## RESEARCH RESULT

### *Responden Characteristics*

Table 1. Responden Characteristics

| No. | Categories | Sub- Categories | Freq | %   |
|-----|------------|-----------------|------|-----|
| 1.  | Gender     | Male            | 19   | 42% |
|     |            | Female          | 26   | 58% |
| 2.  | Age        | <25 year        | 3    | 7%  |
|     |            | 26 - 35 year    | 12   | 27% |

|                                  |                 |    |      |
|----------------------------------|-----------------|----|------|
|                                  | 36 - 45 year    | 24 | 53%  |
|                                  | >46 year        | 6  | 13%  |
| 3. <b>Educational Background</b> | High Shcool     | 0  | 0%   |
|                                  | Academi         | 1  | 2%   |
|                                  | S1              | 37 | 82%  |
|                                  | S2/S3           | 7  | 16%  |
| 4. <b>Working Period</b>         | < 1 year        | 2  | 4%   |
|                                  | 1 - 2 year      | 1  | 2%   |
|                                  | 3 - 4 year      | 5  | 11%  |
|                                  | > 5 yera        | 37 | 83%  |
| 5. <b>Position</b>               | Staff           | 12 | 27%  |
|                                  | Supervisor      | 14 | 31%  |
|                                  | Functional      | 10 | 22%  |
|                                  | Administration  | 4  | 9%   |
|                                  | Account Officer | 1  | 2%   |
|                                  | Teller          | 3  | 7%   |
|                                  | Staff of BUMD   | 1  | 2%   |
| <b>Total Responden</b>           |                 | 45 | 100% |

*Sources: Managed by researchers (2025)*

Considering the information presented in Table 1 regarding the characteristics of the respondents, most of participants were women in this research, totaling 26 individuals (58%), while male respondents numbered 19 individuals (42%). This indicates that the sample was predominantly female, although the gender distribution gap was not significantly large.

In terms of age, the majority of those surveyed dropped within the 36–45 age group, accounting for 24 individuals (53%), followed by those aged 26–35 with 12 individuals (27%). Respondents over the age of 46 numbered 6 individuals (13%), and those under 25 years old accounted for 3 individuals (7%). These findings suggest that most respondents were within a mature age range.

Regarding educational background, 37 respondents (82%), or the majority, had a Bachelor's degree (S1), followed by those with a Master's or Doctoral degree (S2/S3), comprising 7 individuals (16%). Only 1 respondent (2%) held an Academy/Diploma degree, and none had completed only senior high school or its equivalent. This reflects a significant amount of education among those who responded, indicating a generally well-qualified human resource profile within the organization.

With respect to length of service, most responders have more than 5 years of work experience, totaling 37 individuals (83%), followed by 5 individuals (11%) with 3–4 years of service, 1 respondent (2%) with 1–2 years, and 2 individuals (4%) with less than one year of service. This suggests that the majority of respondents had considerable tenure within the organization, indicating a strong level of organizational attachment.

In terms of job positions, the largest group of respondents held supervisory roles (14 individuals or 31%), followed by staff members (12 individuals or 27%), and functional office heads (10 individuals or 22%). The remaining respondents

were distributed across administrative roles (4 individuals or 9%), tellers (3 individuals or 7%), and account officers and regional-owned enterprise (BUMD) employees, each represented by 1 individual (2%). This distribution indicates that the study encompassed various levels within the organizational structure, thereby offering a comprehensive perspective on the phenomenon under investigation.

### ***Descriptive Analysis Result***

According to Sugiyono (2013:147), descriptive statistics refer to data analysis techniques aimed at exploring or describing information that has been directly collected, without attempting to draw general conclusions or make broader generalizations.

Table 2. Interval Class Categories

| Percentage Range | Categories |
|------------------|------------|
| 20% – 36%        | Very Bad   |
| >36% – 52%       | Bad        |
| >52% – 68%       | Average    |
| >68% – 84%       | Good       |
| >84% – 100%      | Very Good  |

The outcomes of the descriptive examination will be integrated with the Structural Equation Modeling (SEM) analysis. Descriptive analysis serves to ensure that the data exhibit an adequate distribution and that there are no extreme deviations that could potentially affect the estimation results of the SEM model.

Table 3. Descriptive Analysis

| Code | Variable                  | Mean | Percentage | Category |
|------|---------------------------|------|------------|----------|
| ED   | Self Efficacy             | 4.19 | 81.8%      | Good     |
| WLB  | Work Life Balance         | 3.78 | 75.6%      | Good     |
| KO   | Organizational Commitment | 4.09 | 81.8%      | Good     |
| KP   | Employee Performance      | 4.01 | 80.2%      | Good     |

It may be inferred from the preceding table that every variable fall within the "Good" category. The self-efficacy variable (ED) recorded a mean score of 4.19, with a percentage of 81.8%, indicating that respondents possess a great degree of confidence in their ability to perform work-related tasks. Furthermore, the work-life balance variable (WLB) had a mean score of 3.78 or 75.6%, also classified as Good. This suggests that respondents are relatively successful in preserving a balance between their job demands and personal life. The organizational commitment variable (KO) showed a mean of 4.09 with a percentage of 81.8%, reflecting strong emotional attachment and loyalty of the respondents to their organization. Meanwhile, the employee performance variable (EP) had a mean score of 4.01 or 80.2%, also categorized as Good,

indicating that respondents generally demonstrate positive and consistent job performance in fulfilling their responsibilities.

In summary, all research variables are positioned at a favorable level, reflecting a relatively healthy organizational condition in terms of individual employee performance, organizational commitment, work-life balance, and self-efficacy.

### Outer Model Test

#### Convergent Validity

The degree to which several indicators of a given construct converge or have a significant amount of variance in common is known as convergent validity. An indicator is considered valid if it has an outer loading value greater than 0.70 and an Average Variance Extracted (AVE) value above 0.50 (Hair et al., 2019:659).

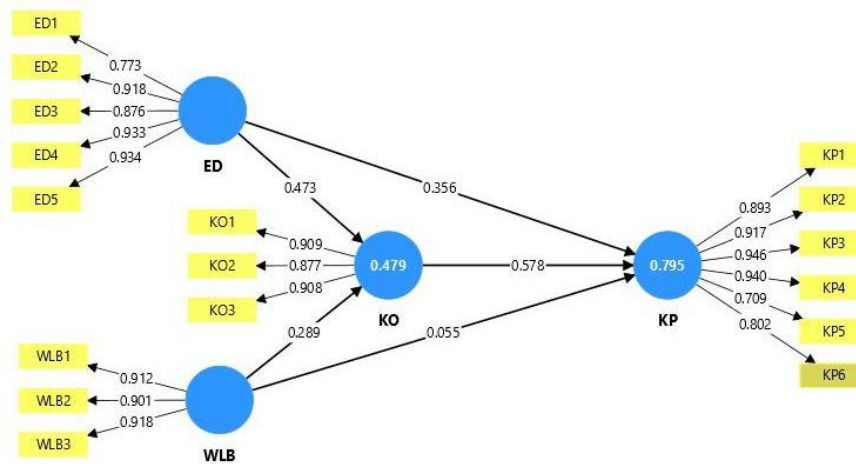


Figure 2. PLS Algorithm Diagram

Table 4. Convergent Validity

| Indicator | (ED)  | (WLB) | (KO)  | (KP)  | Remark |
|-----------|-------|-------|-------|-------|--------|
| ED1       | 0,773 |       |       |       | Valid  |
| ED2       | 0,918 |       |       |       | Valid  |
| ED3       | 0,876 |       |       |       | Valid  |
| ED4       | 0,933 |       |       |       | Valid  |
| ED5       | 0,934 |       |       |       | Valid  |
| WLB1      |       | 0,912 |       |       | Valid  |
| WLB2      |       | 0,901 |       |       | Valid  |
| WLB3      |       | 0,918 |       |       | Valid  |
| KO1       |       |       | 0,909 |       | Valid  |
| KO2       |       |       | 0,877 |       | Valid  |
| KO3       |       |       | 0,908 |       | Valid  |
| KP1       |       |       |       | 0,893 | Valid  |
| KP2       |       |       |       | 0,917 | Valid  |
| KP3       |       |       |       | 0,946 | Valid  |
| KP4       |       |       |       | 0,940 | Valid  |
| KP5       |       |       |       | 0,709 | Valid  |

|     |       |       |
|-----|-------|-------|
| KP6 | 0,802 | Valid |
|-----|-------|-------|

Considering the test findings presented in Table 4, all indicators – namely Self-Efficacy (ED), Work-Life Balance (WLB), Organizational Commitment (KO), and Employee Performance (KP) – possess outer loading levels that are higher than 0.70. Therefore, the data in this study can be considered valid in terms of validity convergent.

#### *Discriminant Validity*

Good legitimacy of discrimination is demonstrated when A construction exhibits a higher correlation with its own indicators than with indicators of other constructs. The following table displays the discriminant validity test results:

Tabel 5. *Discriminant Validity*

| Indicator | ED           | WLB          | KO           | KP           | Remak |
|-----------|--------------|--------------|--------------|--------------|-------|
| ED1       | <b>0,773</b> | 0,572        | 0,472        | 0,619        | Valid |
| ED2       | <b>0,918</b> | 0,521        | 0,638        | 0,677        | Valid |
| ED3       | <b>0,876</b> | 0,498        | 0,611        | 0,634        | Valid |
| ED4       | <b>0,933</b> | 0,633        | 0,580        | 0,745        | Valid |
| ED5       | <b>0,934</b> | 0,575        | 0,601        | 0,736        | Valid |
| WLB1      | 0,527        | <b>0,912</b> | 0,482        | 0,488        | Valid |
| WLB2      | 0,495        | <b>0,901</b> | 0,445        | 0,490        | Valid |
| WLB3      | 0,663        | <b>0,918</b> | 0,637        | 0,670        | Valid |
| KO1       | 0,570        | 0,523        | <b>0,909</b> | 0,705        | Valid |
| KO2       | 0,555        | 0,448        | <b>0,877</b> | 0,732        | Valid |
| KO3       | 0,634        | 0,598        | <b>0,908</b> | 0,826        | Valid |
| KP1       | 0,724        | 0,560        | 0,793        | <b>0,893</b> | Valid |
| KP2       | 0,721        | 0,605        | 0,759        | <b>0,917</b> | Valid |
| KP3       | 0,721        | 0,512        | 0,784        | <b>0,946</b> | Valid |
| KP4       | 0,737        | 0,650        | 0,741        | <b>0,940</b> | Valid |
| KP5       | 0,566        | 0,390        | 0,538        | <b>0,709</b> | Valid |
| KP6       | 0,533        | 0,486        | 0,770        | <b>0,802</b> | Valid |

*Sources: Sources: Managed by researchers (2025)*

Based on Table 5, all indicators for each variable show cross-loading values greater than 0.70, indicating that these indicators meet the validity criteria. Furthermore, the correlation values between each indicator and its respective construct are higher than the correlations with other constructs. This suggests that all variables fulfill the conditions necessary for strong discriminant validity.

#### *Average Variance Extracted (AVE)*

The table below presents the Average Variance Extracted (AVE) values for each construct included in this study:

Tabel 6. Average Variance Extracted (AVE)

| Variabel                  | AVE   | Keterangan |
|---------------------------|-------|------------|
| Self Efficacy             | 0,790 | Valid      |
| Work Life Balance         | 0,829 | Valid      |
| Organizational Commitment | 0,807 | Valid      |
| Employee Performance      | 0,760 | Valid      |

*Sources: Sources: Managed by researchers (2025)*

Based on Table 6, the Average Variance Extracted (AVE) values are as follows: Self-Efficacy = 0.790, Work-Life Balance = 0.829, Organizational Commitment = 0.807, and Employee Performance = 0.760. These results indicate that all constructs have AVE values greater than 0.50, thus meeting the criteria for discriminant validity and confirming that the constructs are valid..

### Composite Reliability

Reliability testing for each construct in this study was conducted using the SmartPLS 4.0 software

Tabel 7. Composite Reability

| Variabel                  | Composite Reliability | Keterangan |
|---------------------------|-----------------------|------------|
| Self Efficacy             | 0,949                 | Reliabel   |
| Work Life Balance         | 0,936                 | Reliabel   |
| Organizational Commitment | 0,926                 | Reliabel   |
| Employee Performance      | 0,950                 | Reliabel   |

*Sources: Sources: Managed by researchers (2025)*

Based on Table 7, the results show that the Composite Reliability values for each variable are as follows: Self-Efficacy (ED) = 0.949, Work-Life Balance (WLB) = 0.936, Organizational Commitment (KO) = 0.926, and Employee Performance (KP) > 0.70. These findings indicate that each variable demonstrates high reliability and can be considered reliable.

### Cronbach's Alpha

The purpose of the dependability test is to gauge how consistently each variable in this study. One commonly used method for assessing dependability is measured using Composite dependability or Cronbach's Alpha. An instrument is considered reliable if it produces a value greater than 0.70. The following table presents the Cronbach's Alpha values calculated for each of the variables examined in this study:

Tabel 8. Cronbach Alpha

| Variabel                  | Cronbach Alpha | Keterangan |
|---------------------------|----------------|------------|
| Self Efficacy             | 0,932          | Reliabel   |
| Work Life Balance         | 0,898          | Reliabel   |
| Organizational Commitment | 0,880          | Reliabel   |
| Employee Performance      | 0,935          | Reliabel   |

*Sources: Sources: Managed by researchers (2025)*

Based on Table 8, the Cronbach's Alpha values for each variable are as follows: Self-Efficacy (ED) = 0.932, Work-Life Balance (WLB) = 0.898, Organizational Commitment (KO) = 0.880, and Employee Performance (KP) = 0.935. These results indicate that all variables have Cronbach's Alpha values greater than 0.60, demonstrating that each construct meets the reliability criteria and can be considered internally consistent and reliable.

### **Inner Model Test**

#### *Structural Model*

**Tabel 9. Structural Model**

| <b>Variabel</b>                                                      | <b>Original Sample</b> | <b>Remark</b> |
|----------------------------------------------------------------------|------------------------|---------------|
| Self Efficacy → Employee Performance                                 | 0,356                  | Positif       |
| Work Life Balance → Employee Performance                             | 0,055                  | Positif       |
| Self Efficacy → Organizational Commitment                            | 0,473                  | Positif       |
| Work Life Balance → Organizational Commitment                        | 0,289                  | Positif       |
| Komitmen Organisasi → Employee Performance                           | 0,578                  | Positif       |
| Self Efficacy → Organizational Commitment → Employee Performance     | 0,274                  | Positif       |
| Work Life Balance → Organizational Commitment → Employee Performance | 0,167                  | Positif       |

**Sources:** Sources: Managed by researchers (2025)

Considering the information presented in the table above, all relationships between the variables demonstrate positive effects, indicating that a rise in the independent factors is followed by a rise in the dependence variable.

#### *R-Square*

The R-Square test is applied to evaluate how much each of the independent variables explain the variance in the intervening or dependent variables in the study. The value of R-Square shows the strength of this influence and can be categorized as weak, moderate, or strong.

**Tabel 10. R-Square**

| <b>Variabel</b>           | <b>Original Sample</b> | <b>Keterangan</b> |
|---------------------------|------------------------|-------------------|
| Organizational Commitment | 0,479                  | Lemah             |
| Employee Performance      | 0,795                  | Kuat              |

**Sources:** Sources: Managed by researchers (2025)

Based on Table 10, the value of R-Square for the Organizational Commitment (KO) variable is 0.479, which falls into the "weak" category. This indicates that Self-Efficacy (ED) and Work-Life Balance (WLB) explain 47.9% of the variance in KO, whilst other factors impact the remaining 52.1% factors outside the scope of this study.

In addition, the R-Square value for the Employee Performance (KP) variable is 0.639, which is categorized as "strong." This suggests that ED and WLB together explain 63.9% of the variance in KP, with the remaining 36.1% influenced by

other unobserved elements that were left out of this study.

### ***Hypothesis Test Result***

Hypothesis testing was conducted to determine whether the relationships between variables are statistically significant or not, both in terms of direct and indirect effects.

Tabel 11. Hypothesis Test Result

| Variabel                                                             | P-Value | Keterangan       |
|----------------------------------------------------------------------|---------|------------------|
| Self Efficacy → Employee Performance                                 | 0,004   | Signifikan       |
| Work Life Balance → Employee Performance                             | 0,548   | Tidak Signifikan |
| Self Efficacy → Organizational Commitment                            | 0,000   | Signifikan       |
| Work Life Balance → Organizational Commitment                        | 0,021   | Signifikan       |
| Komitmen Organisasi → Employee Performance                           | 0,000   | Signifikan       |
| Self Efficacy → Organizational Commitment → Employee Performance     | 0,004   | Signifikan       |
| Work Life Balance → Organizational Commitment → Employee Performance | 0,022   | Signifikan       |

*Sources: Sources: Managed by researchers (2025)*

## **DISCUSSION**

### ***Self-Efficacy Has a Significant Effect on Employee Performance***

Considering the outcomes of hypothesis testing and structural model analysis, Self-Efficacy was found to have a favorable and noteworthy impact on employee performance, thereby supporting the first hypothesis. This finding indicates that the higher the level of self-efficacy possessed by employees, the more optimal their performance in fulfilling their duties and responsibilities. This result is consistent with earlier studies by Prameswari et al. (2024), which concluded that self-efficacy has a favorable and noteworthy impact on employee performance.

### ***Work-Life Balance Has a Positive but Not Significant Effect on Employee Performance***

The hypothesis testing and structural model analysis also revealed that employee performance is positively but not significantly impacted by work-life balance, leading to the rejection of the second hypothesis. This suggests that although work-life balance is considered important, it does not directly serve as a primary factor in enhancing performance within the context of this study. One plausible explanation is that external It's possible that elements not included in this study have a greater impact on worker performance. This result aligns with the findings of Hilman et al. (2022), who also reported that work-life balance had a positive but insignificant effect on employee performance.

### ***Self-Efficacy Has a Significant Effect on Organizational Commitment***

The results indicate that Self-Efficacy has a positive and significant effect on Organizational Commitment, confirming the third hypothesis. This implies that employees with higher self-efficacy levels tend to demonstrate stronger

commitment to the organization. Confidence in one's ability to overcome challenges fosters a greater sense of responsibility, loyalty, and alignment with organizational values and goals. This finding is supported by the research carried out by Rudy et al. (2023), which confirmed a strong and favorable correlation between self-efficacy and organizational commitment.

***Work-Life Balance Has a Significant Effect on Organizational Commitment***

Work-Life Balance was also found to have a favorable and noteworthy impact on Organizational Commitment, thereby accepting the fourth hypothesis. This result indicates that when workers believe that the company allows them to maintain a healthy balance between professional and personal demands, they tend to develop greater comfort, loyalty, and emotional attachment to their organization. This result is consistent with Anggreni and Prasetya (2021), They discovered a strong and favorable correlation between organizational commitment and work-life balance.

***Organizational Commitment Has a Significant Effect on Employee Performance***

The hypothesis testing also confirmed that Organizational Commitment has a positive and significant effect on Employee Performance, thus supporting the fifth hypothesis. This indicates that Workers that are more dedicated to the company are more internally motivated to contribute optimally in performing their duties and obligations, ultimately enhancing their performance. This result is in line with Ma'aruf et al. (2024), who demonstrated a direct and significant influence of organizational commitment on employee performance.

***Self-Efficacy Has a Significant Effect on Employee Performance through Organizational Commitment***

The sixth hypothesis was also supported, indicating that Self-Efficacy has a positive and significant indirect effect on Employee Performance through Organizational Commitment. This suggests that confidence in one's capabilities encourages responsibility, loyalty, and attachment to organizational goals and values, which in turn enhances performance. This relationship is categorized as partial mediation, as self-efficacy significantly influences employee performance both directly and indirectly through organizational commitment. These findings are consistent with the study by Ekowati et al. (2022), which showed that strong self-efficacy can influence employee performance through the mediation of organizational commitment.

***Work-Life Balance Has a Significant Effect on Employee Performance through Organizational Commitment***

The seventh hypothesis was supported, demonstrating that Work-Life Balance has a positive and significant effect on Employee Performance through Organizational Commitment. The results suggest that organizational commitment fully mediates the relationship between work-life balance and employee performance. This is evident from the insignificant direct effect of work-life balance on performance, contrasted with the significant indirect effect through organizational commitment. In other words, Employee performance is

not directly impacted by work-life balance; its influence is fully channeled through employees' organizational commitment. This result aligns with the research conducted by Putrid and Frianto (2021), who found that a strong work-life balance can affect employee performance through the mediating function of organizational commitment.

## CONCLUSIONS AND RECOMMENDATIONS

### *Conclusions*

Considering the outcomes of the study on the influence of Self-Efficacy and Work-Life Balance on Employee Performance through Organizational Commitment at Bank Jatim, Dr. Soetomo Branch, the following inferences can be made:

1. Self-Efficacy has a favorable and noteworthy impact on employee performance. at Bank Jatim Dr. Soetomo Branch, Surabaya. This indicates says the greater the degree of self-efficacy employees possesses, the more likely they are to exhibit optimal performance in performing their duties and obligations.
2. Employee performance is positively but not significantly impacted by work-life balance at Bank Jatim Dr. Soetomo Branch. Although balancing work and personal life is important, this variable does not appear to directly influence performance significantly in this study. This suggests that even if employees feel balanced between their personal and professional lives, other dominant factors—such as self-efficacy or organizational commitment—may play a more critical role in influencing their performance.
3. Self-Efficacy has a positive and significant effect on Organizational Commitment at Bank Jatim Dr. Soetomo Branch. This shows that employees with higher self-efficacy also tend to develop stronger commitment to the organization.
4. Work-Life Balance has a positive and significant effect on Organizational Commitment at Bank Jatim Dr. Soetomo Branch. Employees who maintain a good balance between work and personal life tend to show a higher level of emotional attachment and commitment to their organization.
5. Organizational Commitment has a positive and significant effect on Employee Performance at Bank Jatim Dr. Soetomo Branch. The higher the level of employee commitment to the organization, the stronger and more consistent their work performance.
6. Organizational Commitment mediates the positive and significant effect of Self-Efficacy on Employee Performance at Bank Jatim Dr. Soetomo Branch. This indicates that self-efficacy not only directly influences performance but also indirectly, by enhancing employees' commitment to the organization—reflected in pride, responsibility, and emotional involvement—which ultimately leads to stronger contributions in achieving optimal performance.
7. Organizational Commitment also mediates the positive and significant effect of Work-Life Balance on Employee Performance at Bank Jatim Dr. Soetomo Branch. This suggests that work-life balance affects employee performance indirectly through organizational commitment. When employees experience

a healthy harmony between personal and professional lives, it fosters a stronger feeling of dedication to the company.

### **Recommendations**

In light of the study's conclusions, the following suggestions are offered as considerations for both organizational management and future researchers:

1. The management of Bank Jatim Dr. Soetomo Branch should provide training programs focused on stress management and simulation-based situational training to enhance employees' self-confidence and preparedness in dealing with work challenges.
2. Bank Jatim Dr. Soetomo Branch should review its work scheduling system and workload distribution, and provide time management training to help employees better manage their professional and personal responsibilities.
3. To strengthen organizational commitment, the company should foster a stronger sense of ownership among employees by internalizing company values, increasing employee involvement in decision-making processes, and continuously communicating the organization's vision and mission.
4. Bank Jatim Dr. Soetomo Branch should improve its employee performance monitoring and coaching system. Regular feedback and a reward system based on quality and timeliness of task completion should be implemented to encourage sustainable performance improvement.

### **ADVANCED RESEARCH**

There are a number of limitations to this study to take into account when interpreting the results:

1. The research was conducted at a single location, namely Bank Jatim Dr. Soetomo Branch in Surabaya. Therefore, the findings may not be broadly generalizable to other branches or institutions within the banking sector or to organizations outside the sector.
2. The study's total number of responders was limited to 45 employees, which is relatively small from a statistical standpoint. This limitation may affect the robustness and flexibility of generalizing the results to a larger population.
3. Data collection was carried out within a relatively short time frame, which may have affected respondents' depth of understanding regarding the questionnaire items. This could potentially influence the quality and accuracy of the responses provided.

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