

Antecedents and Consequential Affective Commitment on Bank Indonesia Cashier

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Abstract. *Job performance is essential to support optimal services to customers so that they are maintained in accordance with the established objectives. Similarly, Bank Indonesia is also required to maintain and strengthen its job performance in delivering services, particularly for cashier employees. In this study, job performance can be influenced by several factors, including work-life balance and affective commitment. The type of research conducted is explanatory research with a quantitative approach. The research population consisted of all Bank Indonesia cashiers totaling 127 employees. The sample was taken using a census method, resulting in 100 Bank Indonesia cashiers as respondents. The data collection technique employed was a questionnaire. The data analysis method used in this study was SEM-PLS with the SmartPLS (Partial Least Square) software. The research findings are as follows: 1) Work-life balance has a positive and significant effect on the job performance of Bank Indonesia cashiers, with a P-Value of $0.029 < 0.05$ and a positive T-Statistic value $(2,230) > 1.96$. 2) Affective commitment has a positive and significant effect on the job performance of Bank Indonesia cashiers, with a P-Value of $0.000 < 0.05$ and a positive T-Statistic value $(7.557) > 1.96$. 3) Work-life balance has a positive and significant effect on the affective commitment of Bank Indonesia cashiers, with a P-Value of $0.000 < 0.05$ and a positive T-Statistic value $(28,995) > 1.96$.*

Keywords: *Antecedents; Bank Indonesia; Consequential; Commitment.*

1. Introduction

In accordance with the mandate of Law (UU) No. 23 of 1999 concerning Bank Indonesia, which was last amended by Law No. 6 of 2009, Bank Indonesia is designated as an independent Central Bank of the Republic of Indonesia which has the task of maintaining monetary stability, financial system stability, and smooth payment systems. In addition, according to Law No. 7 of 2011 concerning Currency, Bank Indonesia is mandated to

manage Rupiah Currency (PUR) starting from Planning, Printing, Issuance, Circulation, Revocation and Withdrawal, to Destruction (6P) which aims to ensure the availability of Rupiah currency that is suitable for use, has the appropriate denomination, is available on time according to the needs of the community, and is protected from counterfeiting attempts. Therefore, considering the complexity of Bank Indonesia's duties, both as a monetary authority and in order to provide services and maintain public trust in Rupiah currency, of course Bank Indonesia institutions need to be supported by Human Resources (HR) who have good Job Performance (Amalia & Budiono, 2021).

Job performance Job performance refers to a person's performance in completing assigned tasks, including the quality and quantity of output, as well as work reliability, reflected in an individual's ability to perform tasks with high quality, which results in high performance and optimal work results (Pratama & Nasrun, 2023). Job performance is essential to maintaining customer service in line with organizational goals (Veronica & Tumanggor, 2022).

The Board of Governors of Bank Indonesia, through the leadership of the Department of Money Management (DPU), pays great attention to the quality of service to the public, but there are still several complaints, both verbally and in writing, submitted to the BI contact center (BICARA 131 and bicara@bi.go.id) or through online social media such as Twitter, Facebook and Instagram. Some of the complaints or grievances that are often received include: (1) difficulty exchanging worn, damaged, or defective Rupiah; (2) lack of small denominations in circulation; (3) suspected circulation of counterfeit money; (4) mobile cash services are not available or difficult to reach; (5) Delays in BI's response to public reports or complaints; (6) unfriendly cashiers. This indicates that the job performance of Bank Indonesia cashiers is not optimal.

Job performance human Resources is a concern for the DPU leadership. Like any company engaged in the service sector, banks are also required to be able to improve their performance in serving and gaining trust and being able to adapt to changing customer expectations quickly. The role of Bank Indonesia cashiers is very important to support the success of the institution, especially their role as communicators of the institution and "representatives" of the bank's image to the banking sector, so cashiers are required to have good job performance. However, the phenomenon that researchers found among Bank Indonesia cashiers is a high level of absenteeism.

The above shows that, on average, 43% of employees in 2024 lack discipline in attendance. The assumptions used for attendance include absenteeism, tardiness, and forgetfulness. This data indicates suboptimal performance among Bank Indonesia cashiers. Furthermore, the presence of ad-hoc tasks (additional tasks assigned outside of primary duties) increases the workload of Bank Indonesia cashiers, potentially leading to ineffective tasks and unattainable targets. Job performance draws the attention of management and requires urgent attention, improvement, or follow-up. Job performance can be influenced by many factors, such as work-life balance (Anggraini, 2024).

Work-life balance as a system within a work environment, it aims to create an environment that balances work and individual life (Diniawaty & Prahirawan, 2024). Work-life balance is a

crucial factor for employees, ensuring a balanced quality of life, both within their families and within their work environment (Faisal, Hameed & Aleemi, 2022). Work-life balance is also a key factor for every employee, including those in the banking sector, to ensure a balanced quality of life between family and work (Nafis, Chan & Raharja, 2020).

The government's standard eight-hour workday policy aims to prevent overwork among workers. However, in reality, balancing work and personal life is still challenging. Employees are still faced with workloads that ultimately require overtime or the option of not achieving set targets. Employees are required to work more to handle office work, including a variety of additional (ad hoc) tasks, leaving them with less time to focus on their personal and home lives.

Similarly, at Bank Indonesia, work-life balance is a major concern, primarily due to workload, both in terms of ad hoc workload and quantity, as well as time pressures to complete tasks. This impacts suboptimal banking services and suboptimal cash processing by cashiers. Meanwhile, cashiers' daily reporting duties must be completed on the same day because they directly involve cash, which must be accounted for immediately.

Cashiers are also required to fulfill work-related requests via email or text messages outside of office hours, such as coordination meetings, outreach, acting as expert witnesses, or participating in Bank Indonesia events/activities. Consequently, cashiers are generally unable to juggle work and personal life, which ultimately results in work targets not being met in line with the organization's goals and expectations.

Another factor influencing job performance is an employee's affective commitment to the company (Rahman & Frianto, 2025). Affective commitment is an employee's emotional tendency to identify with the company's values and goals, behave loyally to the company, have a strong emotional dependence on the company, and strive to dedicate themselves to its success (Zhao et al., 2022). Employees with high affective commitment will have a close emotional connection with the company, so they will continue to strive to provide the best for the company's interests (Jufrizen et al., 2023). Employees with strong commitment will provide benefits to the company due to their positive attitudes/activities. Starting from this commitment, employees can increase motivation by having a positive attitude, having morals, implementing organizational programs, and complying with existing provisions and procedures (Maranata, Widyaningtyas & Istiqomah, 2022). These employee behaviors can improve job performance (Arestia, 2022).

Existing literature on the effect of work-life balance on job performance shows inconsistent results. Some studies conclude that work-life balance has a positive effect on job performance (Anggraini, 2024; Asari, 2022), while others conclude that work-life balance has a negative effect on job performance (Rahmawati et al., 2021).

2. Research Methods

This research was compiled and its results presented numerically, followed by statistical analysis. The approach used in this study was quantitative. Quantitative research is defined as focusing on calculating and analyzing causal relationships between variables, rather than

on the sequence of processes; the investigation is viewed from a value-free perspective (Hardayani et al., 2020).

Based on the previously determined research objectives, the type of research conducted is explanatory research, where in this research the cause and effect and their relationship will be proven, which influence or are influenced by two or more variables being studied.(Umar, 2019)The purpose of this explanatory research is to test the validity of the hypothesis and to examine the influence of the independent variable on the dependent variable, namely the influence of work-life balance on job performance and self-motivation through affective commitment as a mediating variable.

3. Results and Discussion

3.1. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

a. Outer Model Evaluation

The purpose of outer model evaluation is to calculate the relationship between latent variables and the indicators or manifest variables that comprise them (measurement model). The following figure presents a schematic of the PLS model tested in this study:

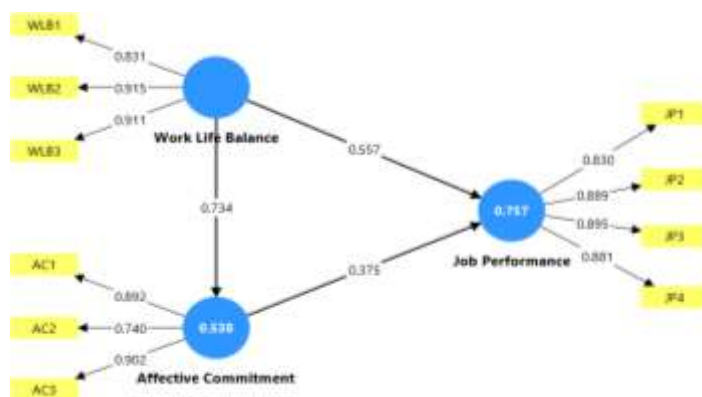


Figure Full Partial Least Square Structural Model

According to the image above, the estimated loading factor value results can be seen in the following table:

Table Loading Factor Evaluation

No	Variables	Indicator	Loading Factor	Information
1	<i>Work Life Balance</i>	WLB1	0.831	Valid
		WLB2	0.915	Valid
		WLB3	0.911	Valid
2	<i>Affective Commitment</i>	AC1	0.892	Valid
		AC2	0.740	Valid
		AC3	0.902	Valid
3	<i>Job Performance</i>	JP1	0.830	Valid
		JP2	0.889	Valid
		JP3	0.895	Valid
		JP4	0.881	Valid

Based on the table above, all loading factor values have exceeded 0.70, which means that each indicator is considered valid for use in the outer model evaluation. According to PLS rules, the outer model evaluation consists of discriminant validity (cross loading, AVE, Fornell Larckelracted criterion) and reliability testing. The calculation results can be described as follows:

1. Discriminant Validity

Discriminant validity is met if an indicator shows a greater cross-loading value on the construct it measures compared to the values on other constructs. The table below shows the cross-loading values for each indicator:

Table Cross Loading Values

No	Indicator	Variables			Decision
		<i>Affective Commitment</i>	<i>Job Performance</i>	<i>Work Life Balance</i>	
1	AC1	0.892	0.714	0.693	AC1 (AC > JP, WLB = Valid)
2	AC2	0.740	0.470	0.411	AC2 (AC > JP, WLB = Valid)
3	AC3	0.902	0.758	0.704	AC3 (AC > JP, WLB = Valid)
4	JP1	0.591	0.830	0.667	JP1 (JP > AC, WLB = Valid)
5	JP2	0.753	0.889	0.750	JP2 (JP > AC, WLB = Valid)
6	JP3	0.703	0.895	0.750	JP3 (JP > AC, WLB = Valid)
7	JP4	0.682	0.881	0.737	JP4 (JP > AC, WLB = Valid)
8	WLB1	0.555	0.624	0.831	WLB1 (WLB > AC, JP = Valid)
9	WLB2	0.687	0.797	0.915	WLB2 (WLB > AC, JP = Valid)
10	WLB3	0.695	0.775	0.911	WLB3 (WLB > AC, JP = Valid)

The results presented in the table show that the cross-loading value for each indicator is the largest for the original variable, compared to the cross-loading value for the other variables. Therefore, the indicators used in this study can be said to be discriminantly valid in representing the original variable. In addition to observing the cross-loading value, discriminant validity can also be measured using the Average Variance Extracted (AVE) value. A construct is said to meet the criteria if the AVE value is greater than 0.5, indicating good model quality.

Table Average Variance Extracted (AVE)

No	Variables	AVE	Information
1	<i>Affective Commitment</i>	0.719	Valid
2	<i>Job Performance</i>	0.764	Valid
3	<i>Work Life Balance</i>	0.786	Valid

The table above shows that the AVE value of the variable *affective commitment* (0.719), *job performance* (0.764) and *work-life balance* (0.786) > 0.5 which indicates that discriminant validity has been achieved. Another way to measure discriminant validity is the Fornell-Larcker Criterion by analyzing the difference in the square root of the AVE of each construct.

Table Fornell Larckel Criterion

No	Variables	Affective Commitment	Job Performance	Work Life Balance
1	Affective Commitment	0.848		
2	Job Performance	0.783	0.874	
3	Work Life Balance	0.734	0.832	0.887

Referring to the table above, the magnitude of the AVE root number of the variables includes: *affective commitment* of (0.848), *job performance* (0.874) and *work-life balance* (0.887) is higher than the root of the AVE correlation with other variables so that discriminant validity can be declared fulfilled.

2. Reliability

The results of the reliability testing on PLS for both Composite Reliability and Cronbach Alpha can be seen in the table below:

Table Composite Reliability and Cronbach Alpha

No	Variables	Composite Reliability	Cronbach Alpha	Information
1	Affective Commitment	0.854	0.807	Reliable
2	Job Performance	0.901	0.897	Reliable
3	Work Life Balance	0.878	0.864	Reliable

Referring to the results of the table, the composite reliability for the latent variable is ≥ 0.7 , indicating that the model is concluded to have high reliability. A Cronbach's alpha value of ≥ 0.60 indicates that the variable indicator is above reliability.

3.1.1. Inner Model Evaluation

In PLS, the structural model is evaluated using the R^2 value to assess the predictive power of endogenous variables, as well as the path coefficients between variables, which are then tested for significance using the t-statistic. The following figure represents the research's structural model:

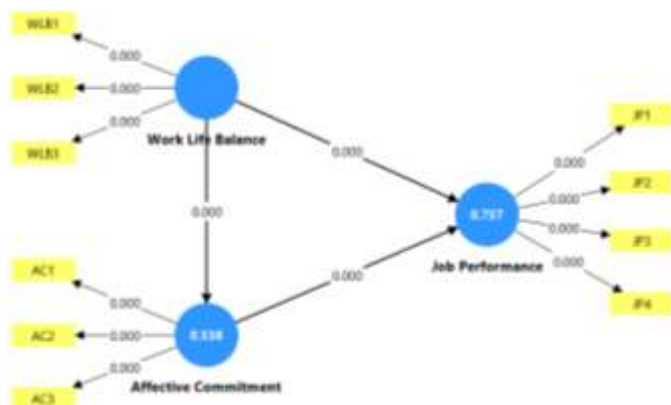


Figure Full Structural Model Partial Least Square (Inner Model)

The description above shows the results of the R-square (R^2), f-square (F^2), goodness of fit test as follows:

1. R-square(R2)

R-Square describes the proportion of construct variance that can be described by the model. The R-Square value results are shown in table below:

Table R-Square Value

No	Variables	R-Squares	R-Squares adjusted
1	<i>Affective Commitment</i>	0.538	0.533
2	<i>Job Performance</i>	0.757	0.752

Referring to the table above, it is known that the variables *affective commitment* has an adjusted R-square of 0.533, which means that the influence of work life balance on *affective commitment* is 53.3%, while the remaining 46.7% is influenced by other variables not studied. The adjusted R-square value for the variable *job performance* of 0.752 this means the influence of work life balance and *affective commitment* to *job performance* is 75.2% while the remaining 24.8% is the influence of other variables that were not researched.

2. F-Square(F2)

The F^2 value interpretation criteria are grouped into three categories: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Values

No	Variable Relationship	f-Squares	Substantive influence
1	<i>Affective Commitment</i> -> <i>Job Performance</i>	0.266	Enough
2	<i>Work Life Balance</i> -> <i>Affective Commitment</i>	1,165	Big
3	<i>Work Life Balance</i> -> <i>Job Performance</i>	0.590	Big

Referring to the table above, it can be seen that the greatest substantive influence is found in the variable *work-life balance* to *job performance* (0.590), and work life balance towards *Affective Commitment* (1.165). Meanwhile, the next substantive influence occurs on the *affective commitment* variable towards *job performance* of 0.266.

3. Goodness of Fit

The results of data processing using the SmartPLS program show that the SRMR, d_ULS, d_G, chi-square and NFI values

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.071	Fit
2	d_ULS	> 0.05	0.275	Fit
3	d_G	> 0.05	0.152	Fit
4	Chi-Square	>X2table (df = 97; X2table = 75.282)	87,206	Fit
5	NFI	Approaching 1	0.882	Fit

The PLS model goodness of fit test, as shown in the table above, shows an acceptable model fit. Therefore, the model has a good degree of fit to the data, indicating that the proposed model accurately represents/shows the relationships between variables in the data.

4. Direct Influence

Path The path coefficient in PLS-SEM is used to assess the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is less than or equal to 0.05 and the T-statistic is greater than 1.96, the direct effect is considered statistically significant.

Table Path Coefficient

Hypothesis	Original Sample (O)	T Statistics	P values	Decision
H1 <i>Work Life Balance -> Job Performance</i>	0.557	7,462	0.000	H1 accepted
H2 <i>Affective Commitment-> Job Performance</i>	0.375	5,030	0.000	H2 accepted
H3 <i>Work Life Balance-> Affective Commitment</i>	0.734	12,197	0.000	H3 is accepted

Referring to table above, we can see the results of the three hypotheses proposed in this study, namely:

a. The influence of work life balance on job performance

Based on the hypothesis testing, the P-values representing the influence of work-life balance on job performance are $0.000 < 0.05$ and the T-Statistics value ($7.462 > 1.96$) with an original sample value of 0.557 (positive). This calculation is in accordance with the first hypothesis, namely that work-life balance has a positive and significant effect on the job performance of Bank Indonesia cashiers.

b. The influence of affective commitment on job performance

According to the hypothesis testing, the P-values representing the influence of affective commitment on job performance are $0.000 < 0.05$ and the T-Statistics value is positive ($5.030 > 1.96$) with the original sample value of 0.375 (positive). These results strengthen the second hypothesis, namely that affective commitment has a positive and significant influence on the job performance of Bank Indonesia cashiers.

c. The influence of work life balance on affective commitment

As per test hypothesis shows that P-Values have an influence on work-life balance towards affective commitment with a value of $0.000 < 0.05$ and a positive T-Statistics value ($12.197 > 1.96$) with an original sample value of 0.734 (positive). This supports the third hypothesis, namely that work-life balance has a positive and significant influence on the affective commitment of Bank Indonesia cashiers.

5. Indirect Influence

Indirect effect In PLS-SEM, the indirect effect is used to test the relationship between independent and dependent variables mediated by other variables. In other words, the indirect effect indicates the extent of the influence of the independent variable on the

dependent variable through the mediator variable. The indirect effect is evaluated based on the p-value and T-statistic generated from bootstrapping. If the p-value is <0.05 and the T-statistic is >1.96 , the indirect effect is considered statistically significant.

Table Indirect Effect (Specific Indirect Effect)

Path Coefficient	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
Work Life Balance-> Affective Commitment -> Job Performance	0.275	0.275	0.058	4,711	0.000	Able to mediate

Referring to table, it is shown that the P-values for the specific indirect effect are recorded at $0.000 < 0.05$ and the T-Statistics (7.184) > 1.96 , as well as the original sample value of 0.606 (positive). These results indicate that *affective commitment* able to improve the positive influence of work-life balance on job performance. This condition shows that *affective commitment* contribute to mediating the relationship between work life balance and job performance.

3.2. The influence of work life balance on job performance

In testing hypothesis The research conducted shows that work-life balance has a positive and significant influence on the job performance of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value (7.462) > 1.96 with an original sample value of 0.557 (positive). The calculation shows that when work-life balance increases, job performance will be stronger. These results can be concluded when employees can demonstrate harmony in their work environment and individual life can be more contributive, motivation increases, and performance in work which will later have a positive impact on the quality of their work.

This fact aligns with research compiled by Dalila & Hadi (2024), Soomro et al. (2018), Haider et al. (2018), Susanto et al. (2022), and Bataineh (2019), which argue that work-life balance has a positive and significant influence on employee job performance. Vyas & Shrivastava (2017) argue that organizations or companies play a crucial role in developing work-life balance policies for their employees. Careful policies will accelerate employee job performance.

In a paper compiled by Mendis & Weerakkody (2018) on the telecommunications industry in Sri Lanka, it is explained that implementing an appropriate work-life balance will benefit both employees and their companies. This has been proven to reduce stress levels and increase employee happiness in the workplace and at home. Furthermore, evidence shows that an appropriate work-life balance will impact employee job performance. In line with the results of research by Soomro et al. (2018), work-life balance is a key factor in determining the time employees have to play a role in their environment and family. Employees with an unbalanced work-life balance affect productivity declines and can underperform their companies.

Research compiled by Dousin et al. (2019), on a population of doctors and nurses in Malaysia, shows that work-life balance has been implemented, starting from regulations on working hours and good leadership elements that have a positive impact on employee performance. Ischavell and Riane (2018) argue that work-life balance has a significant influence on job performance because of the unidirectional relationship between an individual's life and the work environment, being a primary factor in influencing employees, allowing them to focus on thinking and working well. Therefore, with improved work-life balance, the quality of the employee's work also improves.

Final conclusion that There is an influence of work-life balance on job performance among Bank Indonesia cashiers. This demonstrates the importance of work-life balance in creating harmony between work and personal life, which positively impacts mental and physical health, as well as job satisfaction. With work-life balance, individuals can be more productive, motivated, and happy, as well as having stronger relationships with family and loved ones. A work-life balance allows a person to be more focused and efficient at work, and delivers improved performance. Furthermore, work-life balance helps reduce stress and the risk of burnout caused by excessive workload, thus maintaining mental and physical health. A work-life balance allows a person to better care for their mental and physical health by having time for rest, relaxation, and physical activity.

Work-life balance (WLB) has a positive impact on the performance of Bank Indonesia cashiers. This is because it increases happiness and job satisfaction, which leads to increased productivity and motivation, and reduces work stress that can disrupt employee focus and effectiveness. This balance also allows for employee mental and physical health and increases their engagement with their work and the company, which overall supports optimal work performance.

3.2.1. The influence of affective commitment on job performance

The study found that affective commitment has a positive and significant effect on the job performance of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value ($5.030 > 1.96$ with an original sample value of 0.375 (positive). This indicates that the higher the affective commitment, the more it improves job performance. This can be interpreted that if employees feel they have a strong emotional connection with the institution, they will be more enthusiastic, motivated, and dedicated to working well, thus having a positive impact on their performance which ultimately is the company's performance.

The results of this thesis are also in line with the opinions of Nugroho, Setiomuliono & Stevanus (2024); Ardiansyah & Mariyani (2023); Setyawan et al (2024) namely a *effective commitment* influence job performance. Factors that can influence an employee to have affective commitment are organizational support. The stronger an employee feels that he/she is supported by the organization, the more likely the employee is to feel that he/she has become part of the organization, which can lead to employee affective commitment, which will help improve employee performance. Streers (2020) argues that an employee with low commitment has an impact on turnover, an increased percentage of absenteeism,

slower performance and no desire to remain as an employee in the organization, decreased work quality and decreased dedication to the organization.

Employees with increased affective commitment tend to experience greater psychological well-being compared to those with less commitment. Affective commitment is considered high when employees feel a high level of alignment with the values established by the organization. This is in line with Roberto Goga's (2020) opinion, which states that there is a positive and significant influence between affective commitment and performance, indicating a strong link between employees' emotional desire to adapt to existing values, which impacts the achievement of their goals and hopes for continued existence within the company.

Employees with increased affective commitment will be motivated to work harder and deliver better performance than those with lower levels. Employees with an affective commitment to their organization will be able to exert greater effort on behalf of the organization than those without (Luthans, 2020). Based on strong commitment, employees can increase motivation by adopting a positive attitude, maintaining good morals, consistently providing support to the organization, and complying with organizational rules and procedures (Maranata, Widyaningtyas & Istiqomah, 2022). These employee behaviors can improve job performance (Arestia, 2022).

The final conclusion is that affective commitment influences job performance among Bank Indonesia cashiers. Affective commitment is the most important factor in fostering commitment and loyalty within an organization (Sunaryo et al. 2022). Furthermore, affective commitment represents a sense of loyalty, emotional closeness, a sense of belonging, and attachment to the company (Almahasne; 2023). Affective commitment is crucial because it fosters loyalty, dedication, and positive feelings toward the organization, leading to greater employee engagement and productivity. Furthermore, employees with high affective commitment identify with the organization and feel a desire to be a part of it, leading to improved employee performance and retention.

The positive impact of affective commitment on job performance among Bank Indonesia cashiers is due to the fact that cashiers with this commitment feel strongly emotionally attached, have a sense of belonging, and strong loyalty to the organization. This bond encourages employees to have higher motivation in achieving organizational goals, demonstrate better performance and be more productive, and are less easily affected by work stress, so cashiers will be better able to maintain work performance despite facing challenges.

3.2.2. The influence of work life balance on affective commitment

The results of this study identified that work-life balance has a positive and significant influence on the affective commitment of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value ($12.197 > 1.96$) with an original sample value of 0.734 (positive). This suggests that a high work-life balance will further increase affective commitment. This can be interpreted as if employees who feel their needs for work and

personal life are met in a balanced manner will feel more satisfied and loyal, so they will not think about leaving Bank Indonesia.

Results This research aligns with research compiled by Ardiansyah & Surjanti (2020), Aras et al. (2022), and Sheikh (2023), which demonstrated that work-life balance has a positive and significant impact on affective commitment. According to Marseno & Muafi (2021), when employees feel happy with their work environment and family, they tend to avoid conflict, which results in a higher level of affective commitment. This is in line with Alfianto & Hadi (2024) who argued that a lack of work-life balance negatively impacts the achievement of company goals, as employees become less committed if their work leaves them with less time for personal matters. However, a well-implemented work-life balance creates a balance between work and individual life, which can strengthen affective commitment.

Work-life balance has a positive impact on affective commitment among Bank Indonesia cashiers because it creates happiness, reduces stress, and increases job satisfaction. Employees who feel happy and unstressed will be more motivated, loyal to the organization, and have stronger loyalty, so they do not want to leave their jobs and are more emotionally attached to Bank Indonesia. Conversely, employees who do not have a work-life balance tend to experience conflict between work and personal needs, which can cause stress and frustration. With balance, they can manage work demands without sacrificing personal and family life, so feelings of stress are reduced and this often increases their loyalty to the company, due to a higher commitment to the company.

3.2.3. Indirect Influence

The research findings also show an indirect influence *affective commitment* can strengthen the positive influence of work-life balance on job performance. These results indicate that affective commitment plays a role in mediating the relationship between work-life balance and job performance. This can be interpreted as affecting commitment encouraging employees to remain loyal to the organization by contributing their abilities. Through a comfortable work environment that supports a balance between work and life, this commitment and loyalty will be strengthened, encouraging employees to deliver their best job performance.

The results of the existing research are also in line with the research compiled by Farida and Gunawan (2023) that *job commitment* can mediate the influence of work-life balance on employee performance. This is also in line with research compiled by Anita et al. (2020) that there is an influence of work-life balance and affective commitment on employee performance, mediated by affective commitment. Research (Asima & Nilawati, 2021) also proves that affective commitment mediates the relationship between work-life balance and job performance.

In addition, Affective commitment acting as a mediator, which is defined as a condition that bridges the relationship between work-life balance and job performance of Bank Indonesia cashiers. This condition indicates that High affective commitment of Bank Indonesia cashiers to their institution, when there is a good work-life balance, will

encourage higher motivation, increased job satisfaction, and stronger loyalty to the institution, which ultimately improves the work performance of cashiers.

When employees are able to balance their work and personal lives harmoniously, they feel happier, more enthusiastic, and more satisfied with their current work. This balance creates harmony during work, reduces stress and mental pressure, allowing cashiers to focus on their work without feeling burdened by personal issues.

The feeling of happiness that naturally arises from this harmony will increase emotional (affective) attachment and create a sense of sincerity among employees towards their institution. They feel comfortable, more personally connected, and are encouraged to contribute more to the institution. Through a strong sense of affective commitment and genuine sincerity, employees will tend to be more involved in their work and be able to create new ideas or innovations, which ultimately leads to improved job performance, both individually and within the Bank Indonesia cashier environment.

4. Conclusion

Based on the results of several studies conducted by researchers, the following conclusions can be drawn from the analysis and discussion: 1. Work-life balance has a positive and significant influence on the job performance of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value ($7.462 > 1.96$) with an original sample value of 0.557 (positive). 2. Affective commitment has a positive and significant influence on the job performance of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value ($5.030 > 1.96$) with an original sample value of 0.375 (positive). 3. Work-life balance has a positive and significant influence on the affective commitment of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a positive T-Statistics value ($12.197 > 1.96$) with an original sample value of 0.734 (positive). 4. affective commitment able to mediate the influence of work life balance on job performance of Bank Indonesia cashiers with a P-Value of $0.000 < 0.05$ and a T-Statistics value ($4.711 > 1.96$) with an original sample value of 0.275 (positive)

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