



THE EFFECT OF WORK LIFE BALANCE AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT

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The purpose of this study is determine how work life balance and self efficacy impact employee performance, either directly or through organizational Commitment. In facing fiercer industrial competition, employee performance plays a vital role in boosting the banking sector's competitiveness. This research uses quantitative approach and applies the simple random sampling method in sampling. The subjects of this study were 128 respondents selected as a sample from the population of Bank Bengkulu employees in the Bengkulu City area, totaling 423 people. Data collection was conducted straightforwardly utilizing customary (paper) surveys. In differentiation, data examination conducted through the Structural Equation Modeling strategy based of Partial Least Squares utilizing SmartPLS version 3.0 software. Outcomes of analysis show that work-life balance and self efficacy significantly and favorably affect employee performance, either directly or through organizational commitment. In addition, organizational commitment strengthens the impact of these two variables on improving performance. The implication of this research is that the management of Bank Bengkulu needs to improve work-life balance and employee self-efficacy to strengthen organizational commitment, so that employee performance can be optimal and company productivity increases.

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INTRODUCTION

Banking institutions play a very imperative role in improving the financial conditions of a nation (Srivastava & Pathak, 2019). The level of competition between companies, both public and private companies, also continues to increase (Malik et al., 2020). This situation requires management to have high-quality resources and be able to provide optimal performance in meeting the increasingly diverse needs of customers by providing fast, accurate, and convenient services (Aima et al., 2017). In facing this competition, an organization supported by capable and responsible human resources can achieve its company goals. Therefore, companies must manage human resources well and maximize the

performance of their employees. Employee performance itself includes the behavior and actions shown, both related to job duties and matters that support organizational goals (Layek & Koodamara, 2024). In addition, employee performance has a direct impact on organizational growth and productivity (Inuwa, 2016). Hence, it is essential for organizations to find out different variables that affect employee productivity.

Work-life Balance is imperative angle for employee productivity in both the private and public sectors (Ngozi, 2015), one of which is banking. This work-life Balance serves as an important mechanism and solution to improve performance (Zaitouni et al., 2024). Every employee needs a balance between personal and

work life. Research shows that employees who feel there is a conflict between work and family roles tend to feel less balanced between work and family life (Bataineh, 2019). Therefore, the company's support for the achievement of work-life Balance and personal life at job enables it to manage itself well in carrying out various tasks and provide various benefits, such as a more motivated, productive labor, in addition to reduced stress and absenteeism rates, so as to improve performance.

The next factor is Self-efficacy, according to (Kenny & Claudius, 2020; Schunk & Dibenedetto, 2021), Self-efficacy is the belief that one is capable of accomplishing specific tasks, expectations to succeed in these behaviors, and faith in their capacity to finish assignments with the desired outcomes at the specified level. Tall levels of self-efficacy are a vital component in making a positive work environment, which in turn can empower workers to realize the most excellent execution in agreement with company objectives (Astuti & Arraniry, 2024). In addition, self-efficacy is among the components that either directly or indirectly affect the degree from employees' performance. Therefore, the level of employee self-efficacy must be maintained and improved (Sulaimiah et al., 2024).

Organizational Commitment is another factor that affects employee productivity. One element organizational commitment, which needs evaluated to improve employee performance (Kawiana, 2018). If employees work for a company with values and goals that match, at that point they are more likely to embrace behaviors that coordinate the company's mission, values, and objectives, subsequently coming about in a solid commitment to company and a high degree of involvement at work (Ashforth & Mael, 1989). In addition, they feel more satisfied with their jobs and feel more responsible for their actions. So, employee commitment is very important because employee interests, goals, and needs must be aligned with organizational goals to get the best performance from employees (Aranki et al., 2019).

Bank Bengkulu is one of the banks competing in financial services in Bengkulu City that continues to strive to improve performance. Based on the results of interviews conducted on Saturday, December 14, 2024, using the semi-structured interview method directly with one of the employees of Bank Bengkulu, information was obtained that, Bank Bengkulu has high pressure to achieve sales targets, such as loans, deposits, and savings. Based on this information, there are several phenomena that illustrate the lack of time harmony between personal and professional lives. At certain times, like the start and finish of the month, working hours become unpredictable. Employees often have to work

overtime until late at night, especially if there are new programs from the bank, such as promotions that increase the volume of work. Tasks assigned are always accompanied by targets set by management. If the targets are not achieved, employees will be reprimanded, which affects their performance assessment. This condition has an impact on decreasing work enthusiasm and motivation. As a result, some Bank Bengkulu employees still come late to the office for personal reasons, and there are employees who often take permission, so their annual leave is cut. In addition to meeting targets, some employees have to bring work home, which in turn increases stress levels. Excessive stress can negatively impact performance, employers, and physical and mental health (Goswami, 2015). The number of targets that must be achieved at the same time becomes an additional burden, especially when one target has not been completed, but there are already other targets that must be completed. This results in limited time for family, social life, and hobbies. Because of this, a lot of workers find it difficult to reconcile their personal and work lives.

In addition, there is a decrease in the confidence of some Bank Bengkulu employees in achieving targets and overcoming various work challenges. High pressure to meet sales targets and heavy workloads often make employees feel unable to handle their tasks quickly. They also lack confidence in their abilities and work output, often asking for opinions or help from colleagues to ensure tasks are completed correctly. A lack of self-efficacy can reduce a person's tendency to perform certain behaviors or actions in challenging or complicated situations (Jaaffar et al, 2019). So that it has a direct impact on work results. In addition, dissatisfaction with management and company policies has also begun to emerge, so some employees have become less motivated to make maximum contributions.

Previous research shows inconsistencies in findings regarding influence on work-life balance variables, self-efficacy, employee performance, to organizational Commitment acting as a mediator. According to (Preena & Preena, 2021), work-life Balance significantly affects how well employees perform. Meanwhile, as stated by Sofian et al. (2022), work-life Balance does not influence employee productivity. Based on study (Zaki et al., 2019), it was discovered that employee performance is positively and significantly impacted to self-efficacy. Meanwhile, based on study (Hikmah, 2020), self-efficacy has no discernible and direct effect of employee productivity.

Based on existing research gaps, research are interested on further exploring the

relationship and how organizational Commitment is able to mediate the relationship between work-life Balance, self-efficacy on employee productivity. In study aims to clarify inconsistency by previous study about relationship between work-life Balance, self-efficacy to worker performance while taking organizational Commitment into consideration as a mediation factor, especially in the banking context. This research is expected to help bank management make better plans to improve employee performance and productivity, as well as make theoretical contribution to building a job model helps employees keep their personal and professional lives in Balance in the banking world. Although work-life Balance and self-efficacy have been widely researched, comprehensive studies involving the mediating role on organizational Commitment have not been explored.

HYPOTHESES DEVELOPMENT

The Influence of Work-Life Balance on Employee Performance

The study (Dousin et al., 2019), states that work-life Balance has positive and significant effect on employee performance. Because employees with healthy work-life balance usually have time to participate in creative activities, which allows them to bring new perspectives and ideas to their job, in turn improving their performance (Udin, 2023). In keeping with research (WOLOR et al., 2020), also said work-life Balance is significant positive influence on employee performance. The research shows the better Balance at work, better employee performance. Because workers who have great work balance will complete tasks efficiently. Then the hypothesis formulated is:

H1: Work-life Balance has a positive and significant effect on employee performance

The Effect of Self-Efficacy on Employee Performance

Employees who have a high level on self-confidence has strong beliefs that they able to do jobs well and efficiently (Ayundasari et al., 2017). In addition, self-confidence based on self-efficacy elements can improve overall performance (Turay et al., 2019). This is backed up by research (Al-Hamdan & Bani Issa, 2022), which says that self-efficacy positively and significantly affects employee performance. This includes how a person formulates goals or objectives for themselves, the extent of their struggle to achieve these goals, and how resilient they are in the face of failure (Maria et al., 2021). Then the hypothesis formulated is:

H2: Self-efficacy positively and significantly affects employee performance.

The Influence of Work-Life Balance on Organizational Commitment

Based on research conducted by (Popoola & Fagbola, 2021), work-life balance to organizational commitment significantly correlated. With a balance of life and work, it will provide many benefits not only for the employee, but also for the organization, where the employee will commit to the organization. This is also confirmed by (Yang & Islam, 2021), which states that when work-life Balance is achieved, employees will more committed organization. Conversely, work-life imbalance can reduce well-being and increase psychological stress, which can lead to low employee commitment to the organization (Yusnita et al., 2022). Then the hypothesis formulated is:

H3: Work-life Balance has a significantly positive impact on organizational Commitment.

The Effect of Self-Efficacy on Organizational Commitment

Self-efficacy draws on person's trust in their ability to complete duties and accomplish objectives. People with high self-efficacy will be additional sure and certain in them capacities. When employees feel confident that they can complete work that provides meaningful results, they tend to be more motivated to devote their time and energy to work and company (Opolot et al., 2024). This leads to increased levels of engagement at work. When they ended up more engaged, their feelings about connection and Commitment to the organization increased (Wijaya et al., 2024). Thus, employees will tend for staying with the company more. In study line with several other study, which state that high employee self-efficacy will lead to a tendency where they are more committed to the company (Hameli & Ordun, 2022). Then the hypothesis formulated is :

H4: Self-efficacy positively and significantly influences organizational Commitment

The Impact of Organizational Commitment on Employee Performance

Organizational Commitment impact employee performance, which the key for successful in achieving higher performance successfully. Employees who commit to organizational tends to indicate an attentive work attitude towards their work, take responsibility for completing tasks, and are loyal (Rahmawati & Juwita, 2019). This is in line with (Paramita et al., 2020), shows organizational Commitment significantly influences employee performance. Committed employees will behave well, which helps the organization accomplish its objectives and want to stay a part of the

organization in the long run (Hendri, 2019). So organizational Commitment is exceptionally important to progress employee performance within the field of workplace. Then the hypothesis formulated is:

H5: Organizational Commitment positively and significantly affects employee performance.

The Impact of Work-Life Balance on Employee Performance Through Organizational Commitment

If employees feel that the company offers family-friendly programs, they are more inclined to think that the company treats them well if it offers benefits like childcare and flexible work schedules. As a result, they sense responsible or reciprocate by committing to the organization (Talukder, 2019). Therefore, it seems that how an employee behaves at work is influenced by their Commitment to both their own job and the organization (Cesário & Chambel, 2017). Study by (Aisyah et al., 2021) and (Oyewobi et al., 2019), organizational comitment work-life balance can significantly affect employee performance. Because work-life Balance plays significant part in supporting employee performance and strengthening Commitment at work, thus, an effective work-life balance not just provides direct benefits for the employee but also contributes to enhancing the organization's overall performance. Then the hypothesis formulated is:

H6: Organizational Commitment mediates work-life Balance and employee performance.

The Impact of Self-Efficacy on Employee Performance Through Organizational Commitment

Self-efficacy leads on emergence of employees' trust and self-confidence on their ability to perform a job (Opolot et al., 2024). This tends to form high performance in employees because they become motivated to complete their work. Thus, Commitment will be formed along with increased employee performance (Wijaya et al., 2024). Organizational Commitment, which is a form of psychological employee attachment, will ultimately improve employee performance. The feeling of attachment that is formed leads to good employee behavior or attitudes and tends to benefit the company. Behaviors such as loyalty, responsibility, and attentiveness to work will be seen when employees are committed (Rahmawati & Juwita, 2019). With such behavior and attitudes, performance will increase. Then the hypothesis formulated is:

H7: Self-efficacy affects employee performance by mediating through organizational Commitment.

Based on the theoretical aspects who has portrayed and past investigate, conceptually system this investigate can be viewed in Figure 1. This figure also shows the hypotheses proposed in the research, from hypothesis one (H1) to hypothesis seven (H7), described as follows:

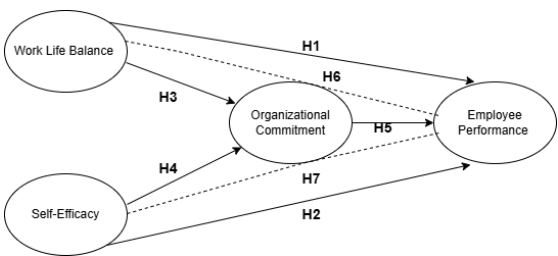


Figure 1. Research Model

METHOD

This research was conducted at bank bengkulu using a quantitative approach. Population considered was all employees of Bank Bengkulu in Bengkulu city, totaling 423 people. In this population, a number of samples were taken, which were used as research data, namely 128 people. In this case, the minimum limit of the study's sample size is determined using sample calculation formula proposed Hair et. al (2010), which states that the calculation of number of samples can be done by multiplying the indicator by 5 or 10 times. The indicators of this study amounted to 23 indicators.

This research uses primary data obtained through the simple random sampling methods. Data collection is done directly using a conventional (paper) questionnaire, which contains structured statements. Respondents were requested to select one of most appropriate answer.

This study uses a questionnaire that has been adjusted and taken from scientific articles based on previous studies. Employee performance variables are measured through 5 statement items taken from (Li et al., 2019), one of which is "I always complete the tasks listed in my job description.". The work-life balance variable is measured by 6 statement items taken from (Alanazi & Hadi, 2024), one of which is "My personal life is not disturbed by my work". Self-efficacy variable measured through 6 statement items is taken from (De Clercq et al., 2018), one of which is "I am confident to analyze long-term problems in an effort to find solutions.". The organizational commitment variable is measured through 6 statement items taken from (Bulut & Culha, 2010) in (Qiao et al., 2024), one of which is "I feel emotionally attached to my organization". This questionnaire is measured on a Rikert scale with the following answer options and scores: (5) strongly agree, (4) agree, (3) Neutral, (2) disagree, (1) strongly disagree.

Data processing in study used SEM, software using PLS program to test the hypothesis of each variable. The software used in this research is SmartPLS 3.0. In this research In this study, there are two testing models applied, which is an outer model test and a test of the inner model. The outer models are intended test the construct validity and reliability of instruments in research. In this case, instruments are considered valid or ideal if the values of outer loading of the indicator > 0.7. Meanwhile, instruments are considered it is reliable if the composite reliability and Cronbach's alpha >0.7.

The inner model test intended to test predetermined hypotheses. The inner model test is divided into two stages. Direct effects are intended to look at whether there is influence between the independent and dependent variables. At the same time, indirect effects are intended to see whether the indirect effect exists

between the independent and dependent variables. The decision of this test is based on the determination of T statistical >1.96 and the P value <0.05. The test conducted to determine effect or whether or not between each independent variable to dependent variable, independent of mediation, mediation on the dependent and the overall effect as a whole, regarding the dependent variable and the overall effect simultaneously.

RESULT AND DISCUSSION

The research was carried out at Bengkulu Bank in Bengkulu City. This study was based on primary data, that is obtained from results of the questionnaire. The samples used in this study totaled 128 people, with the following demographic characteristics of respondents.

Table 1. Respondent Demographic

No	Classification	Frequency	Percentage
1.	GENDER:		
	Men	43	33.59%
	Women	85	66.41%
2.	MOST RECENT EDUCATION:		
	High school equivalent	6	4.69%
	D1/D2/D3	4	3.13%
	S1	100	78.13%
	S2	18	14.06%
3.	DURATION:		
	<1 Year	12	9.38%
	1-10 Year	86	67.19%
	11-20 Year	29	22.66%
	>20 Years	1	0.78%
4.	POSITION IN THE COMPANY:		
	Employee	106	82.81%
	First-level management	11	8.59%
	Middle-level management	5	3.91%
	Top management	1	0.78%
	More	5	3.91%

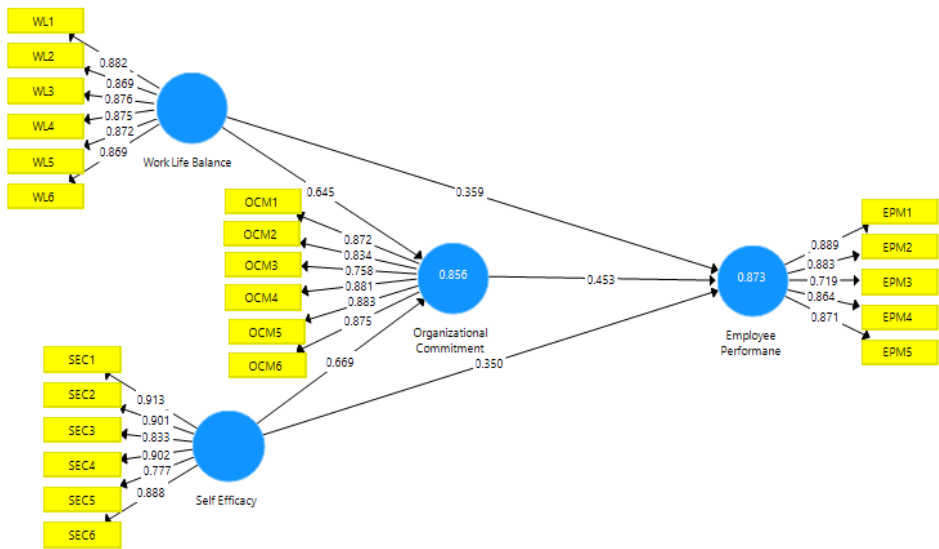


Figure 2. Measurement Model

Figure 2 shows the research conceptual framework after analysis using a Structural Equation Model. Conceptual framework from this study shows relationship between work-life Balance, self-efficacy on employee performane, which mediating on organizational Commitment.

Table 2. Convergent Validity Test

Item	Employee performance	Organizational Commitment	Self-efficacy	Work-life Balance
EPM1	0.889			
EPM2	0.883			
EPM3	0.719			
EPM4	0.864			
EPM5	0.871			
OCM1		0.872		
OCM2		0.834		
OCM3		0.758		
OCM4		0.881		
OCM5		0.883		
OCM6		0.875		
SEC1			0.913	
SEC2			0.901	
SEC3			0.833	
SEC4			0.902	
SEC5			0.777	
SEC6			0.888	
WL1				0.882
WL2				0.869
WL3				0.876
WL4				0.875
WL5				0.872
WL6				0.869

Table 2 shows the worth of each loading factor item. An indicators is declared is valid if factor loadings is >0.7 (Hair et al., 2019). In the variable construct tested, the loading factor value for every questionnaire item is >0.7, so that the indicator can be considered valid.

Organizational Commitment	0.725
Employee Performance	0.719

Table 3. AVE

Variables	Average Variance Extracted (AVE)
Work Life Balance	0.764
Self Efficacy	0.758

Table 3 shows t the worth of he Average Variance Extracted of every variable. Average Variance Extracted is regarded as valid If the value is more than 0.5. (Hair et al., 2019). Table 3, all variables have an the AVE value> 0.5, so the AVE value in this research is acceptable.

Table 4. Discriminant Validity Test

Item	Employee Performance	Organizational Commitment	Self efficacy	Work-life Balance
EPM1	0.889	0.822	0.581	0.571
EPM2	0.883	0.829	0.575	0.604
EPM3	0.719	0.606	0.365	0.506
EPM4	0.864	0.795	0.620	0.502
EPM5	0.871	0.801	0.573	0.553
OCM1	0.825	0.872	0.598	0.589
OCM2	0.782	0.834	0.573	0.589
OCM3	0.645	0.758	0.578	0.343
OCM4	0.784	0.881	0.591	0.568
OCM5	0.807	0.883	0.913	0.595
OCM6	0.815	0.875	0.901	0.551
SEC1	0.566	0.556	0.913	-0.061
SEC2	0.580	0.618	0.901	0.031
SEC3	0.512	0.516	0.833	-0.036
SEC4	0.622	0.650	0.902	0.037
SEC5	0.510	0.512	0.777	0.000
SEC6	0.579	0.593	0.888	-0.030
WL1	0.599	0.595	0.014	0.882
WL2	0.576	0.579	0.021	0.869
WL3	0.529	0.542	-0.068	0.876
WL4	0.509	0.512	-0.021	0.875
WL5	0.553	0.532	-0.038	0.872
WL6	0.604	0.580	-0.033	0.869

In Table 4, all loadings of each item in a construct are higher than the value of cross-loading. Load value. For example, EPM1 has a loading value of 0.889; this value exceeds the cross-loading. of other constructs such as 0.882, 0.581, 0.571. So the discriminant validity test in this study is acceptable.

<i>Self-Efficacy</i>	0.935	0.949
<i>Organizational Commitment</i>	0.924	0.940
<i>Employee performance</i>	0.901	0.927

Table 5. Composite Reliability

Variable	Cronbach's Alpha	Composite Realibility
<i>Work-Life Balance</i>	0.938	0.951

Table 5 shows the results from variable reliability test. All variables show that they are declared reliable because the criteria are met by Cronbach's Alpha and Composite Reliability values more than 0.7

Table 6. Path Coefficient

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	Values
<i>Work-life balance → Employee performance</i>	0.359	0.355	0.072	4.967	0.000
<i>Self-efficacy → Employee performance</i>	0.350	0.350	0.068	5.130	0.000
<i>Work-Life Balance → Organizational Commitment</i>	0.645	0.644	0.042	15.415	0.000
<i>Self-efficacy → Organizational Commitment</i>	0.669	0.671	0.042	16.100	0.000
<i>Organizational Commitment → Employee performance</i>	0.453	0.456	0.093	4.898	0.000
<i>Work-life Balance → Organizational Commitment → Employee performance</i>	0.292	0.294	0.064	4.539	0.000
<i>Self-efficacy → Organizational Commitment → Employee performance</i>	0.303	0.305	0.062	4.914	0.000

Table 6 presents the data from the outcomes of hypothesis testing. The findings from the hypothesis testing H1 to H7 declared to have positive and significant effect, this is because T-statistics value is larger than 1.96 and the P value is lower than 0.05. So all hypotheses are acceptable.

DISUSSION
The Influence of Work-Life Balance on Employee Performance

The findings of this study indicate that achieving a healthy work-life balance has a substantial and positive impact on employee performance, as demonstrated by the T-statistic value of 4.967 and Pvalue of 0.000. So, H1 can

be accepted. This result line (Dousin et al., 2019) and (Udin, 2023), these studies show that work-life balance has a positive and significant impact on employee performance. Employees who effectively manage their individual and professional life well typically have time to actively participate in creativity, which allows them to bring new thoughts and viewpoints to their work, and of course, this improves employee performance within the company.

The Influence of Self-Efficacy on Employee Performance

This study's findings show that self-efficacy is positively and significantly influenced employee performance, as evidenced by the T-

statistic value of 5.130 and the P-value of 0.000. So H2 in this study can be received. This result is supported by research from (Ayundasari et al., 2017; Turay et al., 2019; Al-Hamdan & Bani Issa, 2022; Maria et al., 2021), who also stated self-efficacy features a positive and significant impact on employee performance. Employees with high self-efficacy have strong beliefs that they can do the job well and efficiently. With increasing self-efficacy in employees, this encourages employees to continue to learn and develop skills and be able to optimally utilize available resources, so employee performance inside the company can increase.

The Effect of Work-Life Balance on Organizational Commitment

The study's findings suggest that work-life Balance has a positive and significant to organizational Commitment, as demonstrated by a T-statistic of 15.415 and a P-value of 0.000. So, in this study, H3 is acceptable. This result is supported by (Popoola & Fagbola, 2021; Yang & Islam, 2021; Yusnita et al., 2022), which also states that work-life balance contains a positive and significant impact on organizational Commitment. Presence of work-life Balance will provide many benefits not only for employees but also for organizations, where these employees will commit to the company. With good work-life Balance, employees experience less conflict between the requests of work and their individual lives, so they are more focused at work, which is what strengthens organizational Commitment. Conversely, work-life imbalance can decrease well-being and increase psychological stress, which can lead reduction in employee commitment to the organization.

The Effect of Self-Efficacy on Organizational Commitment

These findings demonstrate that self-efficacy has a positive and significant impact of organizational Commitment, as shown by a T-statistic of 16.100 and a P-value of 0.000. So, H4 in this think about can be acknowledged. The outcomes of this investigation are corroborated by (Opolot et al., 2024; Wijaya et al., 2024; Hameli & Ordun, 2022), which also said that self-efficacy influences organizational Commitment. Employees with high self-efficacy levels will be more self-assured and confident in their abilities. When employees feel confident that they can complete work that provides meaningful results, they tend to be more motivated to dedicate time and effort to work as well as the organization. Employees who are confident in their abilities feel more capable of meeting job demands effectively, which strengthens their belief, pride, and connection to the organization.

The Impact of Organizational Commitment on Employee Performance

The results of this study suggest that organizational Commitment positively and significantly affects employee performance, as indicated by a T-statistic of 4.898 and a P-value of 0.000. So, H5 in this research can be accepted. This research is supported by the following studies: Rahmawati & Juwita (2019), Paramita et al. (2020), and Hendri (2019). Organizational Commitment is the key to success in achieving higher performance. Employees who are committed to the company tend to show a work attitude that is attentive to their work, responsible for completing tasks, and loyal. Committed employees will behave in ways that help the organization accomplish its objectives and strive to stay a It is part of the organization in the long term. Highly committed employees are more inclined to be faithful and motivated to get the job done better, resulting in increased work output within the company.

The Impact of work-life Balance on Employee Performance is Mediated by Organizational Commitment.

The study's findings demonstrate that work-life Balance has significant and favorable impact on employee performance through organizational Commitment, as indicated by a T-statistic of 4.539 and p-values of 0.000. So, H6, this research could be accepted. The results of this study are supported by research (Talukder, 2019; Cesário & Chambel, 2017; Aisyah et al., 2021; Oyewobi et al., 2019), which declares that a healthy work-life balance has a positive and significant effect on employee performance through organizational Commitment. Work-life Balance plays a vital part in supporting work, improving performance, and strengthening their Commitment to. Thus, an effective work-life balance not only provides direct benefits for employee but also contributes to improving as a whole organizational performance. If employees feel that the company offers a family-friendly program, such as flexible working arrangements and childcare, they tend to believe that this company treats them well. Consequently, they sense responsible or reciprocate by committing to the organization.

The Effect of Self-Efficacy on Employee Performance Through Organizational Commitment.

The T-statistic value of this study is 4.914, and the P-value of 0,000 indicates that self-efficacy positively and significantly affects employee performance through organizational Commitment. Therefore, H7 is acceptable.

Supported by research (Opolot et al., 2024; Wijaya et al., 2024; Rahmawati & Juwita, 2019). Employees' self-confidence and confidence increase as a result of self-efficacy. As they are motivated to get their work done, this tends to increase employee engagement. Therefore, Commitment will emerge as the level of employee engagement increases. Ultimately, employee performance will improve as a result of organizational Commitment, which is a form of mental attachment for employees. Feelings of attachment result in good behavior or attitudes from employees and tend to benefit the company. Employees will exhibit behaviors such as being loyal, responsible, and attentive to their work. With such behaviors and attitudes, performance will improve.

CONCLUSION

According to the results, work-life balance, self-efficacy have a positive and significant impact to employee performance, both directly and through organizational Commitment. This evidence is based on statistical analysis, where all proposed hypotheses yield significant T-statistics and P-values. First, work-life Balance is directly proven improve employee performance and strengthen Commitment company. Commitment serves as link between employee performance and work balance. This finding indicates that work-life Balance encourages increased focus, creativity, as well as employee loyalty to the organization. Second, research has shown that self-efficacy has positive and significant impact to employee performance and company Commitment. Employees with high self-efficacy tend to strongly believe in their abilities, are motivated to fulfill their objectives, and are able to complete tasks well. Third, Organizational Commitment's function as a mediating factor is proven to be significant in strengthening the influence by self-efficacy, work-life Balance on employee performance is important.

First, scope in study is limited to Bank Bengkulu employees in Bengkulu City only. So the generalization of results to other organizations or industries is still limited. Second, ini research only uses a quantitative approach, collecting data through questionnaires, so the results are highly dependent on the subjective perceptions of respondents and do not capture deeper dynamics. Third, this study only considers the following variables: work-life Balance, self-efficacy, organizational Commitment, and employee performance, without considering other elements that may have an impact on performance, such as leadership, corporate culture, or work environment.

Further research is recommended to involve respondents from various industrial

sectors or different organizations, so that the results are more comprehensive and relevant for a broader context as well as the addition of variables such as leadership style, organizational culture, job satisfaction, or intrinsic motivation, which can enrich the research model and give a more thorough overview of the determinants of employee performance.

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