

Effect of Organizational Culture on Burnout, Organizational Commitment, Work-Life Balance and Employee Performance of Bank Btn in East Java

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Abstract

Banking industry engaged in finance has very high competition, one of the state-owned banks in Indonesia is bank BTN. Like other banking industry, Bank BTN want their employees required to have high performance to achieve business targets, serving customers and carrying out other operations. The purpose of this study was to determine the effect of organizational culture, work characteristics on burnout, organizational commitment, work-life balance and employee performance of Bank BTN in East Java. The type of research is a causal explanatory research using quantitative data (in the form of respondents' opinions obtained by distributing questionnaires) that will be processed using SEM analysis. The results of this study are as follows: Organizational Culture has negative and significant influence on burnout, on the other side Organizational culture has positive and significant influence on organizational commitment, work-life balance and employee performance. Burnout has negative and significant influence on employee performance, organizational commitment has positive and insignificant influence on employee performance, and work-life balance has positive and significant influence on employee performance.

Keywords: Organizational Culture, Job Characteristics, Burnout, Organizational Commitment, Work-life balance, Employee Performance, Bank

Introduction

The industrial revolution 4.0 has encouraged technological innovations that have a disruptive impact or fundamental change in people's lives. One of the industries experiencing the impact of technological developments is the banking industry. Almost all banking activities can be done via smartphones. Today, the types of banking activities are becoming increasingly complex, which requires the banking world to continue to develop in order to deal with financial problems a climate of intense competition, complex and rapidly changing business environment.

Banking sector has an important role in development that supports the country's economic growth. Bank is a financial institution that collects public funds and distributes them back to the public. In accordance with Article 1 of Law no. 7 of 1992 in conjunction with Law No. 10 of 1998 concerning Banking which states that a Bank is a business entity that collects funds from the public in the form of savings and distributes them to the public in

the form of credit and/or in other forms in order to improve the standard of living of the people.

Taking into account the very strategic banking function in growing the Indonesian economy, in carrying out banking operations, it must be prudent or careful so that the bank's performance is good and healthy. In fact, there are still banks that need special attention regarding the level of soundness and performance.

Bank BTN is one of the state-owned companies (State Owned Enterprises) in the form of [limited company](#) and is engaged in the [financial services banking](#) which was established in 1974. Bank BTN is a bank that focuses on housing finance for all segments, starting from the Low-Income Community (MBR) segment to the upper middle segment. The housing industry is very strategic in moving the nation's economy because the housing industry can move around 174 economic sectors, so the role of Bank BTN is very strategic, not only in the economic field in terms of driving the economy but also in social terms, namely helping the government to meet housing needs, especially among the community. MBR. Bank BTN is the only bank that is focused and consistent in supporting low-income housing financing through the distribution of subsidized Home Ownership Credit (KPR). Bank BTN's market share in distributing subsidized mortgages is above 90%.

The banking industry engaged in finance has very high competition, this is due to the relatively large number of banks, namely 115 Commercial Banks, not including Rural Banks (BPR) and besides that, banks have almost the same products and services. Lately, there has been a presence in the Financial Technology (Fintech) community which also offers products similar to Banks, this of course makes the level of competition even higher. Taking into account the high level of competition in the banking industry, bank employees are currently required to have high performance because the progress or failure of the bank is highly dependent on the employee's performance in achieving business targets, serving customers and carrying out other operations.

To provide quality customer service, it requires the efforts of all bank employees, not only those who work in the front office who deal directly with customers, but also employees who work in the back office. A good organization that grows and develops, especially in banking, will focus on human resources in order to carry out its functions optimally, especially in dealing with the dynamics of environmental changes that occur. Thus, the technical, theoretical, conceptual, and moral skills of organizational/company actors at all levels of work are needed. High employee performance can be achieved if every element in the organization is well integrated and able to carry out its role (Ode et al., 2019)

As explained above that the performance of a bank is an integration of all employee performance because all financial and non-financial targets contained in the Company's Work Budget Plan (RKAP) are passed down to all employees, which are stated in the Key Performance Indicators (KPI). Likewise at bank BTN, every year a Corporate Budget Work Plan (RKAP) is prepared which includes business (financial) and non-financial targets. These targets are cascading to the regional, branch and individual levels. In this case, each employee has a Key Performance Indicator (KPI) that contains targets that must be achieved during the year.

There are many factors that affect employee performance in a company, one of which is organizational culture. Several studies have shown that companies with an effective organizational culture will be able to create increased productivity, increase the sense of

belonging of employees, so as to increase company profits.(Jufrizen, 2017). Research conducted by (Sopiah et al., 2021),(Mekka et al., 2020)and(Sinurat & Manurung, 2021)proves that Organizational Culture has a positive and significant influence on employee performance. This is different from the research conducted by Andayani (2019) which states that organizational culture has a positive and insignificant effect on employee performance.

Organizational. Research conducted by (Bahri et al., 2021),(Giao et al., 2020)and Paramita (2020) prove that organizational culture has a significant influence on employee organizational commitment. In contrast to the research conducted by Logahan (2014) from the results of the data found that organizational culture has not been able to significantly influence organizational commitment.

Someone who has a high work commitment will tend to have satisfaction with his job. Because the feeling of liking work makes a person able to last longer in doing his job and get the expected results. Research conducted byKaplan (2018), Sabir (2018) and Ramli (2020) proves that organizational commitment has an influence on employee performance. In contrast to the research conducted by(Nugroho & Haryanto, 2019)which shows that organizational commitment does not have a significant effect on employee performance at PT PLN (Persero) Unit VIII Surabaya Main Development Unit

In addition to employee commitment to an organization, one of the factors related to organizational culture is the level of balance between work and personal life or work-life balance. Work-life balance is a balance between an employee's personal life and their work life which brings benefits to both the employee and the company (View & Farooqi, 2014). Organizational culture has a significant influence on Work-life Balance, the results of research by Jeonghwa (2021) and Petkovska (2019) proves that there is a significant influence of organizational culture on Work-life Balance.

The dual roles that employees have will create conflict when these roles go in different directions. Difficulties in balancing work with life will lead to role conflicts that have an impact on one's work and personal life. A person with a good work-life balance will have an impact on his performance in an organization.(Anggreni & Santi Budiani, nd). Companies will benefit if they can provide a balance to employees, because it can bring up organizational commitment to employees, so that the resulting relationship between employees and the company is a mutually beneficial relationship. Work-life Balance has a significant relationship to performance as was done in a study byJohari (2017), Salolomo (2018), Oktafien (2021), different from the research conducted by Foanto (2020) which shows Work-life Balance has no significant effect on employee performance.

Working in the banking industry requires employees to be able to work quickly and thoroughly. The high level of workload as well as the number of long working hours, require employees to work and look good. The workload in the banking industry is somewhat different from the workload of other industries, the banking industry is related to managing customer money, and in this case it really requires trust and transactions that are completed on time (real time). Customer trust is the main thing, where customers demand that every transaction must be carried out at the same hour and time (real time). For banking employees, it is sometimes difficult to fulfill their Work-life Balance, because the number of working hours of employees is sometimes not in accordance with the time it should be (8 hours a day).

Stressexperienced by the individual for a long period of time with a sufficiently high intensity will result in the individual concerned suffering from fatigue, both physically and

mentally. This condition is called burnout. Excessive stress will adversely affect the ability of individuals to relate to their environment normally. Even work stress will affect someone in the work environment. Organizational culture has a significant influence on job stress. Research conducted by (Komar, 2021), Pujiati (2021), First (2021) proves that organizational culture has a significant influence on burnout. Burnout has an effect on employee performance, as research conducted by, (018) and Hayati (2018) proves that burnout has a positive and significant effect on employee performance.

Referring to the development of the description above, a more in-depth study will be carried out and focused on Organizational Culture on Burnout, Organizational Commitment, Work-life Balance and Employee Performance of Bank BTN East Java. The focus in this study is on the performance of Bank BTN employees who experience inconsistencies at work. The use of intervening variables Burnout, Organizational Commitment, Work-life Balance together which connects the influence of Organizational Culture on Employee Performance is used as a novelty in this study.

Literature Review

Organizational culture

According to Robbins and Judge (2017:565) organizational culture is a system which together adopted by members specific organization which differentiate the organization one another, operationally, organizational culture is measured using the following seven indicators:

1. Innovation and risk taking
2. Attention to details
3. Outcome orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability

Burnout

According to McCormack and Cutter (2013:13) burnout is the point where employees has no longer deal with the demands made by employees, accompanied by a loss of meaning because they no longer believe in the work they are doing. According to McCormack and Cutter (2013:6) there are several indicators that become a benchmark for burnout:

1. Emotional Exhaustion
2. Feelings of depersonalization and/or cynicism
3. Reduced personal accomplishments or ineffectiveness.

Organizational Commitment

Allen and Meyer (1997: 5) formulate a definition of commitment as a psychological construct which is characteristic of the relationship between organizational members and their organization and has an influence on the individual's decision to continue membership in the organization. There are several indicators in measuring employee commitment. According to Allen and Meyer (1997:41-60) it can be explained as follows:

1. Effective Commitment
2. Continuing Commitment

3. Normative Commitment

Work-Life Balance

According to Lockwood (2003:3) work-life balance can be seen from two sides, namely from the employee side and from the company side. Work/life balance from the employee's point of view is a dilemma in managing work obligations and personal/family responsibilities. Whereas work/life balance from an employer's point of view is a challenge to create a company that supports a culture where employees can focus on their work while working and have other lives outside of work. Lockwood (2003:7) there are several measures in measuring the work-life balance variable. The indicators are as follows:

1. Employee Time Saved
2. Employee Retention
3. Increased Motivation and Productivity
4. Absenteeism
5. Decreased Health Care Costs and Stress-Related Illnesses

Employee performance

According to Bernardin and Russell (2008:239) performance is a record of the results obtained from certain job functions or activities over a certain period of time. employee performance indicators are as follows:

1. Quality
2. Quantity
3. Timeliness
4. Cost Effectiveness
5. Need For Supervision.
6. Interpersonal Impact

Research Methods

This type of research is a causal explanatory research. In this study there are 6 variables and 28 indicators. The type of data used in this study is quantitative data (in the form of respondents' opinions obtained by distributing questionnaires) which is processed using SEM analysis and processed using the Amos statistical program version 24. The population in this study is all employees of Bank BTN in East Java, totaling 996 people. Employees, while the sample in this study amounted to 288 people who are employees of 11 branch offices of bank BTN in East Java. Data analysis using path analysis or path analysis.

Results and Discussion

Validity test

The results of the validity test show a significant number (Table 5.12) for all indicators or question items, which means that the indicators or question items for each of the variables contained in the questionnaire have met the validity requirements. From the results of Pearson's product moment correlation, it is known that all question items on the questionnaire have a significant Pearson correlation at an error rate below 5% (** < 0.05), so it can be said that all question items in this study are valid and can be processed further.

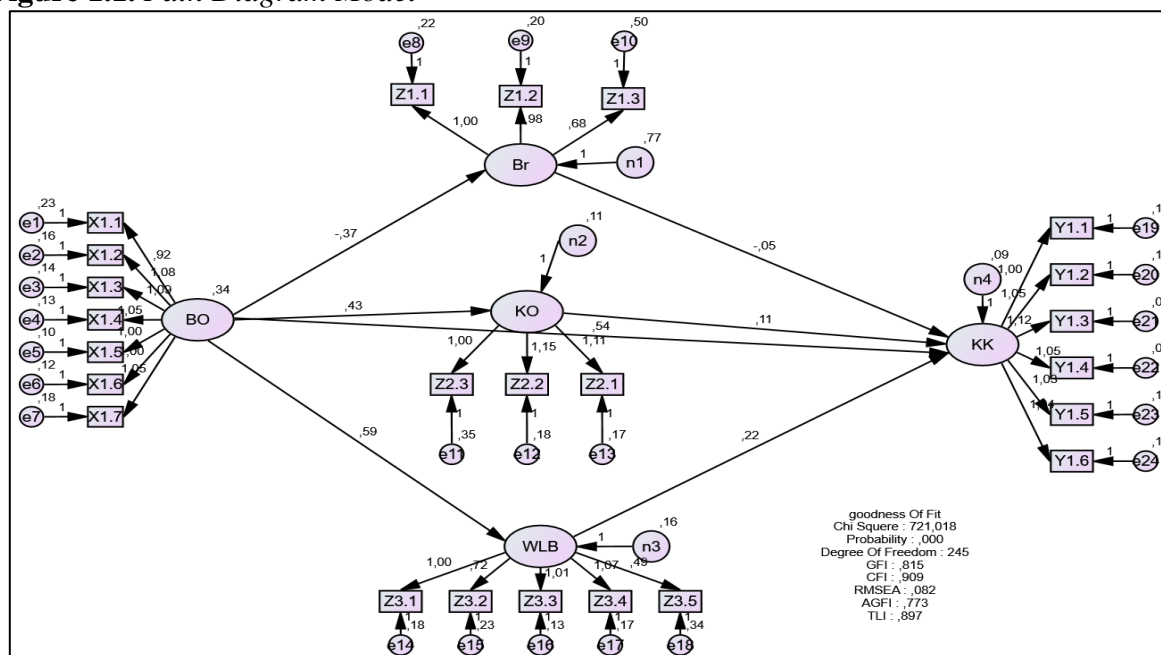
Reliability Test

In this study, the reliability test showed that all research variables were reliable, because all alpha coefficient values of each research variable were greater than the standardized (0.6), so that each question item on the measurement instrument could be used.

Path Diagram Model Analysis

Based on the theoretical study in the previous chapter, a path diagram of the causal relationship between constructs and their indicators can be made. In the preparation of the path diagram, it consists of 7 (eleven) constructs and 24 (twenty nine) indicators. The results of the preparation of the research path diagram model through AMOS can be seen in Figure 5.7

Figure 1.1. Path Diagram Model



At this stage of the goodness of fit test, testing is carried out on the suitability of the model through a study of various goodness of fit criteria. The results of research data processing using a path diagram that has been designed and using data from a questionnaire totaling 288 respondents. The calculation results from the SEM model of this study resulted in a goodness of fit index with a probability level of 0.059 (more than 0.05), so that the hypothesis in the model can be accepted.

Table 1.1: Results of the Goodness of Fit Index Research Model

No	Goodness Of Fit Index	Cut Off Value	Model Test Results	Note:
	Chi Square	Small	721,018	Well
	Significant Probability	0.050	0.000	Well
	GFI	0.90	0.815	Pretty good
	AGFI	0.90	0.773	Pretty good
	TLI	0.90	0.901	Well
	CFI	0.90	0.897	Well
	RMSEA	0.08	0.082	Well
	Relative2 (CMIN/DF)	2.00	1.569	Well

Source: Primary Data Processing Results (Appendix 8)

The model testing carried out resulted in a good Goodness of Fit confirmation value with all criteria having a better value than the critical value. Testing the path of the relationship between research variables has produced results with good and acceptable model suitability criteria. The results of testing the hypotheses proposed in this study are shown in the following table:

Table 1.1: Hypothesis Test Results

			Estimate	SE	CR	P
BO	--->	br	-,375	0.099	-3.803	0.00
BO	--->	KO	,427	,061	7,007	0.00
BO	--->	WLB	,589	0.058	10,118	0.00
BO	--->	KK	,542	,062	8,772	0.00
br	--->	KK	-,051	0.025	-2,023	.043
KO	--->	KK	,109	,082	1.317	,188
WLB	--->	KK	,219	<u>.068</u>	3,242	.001

Hypothesis 1

The magnitude of the regression between organizational culture variables and burnout is -3.803 with a probability of 0.001, meaning that the Organizational Culture variable has a significant negative effect on Burnout. Based on the literature review, the hypothesis from this study is appropriate and acceptable because it has a significant influence, thus Hypothesis 1 (H1) which says Organizational Culture has a significant effect on Burnout is acceptable. Organizational Culture has a negative path towards Burnout, this means that if Organizational Culture is improved, it can reduce Burnout at Bank BTN East Java.

Bank BTN has core values called AKHLAK, which stands for Amanah, Competent, Harmonious, Loyal, Adaptive and Collaborative. The core values of Bank BTN serve as guidelines for employees in their daily work. A trustworthy, harmonious, adaptive and collaborative organizational culture shapes the values of employees such as caring and respecting each other, building synergistic cooperation and upholding the trust given, making employees more comfortable at work which can have an impact on reducing burnout levels.

The existence of high demands to achieve performance for employees will of course have an impact on employee psychology. Especially in banking, employees are required to provide the best service for customers. The main challenge faced by Bank BTN employees apart from the targets that must be achieved, they also need to face customers who have different desires. This of course will make employees feel tired and anxious. However, with the stronger organizational culture, AKHLAK internalized in employees can reduce the burnout value. Anxiety and fatigue of employees do not interfere with their efforts to work optimally, as evidenced by the fact that there are still many employees who are able to achieve the targets set by the company, this is because employees still hold strongly to the core values of AKHLAK.

The results of this study are in accordance with previous research conducted by Komar (2021) which proved that organizational culture has a significant effect on work stress (burnout). This study is also in line with research conducted by First (2021) which proves that Organizational Culture has a negative and significant effect on job burnout account officers, but this research is not in line with research conducted by (Pujiati et al., 2018) which proves that

organizational culture is the most dominant factor in influencing the incidence of nurse burnout syndrome in hospitals.

Hypothesis 2

The magnitude of the regression between organizational culture variables and organizational commitment is 0.007 with a probability of 0.000, it means that the variable of Organizational Culture has a significant positive effect on Organizational Commitment. Based on the literature review, the hypothesis of this study is appropriate and acceptable because it has a significant influence, thus Hypothesis 2 (H2) which says Organizational Culture has a significant effect on Organizational Commitment can be accepted. Organizational Culture has a positive path towards Organizational Commitment, this means that if Organizational Culture is improved, it can increase Organizational Commitment at Bank BTN East Java.

Core values/Morals which are the guidelines for organizational culture at Bank BTN require employees to implement attitudes Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative. Bank BTN always emphasizes work results and also pays attention to work processes. To achieve work results as expected requires a strong commitment from employees. The commitment required is in the form of affective, ongoing and normative commitment. By strengthening the internalization of organizational culture will increase employee commitment to the company. There are several ways to strengthen the internalization of organizational culture, including through training or refreshment of core values, conducting quizzes or in the form of games, competitions for implementing organizational culture and so on.

Based on the results of observations made, the majority of employees feel proud to work at Bank BTN, because Bank BTN provides a better future for employees. This is evidenced by the very small employee turnover rate. People-oriented organizational culture can also increase organizational commitment at Bank BTN. Bank BTN provides equal opportunities for a career, Bank BTN provides a guaranteed future to employees and good relations between employees can increase employee commitment to the company.

The results of this study are in line with previous research conducted by Bahri (2021) which proves that Organizational Culture has a significant influence in increasing the Organizational Commitment of employees who work in the Wajo Regency Government. This study also confirms other research conducted by Paramita (2020) which proves that Organizational Culture has a significant influence on the organizational commitment of employees working at Bank Mandiri. However, the results of this study are different from the research conducted by Giao (2021) which proves that the six dimensions of Organizational Culture, namely innovation, teamwork, training and development, rewards and recognition, organizational communication, empowerment have an impact on decreasing organizational commitment.

Hypothesis 3

The magnitude of the regression between organizational culture variables and work-life balance is 0.118 with a probability of 0.000, it means that the variable of Organizational Culture has a significant positive effect on Work-Life Balance. Based on the literature review, the hypothesis from this study is appropriate and acceptable because it has a

significant influence, thus the 3rd hypothesis (H3) which says that Organizational Culture has a significant effect on Work-life Balance can be accepted. Organizational Culture has a positive path towards Work-life Balance, this means that if Organizational Culture is improved, it can increase Work-life Balance at Bank BTN East Java

One of the work cultures at Bank BTN is Harmonious, which contains the value of mutual care and respect. Even though Bank BTN demands high work results, even employees are asked to be willing to sacrifice for the interests of the company, the company still cares about the personal interests of employees or their families. This can be reflected in the fact that the company provides annual leave and vacation pay, even if every three year period is given a major leave with a length of leave of 45 working days plus a leave of one and a half months salary. The goal is that employees can carry out personal and social activities with their families. Internally, the company is also given activities that aim to maintain balance, such as various types of sports and arts according to the wishes of employees, and the company provides a budget for these activities.

The results of this study are in line with previous research conducted by Cho, Jeonghwa (2021) who proved that there is a significant relationship between Organizational Culture and Work-life Balance, Work-life Balance and quality of nursing services.

Hypothesis 4

The magnitude of the regression between organizational culture variables and employee performance is 8,772 with a probability of 0.000. It means that the organizational culture variable has a significant positive effect on employee performance. Based on the literature review, the hypothesis from this study is appropriate and acceptable because it has a significant influence, thus the 4th hypothesis (H4) which says Organizational Culture has a significant effect on Employee Performance can be accepted. Organizational Culture has a positive path towards Employee Performance, this means that if Organizational Culture is improved, it can increase Employee Performance at Bank BTN East Java

An organizational culture that is always results-oriented requires employees to perform at high levels. To achieve this high performance, employees are required to aggressively seek new, competitive and innovative opportunities. All work processes are closely monitored and their achievements are always evaluated on a daily, weekly and monthly basis. This needs to be done considering the competition in the banking sector is very high. The 'Competent and Adaptive' work culture at Bank BTN requires employees to continue to learn to develop capabilities and continue to innovate and be enthusiastic in moving or facing change, with the aim of improving employee performance.

The results of this study are the same as the research conducted (Sopiah et al., 2021) which proves that corporate culture affects the performance of Islamic bank employees. The results of this study are the same as those conducted by Suparman Mekka, Wahyuddin Hamid, Henni Zainal, Aksa (2020) which showed that Organizational Culture had a significant positive effect on employee performance.

The results of this study are the same as those conducted by Lin Shui Sinurat and Herta Manurung (2021), which shows Organizational Culture has a positive and significant effect on employee performance.

Hypothesis 5

The magnitude of the regression between the burnout variable and employee performance is -2,023 with a probability of 0.043, it means that the Burnout variable has a significant negative effect on employee performance. Based on the literature review, the hypothesis from this study is appropriate and acceptable because it has a significant influence, thus the 9th hypothesis (H9) which says Burnout has a significant effect on employee performance can be accepted. Burnout has a negative path towards employee performance, this means that if burnout increases, it can reduce employee performance at Bank BTN East Java.

Currently, the level of competition in banking is very high, as is the case with Bank BTN, whose core business is in the housing finance (KPR) sector. Almost all banks, both state-owned banks and private banks channel housing loans (KPR). Working at Bank BTN is identical to the target. The business targets have been regulated in the Company's Budget Work Plan (RKAP). In practice, even though the targets in the RKAP have been achieved, they are often given a challenge target that is higher than the RKAP target. The progress of achieving the target is always monitored daily, weekly and monthly. Even recently, along with advances in technology, monitoring can be done at any time (without being scheduled) via zoom. Of course this can be exhausting for employees.

In addition to achieving the target, there are also many administrative problems that must be done. Bank BTN is engaged in the retail banking sector, resulting in a lot of administrative matters to be done. In general, retail banking deals more with administration than corporate banking. Working in banking requires orderly administration and demands high quality. The achievement of targets that are always monitored coupled with administrative matters, and also to serve customer requests that vary from one customer to another can tire employees both physically and emotionally. Employee performance is always monitored from the aspect of quantity, namely the extent to which the achievement of the target, from the aspect of quality, namely how orderly in administration, and always measured by time (timelines). At times like this it is very possible to have an impact on decreasing employee performance due to emotional, physiological exhaustion and feeling depressed.

The results of this study can confirm the theory of Maccormark (2013:10) which says that exhausted workers are those who find themselves suffering from severe emotional exhaustion, which is often accompanied by physiological symptoms. They feel depressed, isolated, inadequate, and unmotivated. It also confirms the theory of Bernadin and Russell (2008:242) which says that excessively depressed emotions when shown at the wrong time can reduce employee performance.

The results of this study are in line with previous research conducted by Fauzi (2020) which proves that the variables of work discipline and burnout have a significant effect on the performance of Grand Charly Karaoke employees.

The results of this study are also in line with research conducted by Wu (2018) which proves that there is a positive relationship between work-family conflict and job burnout on the performance of construction professionals and research conducted by Hayati (2018) which proves that burnout has a significant effect on employee performance. .

Hypothesis 6

The magnitude of the regression between organizational commitment variables and employee performance is 1.317 with a probability of 0.118, it means that the variable of Organizational Commitment has no significant positive effect on employee performance. Based on the literature review, the hypothesis of this study is not appropriate and cannot be accepted because it has an insignificant effect, thus the 10th hypothesis (H10) which says that organizational commitment has a significant effect on employee performance cannot be accepted/rejected. Organizational Commitment has a positive path to Employee Performance, this means that if Organizational Commitment is increased it can increase Employee Performance at Bank BTN East Java, in this study the effect of increasing Organizational Commitment is not significant on Employee Performance.

Bank BTN East Java employees have high pride in BTN which keeps them afloat, as evidenced by the low employee turnover rate. However, this commitment is still not in line with the employee's commitment to improving performance. The commitment of the employees found is more to the commitment to remain part of the organization, but do not yet have a high commitment to improve their performance. This is in line with the existing phenomenon written on the background of the problem that employee performance has not been consistent or still fluctuates. From the assessment of employee performance, it is also still dominant in the Good category, which is expected to be dominant in the assessment of employee performance in the Very Good or Special category. Bank BTN East Java needs to increase its effective commitment,

The results of this study cannot confirm previous research conducted by Ramli (2020) which proves that Organizational Commitment has a positive and significant effect on Work Performance, and Employee Organizational Commitment has a mediating effect on Emotional Intelligence and Employee Performance. .

The results of this study are different from the research conducted by Kaplan (2018) which proves that affective commitment has a significant and positive effect on work performance, normative commitment and continuance commitment have no significant effect on work performance. The results of this study are also not the same as the research conducted by Sabir (2021) which shows that Organizational Commitment has a positive and significant effect on individual work performance.

Hypothesis 7

The magnitude of the regression between the work-life balance variable and employee performance is 3.242 with a probability of 0.001 means that the Work-life Balance variable has a significant positive effect on employee performance. Based on the literature review, the hypothesis of this study is appropriate and acceptable because it has a significant effect, thus the 11th hypothesis (H11) which says that work-life balance has a significant effect on employee performance can be accepted. Work-life balance has a positive path towards employee performance, this means that if the work-life balance is increased, it can increase employee performance at Bank BTN East Java.

The results of this study can confirm the theory of Hucheson (2012:10) which says that a high work-life balance can provide positive energy to carry out activities in work and

family activities. Work-life balance can make it more fresh (fresh) which has an impact on being able to think and concentrate more easily.

The results of this study confirm previous research conducted by Johari (2017) which proves that autonomy and work-life balance have a significant impact on respondents' job performance.

This research is also in line with research conducted by Sololomo (2018) which shows that Work-life Balance has a very significant effect on the performance of deposit banks because the dimensions of alternative work arrangements such as work week compresses, telecommuting, flexi time, job sharing and managerial support predict achievement employee goals. Based on the findings, the study recommends that management should wisely adopt and implement alternative work arrangements to offer a family friendly atmosphere to attract and retain qualified employees to increase productivity.

This research is also in line with the research conducted by Oktafien (2021) which proves that Work-life Balance has a significant effect on increasing employee performance at PT. Vegatyan Inti Prakasa. Thus, it is known that every employee who works has a balanced quality of life between work and life outside of work which will improve employee performance.

Conclusion

Based on the research above, the conclusions in this study are as follows:

1. Organizational culture has a negative and significant influence on the burnout of Bank BTN East Java.
2. Organizational culture has a positive and significant effect on the Organizational Commitment of Bank BTN East Java.
3. Organizational culture has a significant positive effect on the Work-Life Balance of Bank BTN East Java.
4. Organizational Culture has a positive and significant effect on the performance of Bank BTN East Java employees.
5. Burnout negative and significant effect on the performance of employees of Bank BTN East Java.
6. Organizational Commitment has a positive and insignificant effect on the performance of Bank BTN East Java employees.
7. Work-Life Balance positive and significant effect on the performance of employees of Bank BTN East Java.

In addition, to improve the performance and consistency of employee performance, the following can be suggested:

1. It is necessary to strengthen the internalization of organizational culture to all employees considering the impact of organizational culture on employee performance is very significant and the strongest influence is from the variables studied, namely Job Characteristics, Burnout, Organizational Commitment and Work-life balance. Strengthening the internalization of Organizational Culture needs to find the right form so that Burnout does not occur considering that Burnout has a significant effect on reducing employee performance.
2. Improving Employee Commitment in an effort to consistently improve employee performance. The results showed that organizational commitment had no significant

- effect on employee performance. High employee commitment tends to be limited to being part of the organization, not yet followed by a commitment to performance.
3. The results show that the level of burnout is still moderate, so it is still possible to increase the workload but need to be careful because high burnout can also reduce employee performance.
 4. The results showed that the job characteristics had a positive but not significant effect on employee performance. It is necessary to think about providing wider autonomy for employees so that employees are interested in improvising or innovating in doing their daily work which can increase Bank BTN's competitive power.

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