

The Influence of Work-Life Balance and Organizational Culture on Job Satisfaction at YKP Bank BJB

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Abstract

Employee job satisfaction is an important factor in maintaining organizational effectiveness, particularly in nonprofit organizations where employee motivation and organizational values may differ from those in profit-oriented institutions. This study aimed to examine the effects of work-life balance and organizational culture on employee job satisfaction at Yayasan Kesejahteraan Pegawai (YKP) Bank BJB. A quantitative causal-associative research design was employed, involving all 24 employees as respondents through a census sampling technique. Primary data were collected using structured questionnaires measured on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results showed that work-life balance had a positive and significant effect on job satisfaction ($t = 5.116$; $p < 0.001$), while organizational culture also had a positive and significant effect on job satisfaction ($t = 2.912$; $p = 0.004$). The structural model produced an R^2 value of 0.828, indicating that work-life balance and organizational culture explained 82.8% of the variance in job satisfaction. These findings demonstrated that employees' ability to balance professional and personal responsibilities, combined with a supportive organizational culture, contributed substantially to job satisfaction. The study concluded that both factors should be prioritized in nonprofit human resource management strategies.

INTRODUCTION

Human resources (HR) constitute a strategic asset in determining organizational success. Effective HR management is essential because employees do not merely function as operational executors but also serve as key contributors to achieving organizational goals (Kushariyadi et al., 2025). In carrying out their work, employees develop attitudes and perceptions that are reflected in their level of job satisfaction (Haris et al., 2025). High job satisfaction contributes to improved performance, loyalty, and productivity, whereas job dissatisfaction can lead to stress, reduced motivation, and decreased organizational performance (Fahmi et al., 2024).

Various factors influence job satisfaction, including work-life balance and organizational culture. Work-life balance refers to an individual's ability to maintain harmony between work demands and personal life responsibilities (Solehudin et al., 2023). Such balance positively affects psychological well-being, productivity, and job satisfaction, whereas imbalance may lead to work-related stress and burnout (Hadi et al., 2024). Furthermore, organizational culture, which reflects an organization's values, norms, and behavioral patterns,

plays an important role in creating a supportive work environment, enhancing employee engagement, and fostering motivation and job satisfaction (Putri & Muthalib, 2025).

Nevertheless, empirical research on the effects of work-life balance and organizational culture on job satisfaction has produced inconsistent findings. Several studies have reported positive and significant effects (Hadi et al., 2024; Wulandari, 2020), whereas others have found non-significant relationships (Khansa, 2024). Moreover, most previous studies have been conducted in business organizations, resulting in limited research on nonprofit organizations, particularly foundation-based institutions.

Yayasan Kesejahteraan Pegawai P.T. Bank Pembangunan Daerah Jawa Barat dan Banten (YKP Bank BJB) is a nonprofit organization operating in the social, humanitarian, and religious sectors. Based on a preliminary survey involving 24 employees, the level of job satisfaction was categorized as moderate, with a mean score of 3.37 based on job satisfaction indicators. This finding indicates that employee job satisfaction can still be improved through effective management of contributing factors, particularly work-life balance and organizational culture.

Table 1. Employee Job Satisfaction Survey Results at YKP Bank bjb

No	Job Satisfaction Indicator	Result	Category
1	Work Itself	3.7	Moderately Satisfied
2	Wages/Salary	3.1	Moderately Satisfied
3	Promotion	2.9	Moderately Satisfied
4	Supervision	3.5	Moderately Satisfied
5	Co-Workers	3.6	Moderately Satisfied
6	Working Conditions	3.6	Moderately Satisfied
7	Benefits	3.2	Moderately Satisfied
8	Contingent Rewards	3.1	Moderately Satisfied
9	Operating Procedures	3.4	Moderately Satisfied
10	Communication	3.6	Moderately Satisfied
Average		3.37	Moderately Satisfied

Empirical research has generally supported the relevance of these factors, although differences across organizational contexts remain evident. A 2024 study published in Heliyon involving 450 respondents in Saudi Arabia demonstrated that a supportive organizational culture was directly associated with job satisfaction and that work-life balance played an important mediating role in workplace relationships. Research specifically involving nonprofit organizations has also emphasized the importance of organizational conditions in influencing employee attitudes. A 2025 study involving 270 paid employees from 30 nonprofit organizations found that high-involvement work practices positively influenced job satisfaction and that job crafting partially mediated this relationship. Another study of nonprofit organizations in Canada found that employees' perceptions of human resource practices and organizational culture contributed to job and organizational engagement, demonstrating that cultural and organizational characteristics remain relevant even in institutions whose goals are not primarily commercial. Collectively, these findings support the assumption that job satisfaction results from the interaction between individual work experiences and the broader

organizational environment (Akdere & Egan, 2020; Bulińska-Stangrecka & Bagieńska, 2021; Ghavifekr & Pillai, 2016; Kula, 2017; Topchyan & Woehler, 2021).

Studies cited in the present manuscript similarly indicate relationships among work-life balance, organizational culture, and job satisfaction; however, the empirical evidence remains inconsistent. Previous research has reported positive and significant effects of work-life balance and organizational culture on job satisfaction, while other studies have produced nonsignificant findings, suggesting that these relationships may vary according to organizational characteristics and employee contexts. The literature reviewed in the manuscript also indicates that much of the existing Indonesian research has examined employees in commercial companies, including studies on organizational culture, work-life balance, employee engagement, and job satisfaction within corporate settings (Linawati et al., 2024; Maryadi et al., 2026; Tarigan et al., 2022; Wiradendi Wolor, 2020). Although this literature provides important evidence, differences in institutional goals, governance structures, resource availability, employee motivation, and organizational values suggest that findings derived from business organizations cannot be automatically generalized to nonprofit foundations.

This limitation establishes an important research gap. Existing studies have frequently investigated work-life balance or organizational culture within commercial enterprises, whereas relatively fewer studies have simultaneously examined both factors as predictors of job satisfaction in nonprofit, foundation-based organizations. The present study identifies this limitation by emphasizing that previous investigations have predominantly focused on business organizations, while research involving foundation-based nonprofit organizations remains relatively limited. Nonprofit institutions represent a distinct organizational setting because they often pursue social, humanitarian, educational, or religious missions rather than financial profit maximization. Therefore, employees in these organizations may be influenced by a combination of professional, social, and mission-oriented considerations. Such differences may shape perceptions of organizational culture, work-life balance, and job satisfaction in ways that are not fully explained by evidence from conventional business organizations. This contextual gap provides a strong rationale for examining these relationships specifically within YKP Bank BJB.

The urgency of this research becomes more apparent when considering the organizational condition of YKP Bank BJB. Yayasan Kesejahteraan Pegawai P.T. Bank Pembangunan Daerah Jawa Barat dan Banten (YKP Bank BJB) operates as a nonprofit organization in the social, humanitarian, and religious sectors. A preliminary survey involving all 24 employees showed an average job satisfaction score of 3.37, indicating a moderate level of satisfaction rather than an optimal condition. More specifically, the survey indicated variations across different aspects of job satisfaction: the work itself received a relatively higher score of 3.7, whereas promotion received the lowest score of 2.9, followed by salary, contingent rewards, and benefits, with scores ranging from approximately 3.1 to 3.2. These results revealed that although employees were not generally dissatisfied, several dimensions required managerial attention. Identifying whether work-life balance and organizational culture significantly contributed to this condition was therefore important for directing evidence-based human resource interventions.

The novelty of this research lies primarily in its organizational context and integrated analytical focus. Unlike previous studies that have predominantly examined commercial or profit-oriented organizations, this research simultaneously evaluated work-life balance and

organizational culture as determinants of job satisfaction within a nonprofit foundation. The nonprofit context represents an important contribution because employee motivation, workplace practices, and cultural dynamics in such organizations may differ from those found in profit-oriented enterprises. Furthermore, this research applied Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine relationships among the constructs using data from the entire employee population of YKP Bank BJB. This combination of organizational setting, simultaneous examination of variables, and structural modeling provides context-specific empirical evidence that may extend the application of human resource management theories to relatively underexamined nonprofit institutions in Indonesia.

Accordingly, the purpose of this research was to obtain empirical evidence regarding how work-life balance and organizational culture contributed to employee job satisfaction at YKP Bank BJB. More specifically, the study aimed to determine the effect of work-life balance on job satisfaction, examine the effect of organizational culture on job satisfaction, and evaluate the explanatory contribution of these two factors within the proposed research model. This purpose was consistent with the original research objective, which examined the effects of work-life balance and organizational culture on job satisfaction at YKP Bank BJB. By investigating these relationships within a nonprofit organization, the research was expected to clarify whether patterns identified in broader employee-management literature were also applicable to a foundation-based institutional environment.

The research was expected to provide both theoretical and practical contributions. Theoretically, it could enrich human resource management and organizational behavior literature by providing additional empirical evidence regarding the determinants of job satisfaction in nonprofit organizations, an institutional setting that remains less frequently studied than commercial organizations. The findings could also contribute to understanding whether work-life balance and organizational culture retain their explanatory relevance when organizational objectives are strongly associated with social and institutional missions. Practically, the study could assist YKP Bank BJB management in identifying human resource priorities related to work-time balance, personal-life accommodation, organizational values, professionalism, integrity, recognition, communication, and employee support. Evidence regarding these factors could support the development of human resource policies that are more closely aligned with employees' workplace experiences.

Ultimately, the objective and benefits of this study extended beyond establishing statistical relationships among variables. The research aimed to generate evidence that could be used to improve employees' work experiences and strengthen organizational effectiveness through more appropriate human resource policies. For YKP Bank BJB, understanding the relative contributions of work-life balance and organizational culture could provide a foundation for developing sustainable employee well-being initiatives and reinforcing organizational values that support satisfaction and commitment. For managers of other nonprofit foundations, the results may serve as comparative empirical evidence when designing employee-management practices in organizations with similar social missions and resource structures. For researchers, the findings may provide a foundation for future studies incorporating additional variables, such as leadership style, employee engagement,

organizational commitment, motivation, or job crafting, thereby advancing a more comprehensive understanding of job satisfaction within the Indonesian nonprofit sector.

METHOD

This study employed a quantitative approach with a causal-associative research design to examine the effects of work-life balance and organizational culture as independent variables on job satisfaction as the dependent variable. Data were analyzed using Structural Equation Modeling–Partial Least Squares (PLS-SEM) with SmartPLS software. This approach was selected because it is suitable for small sample sizes, does not require strict data normality assumptions, and enables simultaneous evaluation of measurement models and relationships among latent variables (Angelelli et al., 2025; Nur, 2025).

The research population consisted of all 24 employees of YKP Bank BJB, including staff from the Investment & Development, Internal Audit, Services, General Affairs & Legal, BPH Universitas Ekuitas Indonesia, Human Resources & Secretariat, PPK & MSI, and PT Yekape Karya Prima divisions. Due to the relatively small population size, a census sampling technique was employed, in which all members of the population were included as research respondents (Sugiyono, 2021).

Primary data were collected through a structured questionnaire developed based on the indicators of each research variable. Additional information was obtained through interviews and documentation. The variables were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The operationalization of the research variables is presented in Table 2.

Table 2. Operationalization of Research Variables

Variable	Operational Definition	Dimension	Indicator	Scale
Work-life Balance (X1)	Work-life balance is the ability of employees to balance work demands with personal life in order to create harmonious working conditions.	1. Time Balance	a. Controlled working hours	Ordinal
			b. Personal time fulfilled	
		2. Involvement Balance	a. Focus on work	Ordinal
			b. Remaining active outside of work	
		3. Satisfaction Balance	a. Satisfied with working hours	Ordinal
			b. Satisfied with life balance	
Organizational Culture (X2)	Organizational culture refers to the values and principles adopted by the organization as guidelines for employee work behavior.	1. Service Excellence	a. Responsive service	Ordinal
			b. Quality orientation	
			c. Stakeholder satisfaction	
		2. Integrity	a. Work honesty	Ordinal
			b. Responsibility	
			c. Ethical compliance	
	Job satisfaction is the level of	1. Work Itself	a. Work competence	Ordinal
			b. Work discipline	
			c. Standard compliance	
			a. Skill alignment	Ordinal
			b. Work challenge	

Job Satisfaction (Y)	employee satisfaction toward their work and work environment.	2. Wages/Salary	a. Salary fairness b. Workload appropriateness	Ordinal
		Promotion	a. Promotion opportunity b. Promotion fairness	Ordinal
		Supervision	a. Supervisor guidance b. Supervisor support	Ordinal
		Co-workers	a. Harmonious relationships b. Teamwork	Ordinal
		6. Working Conditions	a. Work comfort b. Work facilities	Ordinal
		Benefits	a. Benefits adequacy b. Consistency of provision	Ordinal
		Recognition	a. Performance appreciation b. Achievement acknowledgment	Ordinal
		9. Work Procedures	a. Procedure clarity b. Ease of implementation	Ordinal
		10. Communication	a. Information clarity b. Communication effectiveness	Ordinal

Instrument quality was assessed through outer model evaluation, including convergent validity testing using outer loading values ≥ 0.70 and Average Variance Extracted (AVE) values ≥ 0.50 , as well as discriminant validity testing using cross-loading analysis and the Fornell–Larcker criterion. Reliability was evaluated using Cronbach’s Alpha and Composite Reliability, with values exceeding 0.70 considered acceptable (Yarsasi Sri & Tahyudin Imam, 2025).

Structural model (inner model) testing was conducted to evaluate the research hypotheses using the R^2 value and significance testing through bootstrapping procedures to obtain t-statistics and p-values for each path coefficient (Ghozali & Latan, 2023). The analysis results were then used to explain the effects of work-life balance and organizational culture on job satisfaction, both partially and simultaneously.

RESULTS AND DISCUSSION

This study was conducted at Yayasan Kesejahteraan Pegawai (YKP) bank bjb involving all 24 employees as respondents using a saturated sampling (census) technique. Data were collected through a structured questionnaire distributed between November 10 and November 30, 2025, with a response rate of 100%.

Descriptive statistical analysis indicates that respondents generally perceived the variables of Work-life Balance, Corporate Culture, and Job Satisfaction positively. The mean scores ranged from 3.875 to 4.375, indicating that respondents tended to agree or strongly agree with the statements presented in the questionnaire. Furthermore, all indicators exhibited

standard deviation values below one, suggesting relatively homogeneous responses and consistent perceptions among employees.

Measurement Model Evaluation (Outer Model)

The measurement model was evaluated using convergent validity, discriminant validity, and reliability tests based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The convergent validity assessment showed that all measurement indicators achieved outer loading values above the recommended threshold of 0.70, except indicator Y10, which obtained a loading value of 0.216 and was subsequently removed from the model. After eliminating this indicator, all remaining indicators satisfied the convergent validity requirement.

The Average Variance Extracted (AVE) values were 0.795 for Work-life Balance, 0.698 for Corporate Culture, and 0.655 for Job Satisfaction. Since all AVE values exceeded the minimum criterion of 0.50, each construct demonstrated satisfactory convergent validity. Discriminant validity was confirmed through both the Cross Loading and Fornell-Larcker Criterion analyses. Each indicator loaded more strongly on its corresponding construct than on other constructs, indicating that the measurement model successfully distinguished between latent variables. Reliability testing further demonstrated that all constructs met the recommended criteria. Cronbach's Alpha values ranged from 0.786 to 0.934, while Composite Reliability values ranged from 0.874 to 0.945, exceeding the acceptable threshold of 0.70. These findings confirm that the measurement model possesses strong internal consistency and reliability.

Structural Model Evaluation (Inner Model)

The structural model evaluation revealed an R^2 value of 0.828 for Job Satisfaction, indicating that 82.8% of the variance in Job Satisfaction can be explained by Work-life Balance and Corporate Culture. The remaining 17.2% is explained by other variables not included in the research model. This result suggests that the proposed model has substantial explanatory power. Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. The results are summarized in Table 3.

Table 3. Hypothesis Testing Results

Relationship	T-Statistics	P-Value	Description
Work-life Balance (X1) → Job Satisfaction (Y)	5.116	0.000	Positive & Significant
Corporate Culture (X2) → Job Satisfaction (Y)	2.912	0.004	Positive & Significant

Source: Data Processed by the Author Using SmartPLS 4

The findings demonstrate that Work-life Balance has a positive and significant effect on Job Satisfaction ($T = 5.116$; $p < 0.001$). This result indicates that employees who experience a better balance between work responsibilities and personal life tend to report higher levels of job satisfaction. The finding supports previous studies suggesting that maintaining work-life balance enhances employee well-being and contributes positively to job satisfaction.

Similarly, Corporate Culture also has a positive and significant influence on Job Satisfaction ($T = 2.912$; $p = 0.004$). This finding suggests that a supportive organizational culture characterized by shared values, professionalism, and integrity contributes significantly to employees' satisfaction with their jobs. Employees who perceive a positive organizational

culture are more likely to experience stronger motivation, commitment, and workplace satisfaction.

Overall, the structural model confirms that both Work-life Balance and Corporate Culture are important determinants of Job Satisfaction among employees of YKP bank bjb. The relatively high coefficient of determination ($R^2 = 0.828$) further indicates that these two variables collectively explain a substantial proportion of employee job satisfaction. Therefore, organizational initiatives aimed at promoting work-life balance and strengthening corporate culture are expected to contribute significantly to improving employee satisfaction and organizational performance.

CONCLUSION

This study examined the influence of work-life balance and corporate culture on job satisfaction among employees of Yayasan Kesejahteraan Pegawai (YKP) Bank BJB. The findings demonstrated that both independent variables significantly contributed to improving employees' job satisfaction. Specifically, work-life balance had a positive and significant effect on job satisfaction, indicating that employees who were able to maintain a healthy balance between their professional responsibilities and personal lives tended to experience higher levels of job satisfaction. Likewise, corporate culture positively and significantly influenced job satisfaction, suggesting that a supportive organizational culture fostered a more conducive work environment and enhanced employee satisfaction.

Furthermore, the results revealed that work-life balance and corporate culture simultaneously explained a substantial proportion of the variance in job satisfaction. These findings highlighted the importance of integrating employee well-being initiatives with a strong organizational culture to improve overall workplace satisfaction. Therefore, organizations should consider both factors as strategic priorities in human resource management to enhance employee performance, commitment, and organizational effectiveness.

Based on the research findings, organizations are encouraged to implement sustainable work-life balance initiatives, such as flexible work arrangements, equitable leave policies, and regular workload evaluations, to minimize employee burnout. In addition, strengthening corporate culture through effective leadership, open communication, employee recognition, and the integration of organizational values into human resource practices can further improve employees' job satisfaction and organizational commitment.

This study was conducted using a relatively small sample within a single organization, which may limit the generalizability of the findings. Future research is recommended to involve larger samples from different industries or organizational settings to improve external validity. Moreover, future studies may incorporate additional variables, such as work motivation, organizational commitment, leadership style, or employee engagement, to provide a more comprehensive understanding of the factors influencing job satisfaction.

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