

The Influence of Work-Life Balance and Organizational Culture on The Organizational Commitment of Civil Servants at UPT Puskesmas Batang Tarang, Sanggau Regency

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This study examines how work-life balance and organizational culture influence the commitment of civil servants at the Batang Tarang Community Health Center (UPT Puskesmas) in Sanggau Regency. Using a quantitative approach, the research involved 35 respondents and applied multiple linear regression, correlation analysis, the coefficient of determination, the F-test, and the t-test. The results show the regression equation $Y = 3.745 - 0.009X_1 + 0.549X_2$. The correlation coefficient (R) of 0.890 indicates a very strong relationship between work-life balance, organizational culture, and organizational commitment. The coefficient of determination (R^2) is also 0.890, meaning that 89% of the variation in organizational commitment is explained by these two factors, while the remaining 11% is influenced by other variables outside the study. The F-test value of 129.882 is far above the critical value of 3.29, confirming that both factors together have a significant impact. The t-test results also indicate that work-life balance ($t = 7.01$) and organizational culture ($t = 11.155$) each have a significant effect, as their t-values exceed the threshold of 2.037. In conclusion, maintaining a healthy work-life balance and fostering a strong organizational culture can significantly enhance the commitment of civil servants in the health sector.

1. Introduction

1.1 Background

The equilibrium between professional responsibilities and personal life, often termed work-life balance, has emerged as a key concern in contemporary human resource practices. In today's fast-paced and demanding work environment, employees are required to sustain high levels of productivity while also nurturing their personal well-being. When this balance is disrupted, it may result in both physical and mental fatigue, as well as a reduced sense of organizational commitment. Quantitatively, the number of community health centers (puskesmas) is sufficient and evenly distributed across the country. However, in terms of quality, they still fall far short of expectations. This is due to weak organizational structures and management within the puskesmas, as well as limited resource support. Puskesmas are established to provide basic, comprehensive, holistic, and integrated health services for all residents within their service areas. The programs and health efforts carried out by puskesmas are essential public health programs that are mandatory for the government to implement in order to achieve public welfare[1].

This issue is especially pertinent among civil servants (ASN) employed in the public service sector, particularly in healthcare. The Batang Tarang Community Health Center (UPT Puskesmas), operating under the authority of the Sanggau Regency Government, serves as a crucial frontline facility in delivering health services to the local population. Nonetheless, high workloads, a shortage of medical personnel, and the implementation of rotating shifts often lead to excessive job burdens for the staff. These conditions can interfere with the ability of employees to maintain a healthy separation between their professional responsibilities and personal lives.

Beyond work-life balance, organizational culture also plays a critical role in shaping employee behavior and commitment. A positive and supportive culture—marked by innovation, goal orientation, attention to detail, and concern for employee welfare—can foster a productive work atmosphere and strengthen employee loyalty. On the other hand, a rigid and unaccommodating culture that demands too much without providing emotional or structural support may diminish employees' sense of belonging and weaken their attachment to the organization.

At the Batang Tarang Community Health Center, signs of declining organizational commitment have begun to surface, evidenced by increasing rates of absenteeism, lateness, and declining performance. This highlights the urgency for a comprehensive analysis of the factors that influence such trends, particularly with regard to work-life balance and organizational culture. Therefore, this study seeks to answer the central question: how significantly do work-life balance and organizational culture affect the organizational commitment of civil servants at the Batang Tarang Health Center? By exploring the relationships among these variables, the research aims to inform human resource management practices and promote the development of a more balanced, supportive work environment that enhances employee performance and commitment within the public sector.

1.2 Problem Statement

Organizational commitment is a crucial factor in enabling public service institutions to function effectively and remain productive. Civil servants with strong commitment typically demonstrate loyalty, uphold the organization's principles, and fully engage in their duties. However, in practice, certain obstacles may hinder the development of such commitment, as can be seen at the Batang Tarang Community Health Center (UPT Puskesmas) in Sanggau Regency. Data shows that the rate of absenteeism among civil servants at the center has been going up since 2022, reaching 13.67% in 2024. Also, only a small number of workers get a "very good" performance rating, while most are rated as "good". Factors like shift work, limited staff, and an organizational culture that requires flexibility and teamwork have increased job stress. These issues show that there is a problem in balancing work and personal life for civil servants, known as work-life balance. If not handled properly, this can lead to lower motivation, poorer performance, and less commitment from employees. Furthermore, an organizational culture that doesn't adapt or support employee well-being can make the work environment worse. While some studies have shown that work-life balance and organizational culture are linked to commitment, there is not much research on how these factors affect civil servants specifically in community health centers, especially in rural areas like Sanggau Regency. That's why this study looks at how work-life balance and organizational culture influence the commitment of civil servants at the Batang Tarang Community Health Center.

1.3 Objectives and Scope

This research seeks to examine how work-life balance and organizational culture affect the organizational commitment of civil servants (ASN) at the Batang Tarang Community Health Center (UPT Puskesmas) in Sanggau Regency. The motivation for

conducting this study arises from the growing trend of employee absenteeism, the lack of harmony between professional responsibilities and personal life, as well as the organizational culture that has yet to effectively foster employee loyalty and optimal performance. These conditions indicate a potential decline in organizational commitment, which may ultimately have a negative impact on the quality of public services. Based on an interview with Mrs. Mairina Kartasari, the Head of Administration at the Batang Tarang Health Center, it was revealed that there are indications of an imbalance between workload and personal time among employees, particularly among healthcare workers who often experience long shifts or overtime. The Batang Tarang Health Center has a distinctive organizational culture characterized by high workloads and a cross-professional work environment, where employees must adapt to tasks outside their specific professions. There is a spirit of mutual cooperation, and staff are expected to take on multiple roles when needed. With regard to organizational commitment at the Batang Tarang Health Center, it has been observed that employees are still frequently absent or fail to report for work. Additionally, an unequal distribution of workload has led to a lack of awareness among employees regarding their duties and responsibilities. This lack of commitment is evident in behaviors such as frequent tardiness, not participating in flag ceremonies, and declining attendance rates.

2. Literature Review

Work-life balance refers to the ability of an individual to manage both professional responsibilities and personal life effectively, without neglecting either. This concept emphasizes that both areas of life are important, requiring appropriate allocation of time, focus, and energy. It is not about dividing time equally between work and personal life, but rather about managing both areas in a way that leads to satisfaction and prevents feeling overwhelmed.

The indicators for measuring work-life balance include:

- a. Time balance: This refers to the balanced allocation of time between work and personal life, allowing an individual to manage their time for work, family, leisure, and other personal needs.
- b. Involvement balance: This refers to the balanced level of emotional involvement in both work and personal life.

When managed effectively, individuals can allocate their attention and commitment between these two areas.

Satisfaction balance: This relates to the satisfaction experienced in both work and personal life. It requires a balance of satisfaction from both roles in one's life.

According to the integration of organization and individual, organizational culture is a subtle social force that influences workers without them being consciously aware of it.

This is especially true for new employees who learn and adapt to the culture of their organization. It plays a central role in socializing individuals, embedding shared norms and values within the organization.

The indicators of organizational culture include:

- a. Innovation: The extent to which employees are encouraged to be creative and new thinking.
- b. Attention to detail: The focus on precision, analytical skills, and thoroughness in the work done.
- c. Outcome orientation: The emphasis placed on achieving results rather than the

specific methods or procedures used.

d. People orientation: The extent to which management decisions consider the well-being of individuals within the organization.

Organizational commitment involves the loyalty of workers to the organization, their active participation in the work, and their identification with the organization's values and goals.

It highlights how individuals see themselves as part of the organization by embracing its objectives, mission, and culture. Organizational commitment can also be understood as the employee's dedication to the organization and the process of identifying with the organization's objectives. [6]. According to Meyer et al. (1984), as cited in [7], the indicators of organizational commitment include the following:

- a. Affective Commitment: Describes an individual's emotional attachment to the organization, where they stay because they identify with its values and find satisfaction in their work.
- b. Continuance Commitment: Represents an individual's decision to remain with the organization based on the lack of better job alternatives.
- c. Normative Commitment: Refers to a feeling of moral obligation or loyalty that motivates employees to stay with the organization out of a sense of gratitude or duty.

2.1 Related Work

Several studies have demonstrated that work-life balance and organizational culture are key factors affecting organizational commitment within organizations. Organizational culture, in particular, has been found to have a positive and meaningful impact on employees' commitment. One study highlighted that a workplace characterized by strong shared values and norms can strengthen employee loyalty [8]. While these findings are consistent with the current research regarding organizational culture and commitment, that study focused on university faculty members rather than civil servants (ASN) working in primary healthcare. Additionally, research conducted by [9] revealed that work-life balance plays a significant role in influencing the organizational commitment of Generation Y nurses in hospital settings. This underscores the critical role that managing both personal and work life plays in fostering employee dedication. The similarity with the present study lies in its focus on work-life balance and organizational commitment within the healthcare service sector. However, their study was limited to a single generation (Generation Y) and conducted in a large hospital, whereas the present research involves civil servants across different age groups and is carried out in community health centers (Puskesmas) as primary service units. Other research results that examine the influence of organizational culture and work-life balance on employee performance through organizational commitment as a mediating variable. The results showed that both independent variables positively influenced performance, both directly and indirectly through organizational commitment [10]. While this study shares the same three variables, it differs in the conceptual model: in the present study, organizational commitment is positioned as the direct dependent variable.

In general, prior research has established a positive link between work-life balance, organizational culture, and organizational commitment. However, most of these studies have been carried out within large hospitals, universities, or central government agencies. This study differs by focusing on the Batang Tarang Community Health Center (UPT Puskesmas Batang Tarang), a primary healthcare facility in a regional setting that encounters specific challenges such as limited staffing, shift work schedules, and high rates of absenteeism

among civil servants (ASN). These circumstances reveal a gap in the existing literature that this research seeks to fill.

2.2 Research Gap

To date, most studies on Work-Life Balance, Organizational Culture, and Organizational Commitment have been focused on the private sector, large hospitals, or educational institutions. Research in community health centers (Puskesmas), especially at UPT Puskesmas Batang Tarang, remains scarce, with no similar investigations conducted so far. Hence, this study carries significant academic and practical importance by addressing this gap. It aims to contribute to theoretical knowledge while providing evidence-based recommendations for enhancing human resource management in Puskesmas. Additionally, the study will help deepen the understanding of employee perspectives on the significance of Work-Life Balance, Organizational Culture, and Organizational Commitment within the Puskesmas setting.

3. Methodology

3.1 Data Collection

This study utilizes an associative research design, which aims to explore the relationships between two or more variables. Associative research helps in developing theories that explain, predict, and manage certain phenomena [11]. The researcher collected both primary and secondary data for this study. Primary data were gathered directly from respondents using questionnaires and interviews. The questionnaires were distributed to all Civil Servants (ASN) at UPT Puskesmas Batang Tarang and were designed based on theoretical indicators related to work-life balance, organizational culture, and organizational commitment, using a Likert scale ranging from 1 to 5. Additionally, interviews were conducted with the Head of Administration at Puskesmas Batang Tarang to obtain detailed and contextual insights about organizational culture, workload, and employee attendance. Secondary data were sourced from the internal records of Puskesmas Batang Tarang, which included departmental employee counts, staffing requirements and shortages, absenteeism rates among ASN, patient visit statistics (both outpatient and inpatient), and ASN performance evaluation scores from 2022 to 2024. The sampling technique used in this study is the saturated sampling technique. Saturated sampling is a method in which all members of the population are included as the sample. The population in this study consists of all civil servants (ASN) at Puskesmas Batang Tarang, totaling 35 individuals (excluding the head of the health center). This technique was chosen due to the relatively small population size, which allows the researcher to reach all respondents and obtain representative and accurate data.

3.2 Analysis Techniques

To process the data in this study, the researcher employed a quantitative analysis approach using statistical techniques relevant to the associative research design. The analysis was conducted in stages using statistical data processing software, specifically the latest version of SPSS. The following are the methods and tools used at each stage:

a. Classical Assumption Tests

Prior to performing multiple linear regression analysis, several classical assumption tests are conducted to ensure the model meets statistical requirements, including:

1. Normality Test

This test assesses whether the data come from a population that follows a normal

distribution [11]. The Kolmogorov-Smirnov test is used to verify normality. The criteria for decision-making are: if the significance value (sig) is greater than 0.05, the null hypothesis (H_0) is accepted, indicating normal distribution, and the alternative hypothesis (H_a) is rejected.

2. Linearity Test

The linearity test evaluates whether the chosen model specification is appropriate, determining if the relationship between variables should be modeled as linear, quadratic, or cubic [12]. In this study, the Test for Linearity is applied with a significance level set at 0.05.

3. Multicollinearity Test

This test examines whether there is a correlation between the independent variables within the regression model. An ideal regression model should have no multicollinearity, meaning the independent variables are orthogonal (uncorrelated). Multicollinearity is assessed by analyzing the Tolerance and Variance Inflation Factor (VIF) values [12].

b. Multiple Regression Analysis

Multiple regression expands upon simple linear regression, with both techniques used to analyze and predict outcomes based on historical data or to evaluate the effect of independent variables on a dependent variable. The primary difference is the number of independent variables involved; multiple regression examines the impact of two or more independent variables on a single dependent variable [11]. The general form of the regression equation utilized in this research is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y = Organizational Commitment

X_1 = Work-Life Balance

X_2 = Organizational Culture

α = Constant

β_1, β_2 = Regression Coefficients

ϵ = Error term

c. Significance Testing

1) Partial Test (t-test)

The partial test examines the effect of each independent variable individually on the dependent variable [11]. This test is carried out at a 0.05 significance level, using critical values from the t-distribution table. If the calculated t-value is less than or equal to the critical t-value, the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_a) is rejected. Conversely, if the calculated t-value exceeds the critical value, H_0 is rejected and H_a is accepted.

2) F Test

The F test evaluates whether both independent variables (X_1 and X_2) jointly have a significant impact on the dependent variable (Y) [11]. This test also uses a 0.05 significance level. If the calculated F-value is less than or equal to the critical F-value, the null hypothesis (H_0) is accepted, and the alternative hypothesis (H_a) is rejected. Otherwise, if the F-value is higher than the critical value, H_0 is rejected in favor of H_a .

3) Coefficient of Determination (R^2)

The coefficient of determination (R^2) indicates the proportion of variation in the dependent variable (Y) that can be explained by the independent variables (X) [11]. In

this study, R^2 is used to measure the combined influence of Work-Life Balance (X_1) and Organizational Culture (X_2) on Organizational Commitment (Y). The formula to calculate R^2 is as follows:

4)

$$R^2 = (r)^2 \times 100\%$$

Where:

R^2 = Coefficient of Determination

r^2 = Correlation Coefficient

All analysis processes were conducted using SPSS software due to its capability to perform statistical testing accurately and efficiently. This method was chosen to provide an objective and empirical overview of the relationships among variables in the context of civil servants (ASN) at UPT Puskesmas Batang Tarang.

3.3 Validation

To ensure the data used in this study were valid and reliable, the researcher conducted instrument testing, including validity and reliability tests. The validity test was carried out using the Pearson Product Moment correlation method to determine how well the questionnaire items measured the intended variables. An instrument was considered valid if the significance value (sig.) was below 0.05 and the correlation coefficient was positive. This test was applied to all questionnaire items related to work-life balance, organizational culture, and organizational commitment. Furthermore, to assess the internal consistency of the instruments, a reliability test was performed using Cronbach's Alpha, with a minimum acceptable value of 0.6 indicating reliability. The results showed that all variables met these criteria, confirming the instruments' dependability for data collection. In addition, the researcher employed a saturated sampling technique by involving all civil servants at Puskesmas Batang Tarang as respondents to minimize sampling bias and strengthen the generalizability of the study's findings within the organization. By applying these validity and reliability tests, the data analysis is expected to be credible and accurately represent the actual conditions in the field.

4.1 Key Findings

This section outlines the study's results regarding the impact of work-life balance and organizational culture on the organizational commitment of civil servants (ASN) at UPT Puskesmas Batang Tarang. The analysis, conducted using multiple linear regression, produced the following key findings:

Table 1. Descriptive Statistics of Research Variables

Variable	Average	category
Work Life Balance (X1)	3,85	High
Organizational Culture (X2)	4,02	Very High
Organizational Commitment (Y)	3,91	High

Table 2. Results of Multiple Linear Regression Test

Independent Variable	Regression Coefficient (β)	Sig. (p-value)	Description
Work Life Balance (X1)	0,317	0,027	significantly affects
Organizational Culture (X2)	0,455	0,005	significantly affects

The table above illustrates that the variables are interrelated. It reveals that respondents perceive work-life balance and organizational culture at levels ranging from high to very high, which corresponds with a similarly high level of organizational commitment. Furthermore, the regression analysis results demonstrate that both independent variables

significantly impact organizational commitment.

4.2 Interpretation of Results

The research results show that both work-life balance and organizational culture have a positive and significant influence on the organizational commitment of civil servants (ASN) at UPT Puskesmas Batang Tarang. These findings are of considerable significance and are directly related to the main objectives of the study, namely:

1. To determine the influence of work-life balance on organizational commitment,
2. To determine the influence of organizational culture on organizational commitment, and
3. To analyze the simultaneous influence of both variables on the commitment of civil servants (ASN).

The finding that work-life balance significantly affects organizational commitment suggests that maintaining harmony between professional responsibilities and personal life is essential in fostering the loyalty and dedication of civil servants (ASN). In a Puskesmas setting, where employees often face heavy workloads and shift work, this result emphasizes the importance of effective work scheduling, adequate rest, and management's support in balancing roles to boost employee motivation and attachment to the organization. Second, the finding that organizational culture has a more dominant influence reinforces the idea that values, norms, and work habits developed within the organizational environment play a central role in shaping employee commitment. A work environment that encourages interprofessional collaboration, results-oriented performance, and open communication fosters a sense of belonging and pride in the organization, ultimately strengthening organizational commitment. Third, the simultaneous contribution of both variables to organizational commitment - amounting to 57.6% - shows that work-life balance and organizational culture together are strong predictors. This has important managerial implications: improvements in these two aspects can serve as an effective strategy to enhance the loyalty and performance of civil servants at the Puskesmas.

Thus, the findings of this study are not only academically relevant but also provide practical contributions to human resource management in the public service sector, particularly in the context of primary healthcare service units in regional areas.

5. Discussion

5.1 Comparison with Prior Research

The findings of this study show that both work-life balance and organizational culture positively and significantly affect the organizational commitment of civil servants (ASN) at UPT Puskesmas Batang Tarang. These results align with earlier studies, although differences exist in terms of context and measurement emphasis. Notably, there is limited research addressing these variables specifically within the setting of UPT Puskesmas. Therefore, the author hopes this study will support Human Resource Management at Puskesmas by encouraging greater focus on employees' work-life balance to enhance loyalty and strengthen commitment to UPT Puskesmas Batang Tarang.

5.2 Limitations

The primary limitation of this study is the small sample size, consisting of only 35 respondents, which may weaken the statistical strength and limit the generalizability of the results. Additionally, the research was carried out in a single primary healthcare facility, UPT Puskesmas Batang Tarang, so the findings may not be applicable to other primary healthcare centers in different areas that could have different organizational structures, cultures, and workload conditions.

By acknowledging these limitations, it is hoped that future research will adopt a mixed-methods approach, expand the research locations and respondent pool, and explore additional variables to strengthen the understanding of factors influencing the organizational commitment of civil servants (ASN) in the public service sector.

5.3 Future Research

Based on the research findings and identified limitations, there are several potential areas for future research and improvements in research design, as follows:

1. Expansion of Research Location and Population

This study was conducted in only one healthcare unit, namely UPT Puskesmas Batang Tarang. Future studies are recommended to include multiple Puskesmas across different regions or within a broader district/city scope, so that the findings can be more comprehensively generalized and representative of civil servants (ASN) in the primary healthcare sector.

2. Development of the Research Model

Future studies can improve the model by incorporating mediating or moderating factors like job satisfaction, workload, self-efficacy, or work-related stress. This approach would provide a deeper understanding of the complex interactions among work-life balance, organizational culture, and organizational commitment.

3. Analysis Based on Individual Characteristics

Further studies may also consider respondent characteristics such as age, gender, years of service, or job position. This is important to determine whether the influence of work-life balance and organizational culture on organizational commitment varies among different demographic groups.

By expanding the scope, approach, and analytical model as outlined above, future research is expected to provide deeper insights and more strategic solutions for enhancing the commitment of civil servants in the primary healthcare service sector.

6. Conclusion

This study seeks to examine how work-life balance and organizational culture affect the organizational commitment of Civil Servants (ASN) at UPT Puskesmas Batang Tarang, Sanggau Regency. The research is motivated by concerns over low employee commitment, which is evident through high absenteeism, uneven workload distribution, and weak employee involvement in achieving organizational objectives. Employing a quantitative methodology with an associative research design, data were collected via closed-ended questionnaires distributed to all 35 civil servants at UPT Puskesmas Batang Tarang, along with interviews conducted with the Head of Administration. The data analysis involved multiple linear regression preceded by validity, reliability, and classical assumption tests to ensure the suitability of the model.

The research findings indicate that:

1. Work-life balance positively and significantly impacts organizational commitment.
2. Organizational culture likewise has a positive and significant effect on organizational commitment, with a stronger influence than work-life balance.
3. Together, these two variables account for 57.6% of the variation in civil servants' organizational commitment.

The implications of these findings suggest that public service organizations, particularly in primary healthcare sectors like Puskesmas, need to pay attention to work-life balance and foster an organizational culture that supports collaboration, role clarity, and performance orientation. The main contribution of this research lies in addressing

the literature gap concerning organizational commitment in first-level healthcare services in regional settings. In addition, the results provide an empirical basis for managerial decision-making aimed at enhancing employee loyalty and performance through the strengthening of work-life balance and organizational culture.

7. Recommendation

In line with the findings and limitations of this study, several recommendations can be proposed. First, for Puskesmas leadership and human resource managers, it is essential to formulate internal policies that support the work-life balance of civil servants. This may include implementing flexible and fair work schedules, as well as paying attention to employees' emotional and social well-being. Furthermore, an organizational culture that promotes teamwork, open communication, and appreciation of employee contributions should be cultivated. Unit leaders are also expected to serve as role models in fostering a healthy, fair, and inclusive work environment.

Second, for future researchers, it is recommended to expand the scope of the study to include several Puskesmas or other primary healthcare services in different regions. Subsequent research is also encouraged to develop a more comprehensive conceptual model by incorporating mediating or moderating variables such as job satisfaction, self-efficacy, or work stress, in order to better understand the complex mechanisms influencing organizational commitment. Additionally, it is important to consider individual respondent characteristics such as age, gender, length of service, and job position, as these may influence their perceptions and work experiences.

Appendix

Instrument Test

Validity Test

The validity of the instrument was assessed by correlating each questionnaire item with the total score. The calculated correlation coefficient (r-count) was then compared against the critical r-value from the table at a 5% significance level ($\alpha = 0.05$) with 35 degrees of freedom (df). According to the Pearson Product Moment correlation table, the critical r-value for $df = 35$ is 0.325. The detailed validity test outcomes for each item across the variables can be seen in Table 3 below:

Table 3. Validity Test

Variable	Corrected Item Corrected Item – Total Corelation	Description
X1.1	.618	Valid
X1.2	.494	Valid
X1.3	.618	Valid
X1.4	.747	Valid
X1.5	.804	Valid
X1.6	.562	Valid
X1.7	.747	Valid
X1.8	.598	Valid
X1.9	.657	Valid
X1.10	.550	Valid

X2.1	.406	Valid
X2.2	.453	Valid
X2.3	.473	Valid
X2.4	.622	Valid
X2.5	.482	Valid
X2.6	.539	Valid
X2.7	.443	Valid
X2.8	.473	Valid
X2.9	.598	Valid
X2.10	.406	Valid
X2.11	.443	Valid
X2.12	.490	Valid
Y1	.443	Valid
Y2	.426	Valid
Y3	.632	Valid
Y4	.443	Valid
Y5	.772	Valid
Y6	.692	Valid
Y7	.657	Valid
Y8	.658	Valid
Y9	.482	Valid

Referring to Table 1, it can be concluded that all questionnaire items related to Organizational Citizenship Behavior (Y) are considered valid, as each item shows a correlation value above the minimum requirement of 0.10.

Reliability Test

The purpose of reliability testing is to determine whether a measurement instrument can consistently yield similar results under comparable research conditions. In this study, the reliability assessment was carried out using the Cronbach's Alpha technique, processed with the help of SPSS software. An instrument is considered reliable when its Cronbach's Alpha value is at least 0.60. The findings from this reliability analysis are displayed in Table 4 below.

Table 4. Reliability Test

Variable	Cronch's Alpha Minimum	Description
Work Life Balance (X1)	0,919	Reliable
Organizational Culture (X2)	0,925	Reliable
Organizational Commitment (Y)	0,841	Reliable

Referring to Table 4, the Cronbach's Alpha value is recorded at 0.841, exceeding the reliability coefficient benchmark of 0.60. This indicates that all questionnaire items designed to assess the Organizational Commitment variable (Y) demonstrate strong reliability, consistency, and trustworthiness as measurement tools.

Classical Assumption Test

Normality Test

Table 5. Normality Test

Test Statistic	.105
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Asymp. Sig. (2-tailed)	.200
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As shown in Table 5, the Asymp. Sig (2-tailed) value is 0.200, which exceeds the 0.05 threshold. This result confirms that the data follow a normal distribution.

Multicollinearity Test

Table 6. Multicollinearity Test

Variable	Tolerance	VIF
Work Life Balance (X1)	0,878	1,139
Organizational Culture (X2)	0,878	1,139

Based on Table 6, it can be concluded that there is no multicollinearity among the independent variables in the regression model. This is indicated by the tolerance values for each variable being greater than 0.10 and the VIF values being less than 10.

Linearity Test

Table 7. Linearity Test

Variable	Deviation For Linearity	Description
Work Life Balance (X1)	0,044	Linear
Organizational Culture (X2)	0,675	Linear

Referring to Table 7, the significance values for deviation from linearity for the three independent variables (Employee Engagement and Job Satisfaction) are all above 0.05, indicating that the relationships among these variables are linear.

Multiple Linear Regression (R)

Tabel 8. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	3.745	1.395		2.684 .011
	Work Life Balance (X1)	.330	.047	.438 7.018	.000
	Organizational Culture (X2)	.516	.046	.697 11.155	.000

From the table's results, the equation for multiple linear regression can be expressed as follows:

$$Y = 3.745 + 0.330X_1 + 0.516X_2$$

The constant term, $a = 3.745$, represents the intercept, showing the level of Organizational Commitment when the independent variables, Work Life Balance (X_1) and Organizational Culture (X_2), have no effect. In other words, if both Work Life Balance and Organizational Culture remain neutral or do not influence the outcome, the Organizational Commitment score for civil servants would be 3.745.

Determination Coefficient (R^2)

Table 9. Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.890	.884	1.208

According to the results of the Coefficient of Determination (R^2) test displayed in Table 9, the R Square value is 0.944. This implies that 94% of the variation in Organizational Commitment can be attributed to Work-Life Balance and Organizational Culture, while the remaining 6% is influenced by factors outside the scope of this study.

Simultan Test (F)

Tabel 10. Simultan Test (F)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.111	2	189.556	129.982	.000 ^b
	Residual	46.666	32	1.458		
	Total	425.778	34			

The F-test results shown in Table 10 reveal a significance value of 0.000 for the combined effect of Work-Life Balance and Organizational Culture on Organizational Commitment. Since this value is below the 0.05 threshold, it indicates that both variables together significantly influence Organizational Commitment.

Partial Test (T)

Table 11. Partial Test (T)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.745	1.395		2.684 .011
	Work Life Balance (X1)	.330	.047	.438 7.018	.000
	Organizational culture (X2)	.516	.046	.697 11.155	.000

a. Dependent Variable: Organizational Commitment

Based on the data in Table 11, the impact of each independent variable, Work Life Balance and Organizational Culture, can be assessed. The t-value for Work Life Balance (X_1) is 7.018, which exceeds the critical t-value of 2.684, and its significance level is 0.000, below the 0.05 threshold. This means the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected, showing that Work Life Balance (X_1) has a significant partial effect on Organizational Commitment (Y).

Similarly, the t-value for Organizational Culture (X_2) is 11.155, also higher than the critical t-value of 2.684. Therefore, H_0 is rejected and H_a is accepted, indicating Organizational Culture (X_2) also significantly influences Organizational Commitment (Y) on a partial basis.

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