

The Role of Work-Life Balance and Job Satisfaction as Predictors of Organizational Commitment

Nancy Yusnita^{1*}, Hari Gursida², Erna Herlina³

¹²³Dept. of Management Science, Graduate School Pakuan University,, Bogor, Indonesia

¹nancyyusnita@unpak.ac.id, ²hg.gursida@unpak.ac.id, ³ernaherlina@gmail.com

*corresponding author

Abstract

Much of the research on organizational commitment has generated findings that organizational commitment considers to predict individual performance. The purpose of the study is to examine the factors that affect organizational commitment, namely work-life balance and job satisfaction. The study was conducted at PT. PLN Indonesia, and mainly utilized quantitative data (from questionnaires). The sample for the study consisted of 210 permanent employees of PT. PLN. Path analysis was used to find out the relationship among variables. The results showed, there was a positive effect of job satisfaction on organizational commitment; a negative effect work-life balance on organizational commitment; a positive effect of work-life balance on job satisfaction; a positive effect of work-life balance on organizational commitment through job satisfaction. This study proposed some recommendations to strong indicators that have a high contribution to the organizational commitment in order to improve employees' organizational commitment.

Keywords: organizational commitment, job satisfaction, work-life balance, individual performance

Peran Kesimbangan Pekerjaan – Kehidupan Pribadi dan Kepuasan Kerja sebagai Prediktor Komitmen terhadap Organisasi pada Perusahaan Publik

Abstrak

Banyak penelitian berkaitan dengan komitmen organisasi menunjukkan bahwa komitmen organisasi diyakini memprediksi kinerja individu. Tujuan dari penelitian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi komitmen organisasi yaitu *work-life balance* dan kepuasan kerja. Penelitian dilakukan di PT. PLN Indonesia, dan menggunakan data kuantitatif (dari kuesioner). Sampel penelitian terdiri dari 210 karyawan tetap PT. PLN. Analisis jalur digunakan untuk mengetahui hubungan antar variabel. Hasil penelitian menunjukkan, terdapat pengaruh positif kepuasan kerja terhadap komitmen organisasi; pengaruh negatif *work-life balance* terhadap komitmen organisasi; pengaruh positif *work-life balance* terhadap kepuasan kerja; pengaruh positif *work-life balance* terhadap komitmen organisasi melalui kepuasan kerja. Penelitian ini mengusulkan beberapa rekomendasi indikator kuat yang memiliki kontribusi tinggi terhadap komitmen organisasi dalam rangka meningkatkan komitmen organisasi karyawan.

Kata kunci: komitmen terhadap organisasi, kepuasan kerja, keseimbangan Pekerjaan-Kehidupan Pribadi, kinerja individu

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INTRODUCTION

Over the years, the National Electricity Public Company, West Java, Indonesia, has reformed its organizational structure to improve the performance and effectiveness of its services to the public. However, in practice, it has not yet shown the most efficient level of results.

In recent times commitment of an employee has become a popular topic in many kinds of research. Every organization needs the high responsibility of their employee. An employee with high commitment shows a positive contribution to their organization (Allen & Meyer, 1996; Mowday et al., 1979; Meyer & Allen, 1997). A high commitment that showed from their high performance will help the organization achieve its goal. Meyer & Allen (1991) proposed that commitment is a psychological state that characterizes the employee's relationship with the organization and has implications for their contribution to the organization.

Organizational commitment has been measured and conceptualized in various ways in the literature. One of the most popular ideas of organizational commitment is conceptualized by Mowday, et al. Commitment as " the psychological relationship of an individual and his willingness to do something for the organization as a result of identifying the individual with the organization (Mowday et al., 1979). Other researchers describe commitment as staying in the organization because it will result in a material loss if they leaves the organization. Proposed by Becker's (1960) side bet theory, this approach offers that an individual's commitment to his organization arises because of his organization's interests, such as retirement and promotion opportunities. From the finding of the research above, we can say that an employee's commitment arose because of material reasons and what they can get from the organization.

Wiener & Vardi (1980) define normative commitment refers to as a feeling of obligation to remain with an organization.— Individuals who have high normative commitment will have no desire to leave the organization they work for because of the belief that it is the right thing to do.

In 1984, Meyer & Allen proposed a two-dimensional conceptualization of organizational commitment naming the first view as affective commitment and continuance commitment. In 1990 a third component was added, namely normative commitment (Allen & Meyer, 1990). Meyer & Allen (1991) further argue that affective, continuance,- and normative commitment are components, the level of employee commitment to the organization may vary. The difference in the psychological nature of these three commitment components has implications for different contributions to the organization (see Allen & Meyer, 1996 and Meyer & Allen, 1997).

Affective commitment arises mainly from positive work experiences, such as job satisfaction and organizational justice. High affective commitment from an individual can impact high work results, also on higher levels of organizational citizenship behavior, and lower withdrawal behavior such as absence and tardiness. On the other hand, Continuance commitment has to have two main antecedents: lack of job alternatives and the material risks that will arise if individuals leave the organization where they work.

Continuity commitment is more about the need of individuals to stay with the organization and is not related to positive organizational or individual outcomes. Normative commitment develops from corporate commitment norms influenced by culture and socially set norms that create in the surrounding community (see Allen & Meyer, 1996; Meyer & Allen, 1997).

Normative commitment seems to impact positively, although it is not as strong as affective commitment (Wasti, 2002). An employee who has a positive perception about the organization will have an emotional bond with their organization. Also, they will have the willingness to do more for their organization, recognize organization problems as their problem to solve, stay at the organization even when they have the opportunity to get a better job in another organization.

Colquitt (2015) proposed a behavioral model that showed many factors influencing organizational commitment. One of them is job satisfaction. A generally accepted definition of job satisfaction presented by Locke (1976) as a pleasant emotion or positive evaluation of an individual for the work and the organization circumstances in which he works. As Herzberg proposed, the two aspects that cause Individual satisfaction with work, namely intrinsic causes, which is the level of satisfaction received by employees from the work itself and extrinsic motivations, namely satisfaction level of employee satisfaction with working conditions, management policies, and reward systems

Chiu & Chen (2005) argue that with high job satisfaction show a high commitment to their organization, resulting in low turnover and tardiness. Many studies found that organizational commitment has become a variable of primary interest over the past two decades, due mainly to the demonstrated link between loyalty and turnover (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Tett & Meyer, 1993). Again, turnover is the primary behavior that should be affected by organizational commitment (Cohen, 2007).

Past studies reported a positive relationship between job satisfaction and organizational commitment (e.g., Shin & Reyes, 1995; Shann, 1998; Currivan, 1999; Testa, 2001). Also, job satisfaction is an antecedent to organizational commitment (e.g., Shin & Reyes, 1995; Mathieu, 1991; Gaertner, 1999; Testa, 2001). There is also evidence indicating that high levels of organizational commitment causes by job satisfaction (e.g., Bateman & Strasser, 1984; Poznanski & Bline, 1997). Employees satisfied with their organization will give their best effort, indicating their commitment.

(Cowin et al., 2008) define job satisfaction as positive emotional feelings about a job. This feeling of pleasure by some factors related to work, such as the job itself, salaries and wages, various benefits, recognition and rewards, relationships with co-workers and supervisors. Job satisfaction is a whole variable, but some others consider different dimensions such as satisfaction with job, supervisors, payroll, promotion opportunities, co-workers, and customers (Brown & Peterson, 1993). An individual who has a balance between his personal life and work will be more able to enjoy every task assigned to him, will have a better focus on his duties, and have a positive perception of his work and organization. This will lead to a feeling of pleasure in completing his homework. Some studies showed that there is a relationship between job satisfaction and work-life balance.

Research results conducted by Ronda et al. (2016) showed that work-life balance significantly affects job satisfaction. Agha et al. (2017) argue that work-life balance makes an essential contribution in balancing personal life and work life and has an impact on high employee satisfaction and contributes positively to the reduction of absenteeism and job changes. Work-life balance is an essential factor in worker's life, by finding more flexible work options and more flexible working hours, so that personal life and professional life can run in balance. Once again, in an increasingly technological era like today, for many sectors, work can be done from home so that the role of the individual as a person and the role in the family can continue to be balanced. Organizations can devise strategies to help balance employees' professional and personal lives to achieve satisfaction and productivity (Bird, 2006).

Abu Sultan (2015) defines work-life balance as a set of actions and steps taken by workers that enable them to fulfill all their job responsibilities and duties, their family roles, and their social roles. While Forris (2015) argues that work-life balance is an individual's ability to balance personal and professional life and do so in a balanced manner. Nilawati et al. (2019) Work-Life Balance (WLB) has a vital role in the attitude of employees towards their work and attitudes of employees towards their personal lives. Individuals who has balance in their personal lives and duties will be more enthusiastic at work, more motivated, and more satisfied with their work.

(Frame & Hartog, 2003) define work-life balance means that employees can balance their work with family roles and preferences. Individuals who can balance their personal life with their work will have time to live up to their interests while still doing their jobs. For example, an employee who has controlled their flexibility time of off work

Opposites from good work-life balance, work-life conflicts decrease employees' well-being and increase psychological stress, which may lead to lower employee commitment and higher work-withdrawal behaviors. Thus will affect employee performance and in turn will result in disruption of the achievement of organizational goals (Hofmann, 2017).

The study's main contribution to theory building is grounded in the unique combination of the selected antecedents of organizational commitment. Furthermore, this is probably the first study to explore the crucial role of job satisfaction on the influence of work-life balance on organizational commitment.

Based on theoretical studies and previous research results, the purpose of this study was to find the relationship between variables, namely organizational commitment as an endogenous variable and work-life balance and job satisfaction as an exogenous variable.

The hypotheses generated in this study are:

H1: There is an effect of work-life balance on organizational commitment

H2: There is an effect of job satisfaction on organizational commitment

H3: There is an effect of work-life balance on job satisfaction

H4: There is an effect of work-life balance on organizational commitment through job satisfaction

METHOD

This study uses the quantitative method applied path analysis, as a regression extension model is used to test the alignment of the correlation matrix with two or more causal models compared by researchers. The model depicts in the form of a circle and arrow where a single arrow indicates the cause. Regression is imposed on many variables as the dependent variable (the respondent) while others are the cause. The predicted regression weights in a model compare with the observed correlation matrices for all variables, and a statistical congruence test is calculated (Garson, 2003). The study was conducted at the national electricity public company, West Java, from January to March 2021, mainly –utilizing quantitative data (from questionnaires). The amount of 210 samples was calculated by the Slovin formula at $p < 0.05$ and randomly ~~took~~ taken from 440 permanent employees as the population. The questionnaires were designed to ~~assessed~~ asses indicators of Organizational Commitment, Work-Life Balance, and Job Satisfaction using the point of 1 to 5 Likert Scale.

Survey Instrument

A closed questionnaire was used as a research instrument. The questionnaire contains questions about the respondent's characteristics and items related to the research variables using a scale of 1 to 5 on the Likert scale. Measurement of work-life balance is based on two aspects, namely aspects of demands and characteristics of resources. The demand aspect consists of indicators of Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW). In contrast, the resource aspect consists of indicators of Work Enhancement of Personal Life (WEPL) and Personal Life Enhancement of Work (PLEW). This research instrument was adapted from (Fisher et al., 2009; Gunawan et al., 2019) to measure work-life balance. While the job satisfaction questionnaire is prepared based on the indicators proposed by Cowin et al. (2008); Brown & Peterson (1993), namely salary, the job itself, supervisory, co-workers, Appreciation. The organizational commitment questionnaire is prepared based on three dimensions proposed by Allen & Meyer (1984) and Allen & Meyer (1990): affective commitment, continuance commitment, and normative commitment.

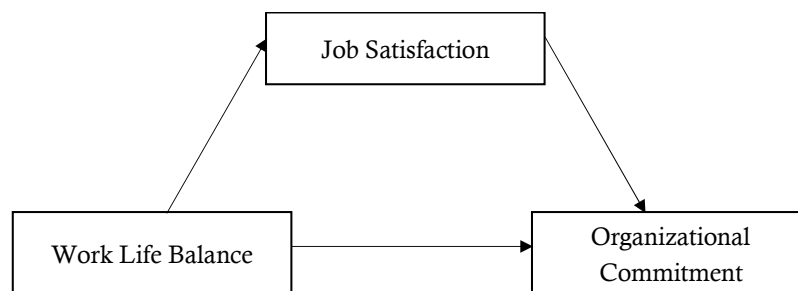


Figure 1: The Relationship between Research Variables

All data collected as the feedback from the distributed questionnaire from 210 employee as the research respondent will be analyzed step by step. The analysis used the Structural Equation Modelling (SEM) method. SEM forms two types of models, namely measurement models and structural models.

The measurement model aims to describe how well each indicator can be used as an instrument for measuring latent variables through testing the validity and reliability of the indicators and dimensions of the research variables. The structural model is a model where the goodness of fit for the inner model can be proven by examining the effect of each exogenous latent variable on the endogenous latent variable. Overall, this research consists of three variables, namely, Organizational Commitment (OC), Work-Life Balance (WLB), and Job Satisfaction (JS)

FINDING AND DISCUSSION

After processing the data using SEM using lisrel software 8.80 version, the following results are obtained:

Table 1. SLF value and *t-value* model

Latent Variable	Indicator	Coefficients/ SLF (λ)	T-value (≥ 1.96)	Reliability		Conclusion
				CR \geq 0.7	VE \geq 0.5	
<i>Work-Life Balance</i>				0.783	0.498	Marginal good reliability
	WILL	0.92	8.4			
	PLOW	0.84	7.4			
	WELL	0.52	4.05			
	PLEW	0.41	3.14			
<i>Job Satisfaction</i>				0.891	0.624	Good reliability
	SL	0.70				
	JIS	0.90	6.54			
	SP	0.86	6.28			
	CW	0.65	4.79			
	AP	0.81	5.89			
<i>Organizational Commitment</i>				0.947	0.856	Good reliability
	AC	0.95				
	CC	0.84	10.25			
	NC	0.98	17.51			
CR model all 95.3%						
VE model all 64%						

Based on the result as shown in Table 1 above, it can be seen that all latent variables have a construct reliability coefficient value greater than or equal to the critical value (CR 0.6). This shows that all variables in the models have good reliability coefficients.

Furthermore, in the standardized loading factor value column, it can be seen that all observed variables that have a standardized factor loading value are more significant than 0.5, so all observed variables are valid.

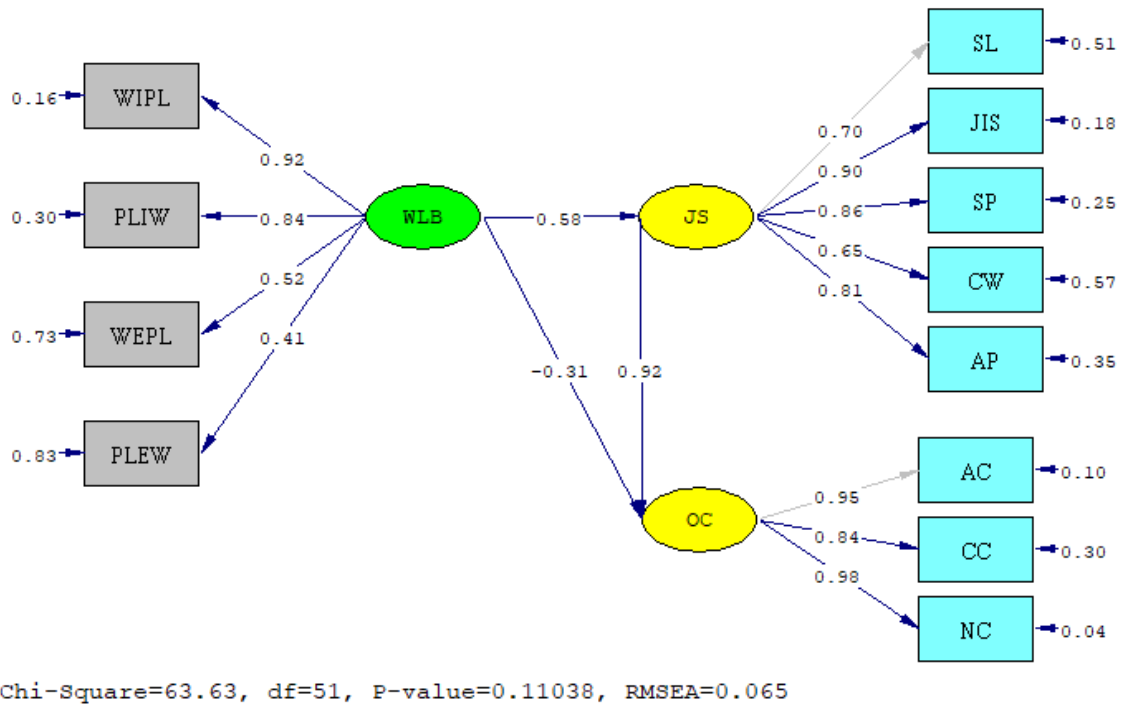


Figure 2. Output Standardized Solution SEM Lisrel 8.80 Model 1

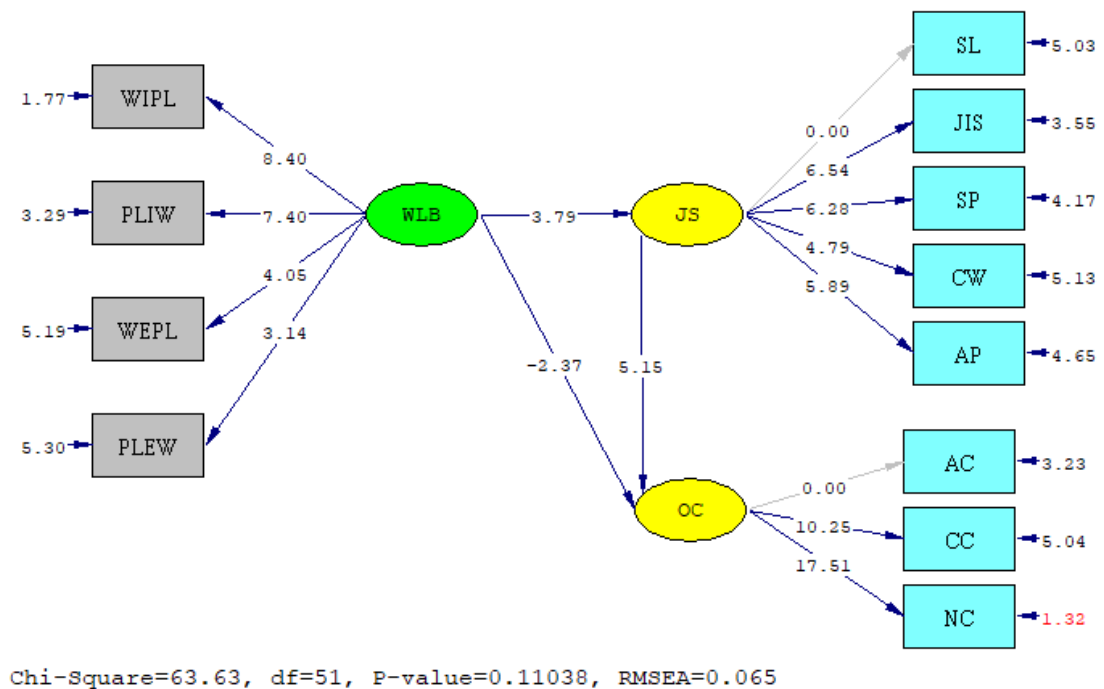


Figure 3. Output t-value SEM Lisrel 8.80 Model 1

Table 2. Hypothesis Test Result : The Effect of Work-Life Balance on Organizational Commitment through Job Satisfaction

Alternative Hypothesis	Path	t. count (≥1,96)	Influence			Hypothesis Conclusion
			Direct	Indirect (Through intervening)	Total	
H1	WLB→OC	-2.37	-0.31		-0.31	Accepted
H2	WLB→JS	3.79	0.58		0.58	Accepted
H3	JS→OC	5.15	0.92		0.92	Accepted
H4	WLB→JS→OC	-2.37	-0.31	0.58 x (0.92) = 0.534	0.224	Accepted

The Effect of Work-Life Balance on Job Satisfaction

As shown in Figure 2 above, the effect of work-life balance on job satisfaction is 0.58, which means that the higher the WLB, the higher the level of satisfaction of an employee with his job. This study's findings support Frame & Hartog's (2003) argument that work-life balance means that employees can balance their work with family roles and preferences. Individuals who can balance their personal life with their work will have time to live up to their interests while still doing their jobs, which will develop their job satisfaction which is the pleasant feeling of an employee about their job.

This study finding had a similar result to the prior research conducted by Nilawati et al. (2019), which showed that work-life balance significantly affects job satisfaction. Also, the results showed that the dimension of WLB that had the highest loading factor was Work Interference with Personal Life (WIPL) of 0.92, meaning that the respondents in the study felt that work often intervened in private life. The results showed that the job satisfaction dimension, which had the highest loading factor, was the job itself at 0.90. The respondents in this study felt that the task, responsibility, and authority at work were the highest factors affecting their job satisfaction.

The Effect of Work-Life Balance on Organizational Commitment

As shown in Figure 2, the effect of work-life balance on organizational commitment is -0.31; in this study, the higher the WLB, the lower the responsibility of an employee to their organization. This research, however, is the first to show that work-life balance negatively affects employees' organizational commitment. Employee commitment develops through "personality characteristics, task characteristics, organizational structures, and paintings reviews that collectively create and set individuals' needs" (Bergman, 2006). Both affective and normative commitment is proven to acquire advantageous effects on a person and organizational level, which are not always the case for continuance commitment (Gautam et al., 2004; Meyer & Allen, 1997). Based on those concepts, the negative effect of WLB on organizational commitment, in this study, is that continuance commitment might be the most dominant among the three dimensions of organizational commitment. It can be said that even though an employee has a high

WLB, he or she will only have a psychological relationship and be willing to give his or her best effort for his or her organization for material reasons.

The results show that the dimension of WLB, which has the highest loading factor, is Work Interference with Personal Life (WIPL) of 0.92, meaning that the respondents in the study felt that work often intervened in personal life. Moreover, the results present that the organizational commitment dimension, which has the highest loading factor, is the normative commitment of 0.98, meaning that respondents in this study thought that commitment to the organization was based on loyalty to the organization by ignoring the possibility of switching to other jobs and willing to develop skills for the sake of work. From the questionnaires, it is something reasonable based on the norm which is the highest factor that affects their organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

As presented in Figure 2, the effect of job satisfaction on organizational commitment is 0.92, which means that the higher the job satisfaction, the higher the commitment of an employee to the organization. The results point out that the job satisfaction dimension, which has the highest loading factor, is the job itself of 0.90, meaning that the inherent factors in the job itself such as job challenges, suitability of work with employee skills, and beneficial work to many people are considered the most important ones by the respondents in this study. The research finding has a similar result with the prior research conducted by Shin & Reyes, 1995; Shann, 1998; Currivan, 1999; Testa, 2001; Zeinabadia, 2010 which portray that job satisfaction has a significant positive effect on organizational commitment.

The results indicate that the organizational commitment dimension, which has the highest loading factor, is the normative commitment of 0.98, meaning that respondents in this study felt that commitment to the organization was based on loyalty to the organization by ignoring the possibility of switching to other jobs and willing to develop skills for the sake of work. From the questionnaires, it is something reasonable based on the norm which is the highest factor that affects their organizational commitment.

The Effect of Work-Life Balance on Organizational Commitment through Job Satisfaction.

In accordance with the indirect effect calculation of work-life balance on organizational commitment through job satisfaction (Table 2), the derived number is 0.224, which means that the effect of work-life balance on organizational commitment is positive through job satisfaction. In addition, job satisfaction has an important role in intervening between work-life balance and organizational commitment. The study finding is supported by previous research. Agha, K., Azmi, F. T., & Irfan, A. (2017), argue that work-life balance makes an important contribution in balancing personal life and work life. has an effect on high employee's satisfaction, has an impact on excessive employee's pleasure, and contributes definitely to the employee's willingness to remain in the

organization. The finding also supports an argument by Chiu & Chen (2005) that an employee with high job satisfaction will rise organizational commitment.

CONCLUSION

The findings in this study are that there is a positive effect of job satisfaction on organizational commitment, there is a positive effect of work-life balance on job satisfaction, there is a negative effect of work-life balance on organizational commitment, and there is a positive effect of work-life balance on organizational commitment through job satisfaction.

The scope of this study only involved the population and sample of employees at the National State Electricity Company (PT. PLN), West Java area, Indonesia, and there are three variables studied (Work-Life Balance, Job Satisfaction, and Organizational Commitment). It is recommended for the next other studies to use overall employees of National State Electricity Company (PT. PLN) in a national scope and to study more variables that might Influence the organizational commitment.

It is also recommended to the top management of the State Electricity Company (PLN) to strengthen the organizational commitment through increasing the normative commitment such as opportunities for the employees to develop their capabilities to improve their skill. Also, from the research findings, it is suggested to strengthen the work-life balance through paying attention to the Work Interference with Personal Life (WIPL) such as employees who are too tired to do roles at home because of work. Thus, the higher work-life balance, the higher job satisfaction. And then, the higher job satisfaction, the higher organizational commitment. In this study, the findings present that job satisfaction plays an intervening role between work-life balance and organizational commitment. In order to strengthen the job satisfaction, it is suggested to increase job itself through job challenges and work suitability with employees' skills.

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