

The Effect of Work-Life Balance On Organizational Commitment And Its Implications For Job Satisfaction (Study On Production Employees I PT. Batu Karang In Malang)

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ABSTRACT

This study aims to determine the effect of Work-Life Balance on Organizational Commitment and its Implications for Job Satisfaction. The purpose of this study was to determine the effect of work-life balance on job satisfaction mediated by organizational commitment by conducting a study on production employees I PT. Batu Karang in Malang. The population in this study were production employees I PT. Batu Karang in Malang. The sampling technique in this study used "nonprobability sampling", and the sampling method in this study was "total sampling". Respondents in this study were as many as 66 people. Data is processed using SPSS for Window and Smart Partial Least Square (SmartPLS) software.

The results showed that work-life balance has a positive and significant effect on job satisfaction. Organizational commitment influences job satisfaction. Work-life balance has a positive and significant effect on organizational commitment. Work-life balance has a positive and significant effect on job satisfaction mediated by the organizational commitment of production employees I PT. Batu Karang in Malang.

Keyword: work-life balance, job satisfaction, organizational commitment



INTRODUCTION

It is said that the determining factor for the success of human resources is the quality of its workforce, each employee has different achievements. In addition to company goals, an employee also has other targets to complement their various individual interests.

Job satisfaction represents a special factor because individuals have varying satisfaction depending on their nature. The issue of job satisfaction is also useful to focus on because high satisfaction forms a satisfying work atmosphere and can motivate members to achieve success, innovation and creativity. According to Burt (As'ad, 200), a variable that affects job satisfaction is employees who are married. Therefore, an employee who has a family is expected to be able to balance work with family responsibilities. This is known as "work-life balance".

When employees can do two jobs as employees and family members, employees feel satisfied with their work, so there is no need to feel burdened by family problems or prestige. To increase employee job satisfaction, companies should implement work-life balance. This statement was proven by previous researcher Maryo (2018) on the effect of work-life balance on job satisfaction, which indicated a proven relationship between work-life balance and job satisfaction.

In addition to work-life balance, job satisfaction can be influenced by organizational commitment, where organizational commitment makes people very good at influencing the company and sacrificing for organizational goals. The importance of organizational commitment among many employees is success in increasing the job satisfaction of workers. This statement is relevant to Tobing's research (2019) and Dwiyaniti and Bagia (2020) that organizational commitment is proven and affects job satisfaction. A positive work-life balance can encourage members' needs to survive and stay in the company.

Related to the explanation above, the authors conducted research on the production division I of PT Batu Karang in Malang, which is now a growing cigarette company in Indonesia. Furthermore, related to the facts that occur in the production I of PT Batu Karang in Malang, so there is a need for flexible operating time in the midst of organizational activities and the lives of individual members so that there is no work pressure that can limit their performance. Such incidents can ultimately affect employee job satisfaction if work continues under pressure.

Based on the phenomenon of the problem and field facts, as well as the theory and results of previous researchers who examined the relationship between work-life balance, organizational commitment and job satisfaction, and also the effect of organizational commitment on job satisfaction, the reviewer was encouraged to conduct a study entitled "The effect of work-life balance on organizational commitment and the impact on job satisfaction" (study on production employees I PT. Batu Karang in Malang).

Problem Formulation

Within the context of the above issues, the following study questions are addressed:

1. Does work-life balance positively and significantly affect job satisfaction of production employees I PT. Batu Karang in Malang?
2. Does organizational commitment have a positive and significant effect on job satisfaction of production employees I PT. Batu Karang in Malang?
3. Does work-life balance have a positive and significant effect on organizational commitment of production employees I PT. Batu Karang in Malang?

4. Does work-life balance positively and significantly affect job satisfaction through organizational commitment of production employees of PT Batu Karang in Malang?

Research Objectives

Based on the problem formulation above, this research aims as follows:

1. Obtaining empirical evidence that work-life balance affects the job satisfaction of production employees I PT. Batu in Malang.
2. Obtaining empirical evidence that organizational commitment affects the job satisfaction of production employees I PT. Batu in Malang.
3. Obtaining empirical evidence that work-life balance affects the organizational commitment of production employees I PT. Batu Karang in Malang.
4. Obtaining empirical evidence that work-life balance affects job satisfaction through organizational commitment of production employees I PT. Batu in Malang.

THEORETICAL STUDIES

1. Work-Life Balance

Noor (2011) defines work-life balance as the efficient management of work and important activities such as family, community activities, volunteerism, self-development, travel and recreation. Fisher, et al (2003) argue that work-life balance is something that individuals do in managing their time while in the organization or outside the organization, where there are individual activities that can become the center of individual confrontation and individual passion. Delecta (2011) proportions work activities as a person's skill to fulfill company and family obligations and obligations outside of work. The variables that test work-life balance are based on McDonald, et al. (2005), namely:

- i. Time Balance
- ii. Engagement Balance
- iii. Satisfaction Balance

Based on this definition, it can be said that work-life balance is the harmony of a person who approaches their work professionally and responsibly, without work and family problems.

2. Organizational Commitment

Bagia (2015) argues that organizational commitment is employee loyalty and responsibility to the organization, which appears in employee efforts in the form of ability, time and opinion to carry out the company's goals and expectations. Robbins & Judge (2011) describe that organizational commitment as a condition where individuals are on the side of an organization and their willingness is also interested in maintaining membership in the company. Organizational commitment is measured through indicators according to Allen & Meyer (1984) as follows:

- i. Effective Commitment
- ii. Continuance Commitment
- iii. Normative Commitment

Based on the explanation of organizational commitment according to experts, the conclusion of organizational commitment is the willingness of individuals and their

companies to achieve goals by sacrificing them for the organization where they work.

3. Job Satisfaction

Robbins & Judge (2011) describe job satisfaction as a concrete view of the workplace, which produces effects/impacts of assessing various job factors. Wood et al. (1998) job satisfaction refers to the extent to which a person experiences work explicitly / destructively, which is a sentimental response to his task and the physical and cordial state of the task. Handoko (2012) reveals that satisfaction is a satisfying or unsatisfying emotional atmosphere that individuals feel about their work. Job Satisfaction is measured through indicators according to Robbins & Judge (2013), namely:

- i. Wages/Salary
- ii. Promotion
- iii. Supervision
- iv. Coworkers
- v. The work itself

Based on the understanding of various opinions, it can be said that job satisfaction is an explicit assumption of individuals related to achievements in a work environment that is considered very good.

RESEARCH METHODS

1. Research Design

Based on the analysis of the background of the problem and the purpose of the observation, this observation uses a quantitative type, which is a research method based on concrete data. The method used in this research is the explanatory research method.

2. Population & Sample

The population in this study is all permanent production employees I PT. Batu Karang in Malang, totaling 66 people, as in the data below:

Tabel. 1 List of Production I employees of each Division

No.	Divisi	Jumlah
Staff		
1	Spv Proses	5
2	Mandor	5
3	Spv Administrasi & Administrasi	7
4	Quality Control	5
5	Operator Mesin	6
Pekerja Harian		
1	Tembakau Rajang	11
2	Blending	12
3	Cengkeh	11
4	Riset & Saos	4
Total		66

Source: Human Resources Department of PT Batu Karang (2022)

3. Sample Drawing Technique

Sampling technique is a method used to obtain a representative specimen of a community. Sampling using nonprobability sampling is sampling that does not distribute equal probabilities or prospects to each element (member) of the population used (Sugiyono, 2019).

4. Sampling Method

The observation sampling method is total sampling, as stated by Sugiyono (2019) total sampling is a sample collection where every individual is used as a sample. Total sampling is also called Saturated Sample or Census.

5. Data Collection Technique

Using a questionnaire procedure, namely a structured arrangement of questions, then given to respondents

6. Data Analysis Method

The data analysis method uses the following; 1) Variable Measurement Model (Outer Model) in the form of data processing or processing carried out with SmartPLS software: Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach Alpha; and 2) Testing the Structural Model (Inner Model) as a result of processing through data processing or SmartPLS software in the form of; R- square test, Bootstrapping, Path Coefficient, and Specific indirect effects.

RESULTS AND DISCUSSION

Outer Model Analysis

1. Convergent Validity

Convergent validity is the factor loading value of the factor on the latent variable on its indicators. The expected value is greater than 0.70.

Table 1. Result For Outer Loading

Item	WLB (X)	KK (Y)	KO (Z)
X-1.1	0.889		
X-1.2	0.848		
X-1.3	0.870		
X-2.1	0.923		
X-2.2	0.922		
X-2.3	0.887		
X-3.1	0.958		
X-3.2	0.851		
X-3.3	0.941		
Y-1.1		0.939	
Y-1.2		0.933	
Y-2.1		0.945	
Y-2.2		0.950	
Y-3.1		0.936	
Y-3.2		0.934	

Y-4.1		0.898	
Y-4.2		0.870	
Y-5.1		0.881	
Y-5.2		0.848	
Z-1.1			0.841
Z-1.2			0.802
Z-1.3			0.839
Z-2.1			0.837
Z-2.2			0.798
Z-2.3			0.831
Z-3.1			0.869
Z-3.2			0.813
Z-3.3			0.761

Source: processed data, year 2023

Based on the results for outer loading, it can be said that all indicators have a loading above 0.70 and are proven.

Description of Respondent Characteristics

2. Respondent Character Based on Gender

Table 2. Respondent Characters Based on Gender

No.	Jenis Kelamin	Jumlah	%
1.	Laki-laki	56	85,00%
2.	Perempuan	10	15,00%
Total		66	100,00%

Source: Questionnaire data, 2023

It is known from table 2 above that most respondents are male workers, namely 56 respondents with a percentage of 85% and the rest are female employees, namely 10 respondents with a percentage of 15%. The difference in the number of respondents shows that production I PT Batu Karang requires more male employees, because it plays a role in processing tobacco which basically requires strong and fast physical strength.

3. Respondent Character Based on Age

Table 3. Respondent Characters Based on Age

No.	Usia	Jumlah	%
1.	20 – ≤ 30 thn	3	5,00%
2.	30 – ≤ 40 thn	59	89,00%
3.	40 – ≤ 50 thn	2	3,00%
4.	> 50 thn	2	3,00%
Total		66	100,00%

In table 3, it can be said that most respondents are employees aged 30 - ≤ 40 years as many as 59 respondents with a percentage of 89%. Then the next respondents were workers aged 20 - ≤ 30 years with a total of 3 respondents, a percentage of 5%, then employees aged 0 - ≤ 50 years with 2 respondents, a percentage of 3% and employees > 50 years with a total of 2 respondents (3%).

4. Respondent Character Based on Tenure

Table 4. Respondent Characters Based on Length of Service

No.	Masa Kerja	Jumlah	%
1.	1 - ≤ 5 thn	4	6,00%
2.	5 - ≤ 10 thn	5	8,00%
3.	10 - ≤ 20 thn	55	83,00%
4.	20 - ≤ 30 thn	2	3,00%
5.	30 thn	0	0,00%
Total		66	100,00%

Source: Questionnaire data processed, 2023

Table 4, it can be said that most respondents are workers with a working period of 10 - ≤ 20 years, amounting to 55 respondents (83%). Furthermore, in terms of the number of respondents, workers with a working period of 5 - ≤ 10 years are 5 respondents (8%), workers who have worked 1 - ≤ 5 years are as many respondents (6%). employees who have worked > 20 - ≤ 30 years, as many as 2 respondents, there are no respondents who have worked > 30 years.

Analisa Inner Model

1. R-Square

The R-square value estimates the percentage of success of the regression method that researchers use to estimate the value of the fixed variable. An R-square value of 0.75 can be used as a criterion for a strong model, an R-square value of 0.50 is a moderate model, and an R-square value of 0.25 is a weak model (Ghozali and Latan, 2015).

Table 6. R-Square

Variabel Laten Endogen	R-Square
Work-Life Balance (X)	-
Kepuasan Kerja (Y)	0.528
Komitmen Organisasional (Z)	0.256

Source: Questionnaire data processed, 2023

From this data, it is said that the R-square value of the endogenous latent variable Job Satisfaction (Y) is obtained as much as 0.528 (52.8%), so it can be classified in the medium model. With results that prove that work-life balance (X) affects job satisfaction (Y) by 52.8%, while the remaining (1-R-square) of 7.2% is the influence of other variables that are not accurate. In addition, the resulting endogenous latent variable Organizational Commitment (Z) is 0.256 or 25.6%, so it can be classified as a weak model. The results showed that work-life balance (X) and job satisfaction (Y) together influenced 25.6% of organizational commitment (Z), while the remaining (1-R-square) of 7% was the influence of other inaccurate

factors. So, it can be said that the job satisfaction factor can be said to be a fairly moderate model, where work-life balance and organizational commitment can be classified as a weak model.

After the deterministic test, path analysis is carried out to see the causal relationship of exogenous and endogenous variables by running bootstrapping in smart pls version 3.9 to get estimates based on the data of this model path analysis:

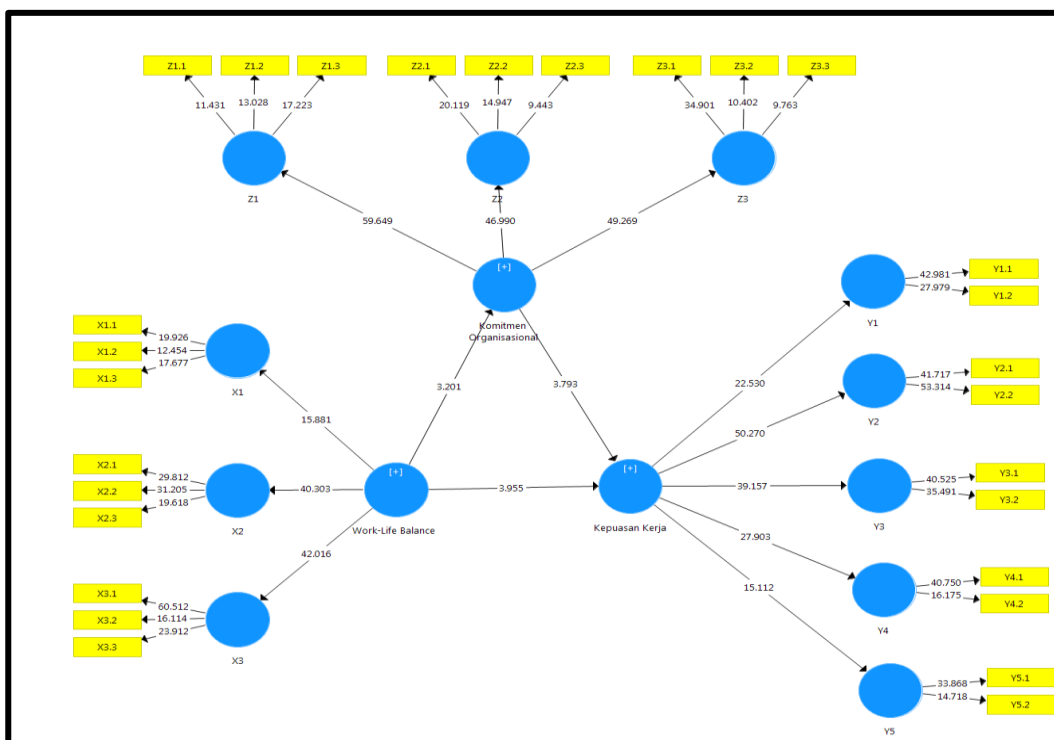


Figure 2.Bootstrapping Output
Source: Questionnaire data processed, 2023

For more detailed information, it is explained in Table 7.Path Coefficients which presents the T-value & P-value coefficients in the causality comparison in this model.

2. Hypothesis Test Results

Hypothesis testing is shown in the probability value and t-statistic, when the statistical value is used in hypothesis testing, the statistical value is 1.96 at 5% alpha. So the criteria for accepting / rejecting the hypothesis H0 is rejected & Ha is accepted if the value on the t-statistic is > 1.96. If the probability of rejecting/accepting the hypothesis used is Ha accepted if the p-value is > 0.05.

Table 7. Path Coefficient

Path	Original Sample	T-Statistics	P-Values
Work-Life Balance (X) → Kepuasan Kerja (Y)	0.504	3.965	0.000
Komitmen Organisasional (Z) → Kepuasan Kerja (Y)	0.328	3.793	0.000
Work-Life Balance (X) → Komitmen Organisasional (Z)	0.506	3.201	0.001

□ Komitmen Organisasional (Z)			
Work-Life Balance (X) □ Komitmen Organisasional (Z) □ Kepuasan Kerja (Y)	0.166	2.147	0.032

Source: Questionnaire data processed, 2023

Based on the data presented in table 7 above, hypothesis testing is explained below:

- 1) Hypothesis 1 states that work-life balance affects and proves job satisfaction of production employees of PT Batu Karang in Malang. It is known that the path Work-Life Balance (X) □ Job Satisfaction (Y) has a T-statistic value > from the T-table (3.965 > 1.96) and P-values that are < 0.05 (0.000 < 0.05).
- 2) Hypothesis 2 states that organizational commitment affects and is proven to job satisfaction of production employees I PT. Batu Karang in Malang. It is known that the path Organizational Commitment (Z) □ Job Satisfaction (Y) has a T-statistic value > T-table (3.793 > 1.96) and P-values < than 0.05 (0.000 < 0.05).
- 3) Hypothesis 3 states that work-life balance affects and is proven on the organizational commitment of production employees I PT. Batu Karang in Malang. That the path Work-Life Balance (X) □ Organizational Commitment (Z) has a T-statistic value > T-Table (3.201 > 1.96) and P-Values value < than 0.05 (0.001 < 0.05).
- 4) Hypothesis 4 states that work-life balance affects and proves job satisfaction through organizational commitment of production employees I PT. Batu Karang in Malang. It is known that the path Work-Life Balance (X) □ Organizational Commitment (Z) □ Job Satisfaction (Y) has a T-statistic value > T-table (2.147 > 1.96) and a P-Values value < 0.05 (0.032 < 0.05).

DISCUSSION

Effect of Work-Life Balance on Job Satisfaction

The description carried out proves that work-life balance is proven to be able to influence the job satisfaction of production employees I PT. Batu Karang in Malang. It can be said that if the work-life balance is high, it will increase the satisfaction of production workers I PT Batu Karang in Malang. This statement is in accordance with previous research (Maryo, 2018) whose research findings state that there is a positive relationship between work-life balance and job satisfaction.

Effect of Organizational Commitment on Job Satisfaction

The results of the description carried out prove that organizational commitment is able to influence the job satisfaction of production employees I PT. Batu Karang in Malang. It can be said that if organizational commitment is high, it will increase the satisfaction of production workers I PT Batu Karang in Malang. This statement is in accordance with previous research by (Nader, 2011) findings that have a positive & significant relationship influence on organizational commitment & job satisfaction.

Effect of Work-Life Balance on Organizational Commitment

The results of the research description prove that work-life balance is able to positively & significantly influence the organizational commitment of production employees I PT. Batu karang in Malang. It can be said that the high work-life balance will increase employee commitment to the organization.

Effect of Work-Life Balance on Job Satisfaction through or mediated by Organizational Commitment

The result of the description of the research conducted is that through the organizational commitment of production employees I PT. Batu Karang in Malang there is a proven relationship between work-life balance and job satisfaction. This statement is in accordance with research (Yuan & M. Ekhsan, 2021) with the results of organizational commitment can mediate work-life balance and previous researchers by (Mardiyana & Riana, 2019) proving that organizational commitment is able to influence mediated job satisfaction on employee performance. In a sense, the higher the employee's job satisfaction, the greater the organizational commitment to the company, and he should not think about leaving the company or moving companies. Therefore, organizations must better understand the importance of employee retention with a very influential role in organizational development.

CONCLUSION

Based on the research results and explanations, the following conclusions can be drawn: Work-life balance is able to positively and significantly affect job satisfaction, organizational commitment is able to positively and significantly affect job satisfaction, work-life balance is able to positively and significantly affect organizational commitment and organizational commitment is able to significantly mediate work-life balance on job satisfaction.

ADVICE

1. Production Manager I of PT Batu Karang in Malang should further improve the quality of human resources, understand work-life balance in the organization and always provide motivation and guidance regarding satisfaction and commitment in the organization.
2. Other researchers who want to examine more deeply the achievement of commitment of production employees I PT. Batu Karang in Malang, other variables that affect the achievement of organizational commitment need to be studied.

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