

Organizational Commitment of Women Bank Employees in Padang as Reviewed From Work-Family Conflict and Job Satisfaction

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Abstract

The objective of this study is to examine the effect of the work-family conflict and job satisfaction on the organizational commitment of the women bank employees in Padang. The research population was all women employees from selected 7 conventional banks in Padang with a total of 378 employees. The sampling technique used in this study was purposive sampling, employing 100 employees as the sample. The data used in this research is the primary data. The technique used for data analysis is multiple regression analysis support with SPSS Software version 16. Based on the results of data processing, it is concluded that: 1) work-family conflict has no significant effect on the organizational commitment of women bank employees in Padang. Job satisfaction has a positive and significant effect on the organizational commitment of women bank employees in Padang.

Keywords: Organizational Commitment, Work-Family Conflict, Job Satisfaction.

Introduction

The transformation of the banking industry nowadays has become highly competitive. The competition is getting intense with the entrance of foreign banks networks competing in the same market. Foreign banks have a number of advantages in terms of reputation, innovative product choices, and strong global networks (Nina, 2009). To anticipate of increasing competition in the banking industry, the banks should be professionally managed. Therefore, the banks require qualified employees.

A qualified Human Resources (HR) will be the determinant factor for the success of an organization, especially for banks. As stated by Setyawan (2008), the success of a job and individual performance in a working field is determined by the level of competence and the professionalism of the employees themselves. Therefore, the strategic role of the Human Resource Management (HRM) is necessary to sustainably improve the employees' competence and professionalism.

One of the aspects that need attention from the Human Resource Management is the employees' commitment towards the organization. Banks belong to a business that is "high technology and high service", so being more competitive will rank the excellent service as a very important requirement. In order to meet the demands for excellent services, bank employees often face a heavy workload, which sometimes forces them to work on Saturdays and Sundays. There is no difference between the workload for both women and men employees. Thus, the issues of employee commitment become crucial in the banking industry, especially for women employees.

The employees' organizational commitment contributes greatly to achieving success, both for the individuals and organizations. According to Leininger (2008), organizations who have highly committed employees will be provided greater benefits to the organization. Therefore, the employees' commitment to the organization could be used as a guarantee to maintain the organization's sustainability (Indrawati, 2009). This is because employees who possess the organizational commitment will stay longer in the company and be involved in the efforts to struggle for the success of the organization's vision, mission, and goals. The organizational commitment could be interpreted as a individual psychological ties to the organization, which includes work involvement, loyalty, and trust in the organization values (O'Reily in Sopiha, 2008). Thus, it will be feasible for every organization to expect the ability to achieve the competitive advantage through the support of employee commitment on the organization (Riley, 2006 in Renny and Sunjoyo, 2011).

Therefore, in order to increase the commitment towards the organization, it is very important for the organization to find the cause for the work commitment and how to increase it. Many studies have found that the job satisfaction, the job expectations, and the personal characteristics have a positive effect on the employee commitment toward organization (Azeem, 2010; Malik, *et al* 2010; Schwepker, 2010 and Mulki *et al*, 2008). Previous research conducted by Namasivayam and Zhao (2006) also revealed that the organizational commitment will be affected by work-family conflicts that bring a negative effect on the employees' organizational commitment.

Work-family conflict is a conflict that arises in the working environment that affects family relationships. When an individual prefers to choose his work rather than his family, he will have the potential to experience difficulties in fulfilling his obligations and needs of his family (Bakker *et al*, 2014). Discussions on work-family conflicts increased due to the increasing participation of women in the work field. The women's participation in works increases from year to year due to two factors, namely economic factors and non-economic factors (Sutanto in Kussudyarsana & Soepatini, 2008). The results of the research conducted by Apperson, *et.al* (2002) state that work-family conflict may occur in both men and women. However, some studies found that women are more likely to experience work-family conflict than men. This is because women who work and are married more have a tendency to have problems in carrying out different roles as wives, mothers, homemakers, and workers. This is a major problem faced by working women, which is a conflict caused by several undertaken roles (Katz & Khan, 1978, in Ahmad, 1995). Conflicts that come from multiple roles can cause the role conflict (Ahmad, 1995).

Conflicts between the works with the family in women occur when women play a double role, which required them to fulfill their role expectations in the family and at work, where each role consumes their time and energy (Prawitasari, 2007). Therefore, the work-family conflict could be related to working attitudes and negative consequences, especially for the employee herself, her family, and the organization where she works. When a working woman takes the load of her role in the family in one side and her role as a working woman on the other side, it can cause the women not to focus on work and often feel tired of working, because the morale has decreased as a result can also reduce the performance of the employee. This condition could reduce the employee's commitment to the company (I Wayan Jendra and I Gede Riana, 2016). Kossek and Ozeki (1998) as cited in Renny and Sunjoyo, 2011 found that the work-family conflict has a negative effect on the organizational commitment.

Another factor that can influence an employee's commitment to the organization is job satisfaction. As stated by Setyawan (2008) that the organizational commitment can grow when work expectations can be met by the company well, which in turn can lead to job satisfaction. If the employees are committed to the organization, then they would be more productive. People who are relatively satisfied with their job will be more committed to their organization (Mathis, 2001).

Based on the description of the background, the objective of this study is to find out and analyze; 1). The effect of work-family conflict on the organizational commitment of women bank employees in Padang, and 2) The effect of job satisfaction on the organizational commitment of women bank employees in Padang.

Organizational Commitment

Greenberg and Baron, 1997 in Giovanny (2013) argue that the organizational commitment describes the extent to which a person identifies and involves himself in his organization and his desire to stay in the organization. Similarly, Sopiah (2008) in Aneke and Yuki (2015) states that organizational commitment is a desire that is by members of the organization to stay in the organization and to strive in achieve the organizational goals. Thus, it is concluded that the organizational commitment indicates the employee's involvement in work, identification of company values and objectives, and the employee loyalty.

Various studies have reported that a high degree of commitment will increase positive outcomes for the organization (Mathiew and Jazac in Meyer *et al*, 2004). Robbins and Judge (2011) explained

that “committed employees will have less possibility to be involved in things that could harm the company because they have a high sense of loyalty”. Therefore, the organizational commitment is one of the most important factors that can contribute to the achievement of the organizational goals.

Mowday *et al* (in Sopia, 2008) identified three forms of organizational commitment:

- a. Effective commitment, which refers to the emotional attachment, identification with the organization, and member involvement with organizational activities.
- b. Normative commitment (moral commitment), indicated by the feeling of being obliged to remain in the organization.
- c. Continuance commitment (economical or qualitative), which refers to the economic value obtained from retaining in an organization when compared to leaving the organization

Job Satisfaction

Employee satisfaction is an important factor in determining the success of the organization. (Robbins and Judge, 2013). Locke in Panggabean (2006) suggests that the job satisfaction is a positive emotional state that is stated in the form of the results of the job evaluation or the work experience. In line with opinions Werther & Davis (2002) in Yuki (2016), who states that job satisfaction is a way of looking at employees the job is a feeling of pleasure or unpleasant. Handoko (2001) describes job satisfaction as a pleasant or unpleasant emotional state in which employees view their job. Thus, it is concluded that job satisfaction is a feeling of pleasure or dislike that the employees have towards their work as a result of a thorough evaluation of the aspects of the job.

Basically, the job satisfaction could be measured from various dimensions. Each dimension produces a feeling of overall satisfaction with the work itself. According to Robbins & Judge (2009), there are 5 dimensions that support the job satisfaction, namely:

- a. Job challenging mental
- b. Appropriate compensation
- c. Favorable working conditions
- d. Supportive Co-workers
- e. There is a personality suitability with the job

Work-Family Conflict

Work-family conflict mainly causes various problems that affect family and work life, especially for working women (Suharto, 2010 in I Wayan Jendra, 2016). Ching in Renny and Sunjoyo (2011) describes the work-family conflict in general as a form of role conflict where the demands of the role in job and family cannot be mutually aligned in several ways. Therefore, work-family conflict is also defined as a conflict that occurs in employees, who must perform responsibilities in their job on one side and obligation to pay attention and take care the family on the other side.

Previous research (Agustina, 2008; Namasivayam & Zhao, 2006; Pasewark & Viator, 2006; Riley, 2006 in Renny and Sunjoyo, 2011) divided work-family conflict into 2 (two) dimensions, namely:

- a. Work Interfering with the Family (WIF)

WIF is a conflict that arises when the job role interferes with the role in the family.

- b. Family Interfering with the Work (FIW)

FIW is a conflict that arises when a person's role in the family interferes the job's role.

According to Greenhaus and Beutell (1985) in Rini, Yuki and Yunita (2018), the work-family conflict indicators are divided into the following:

- a. Time-based conflict

The time needed to fulfill job demands can reduce the time to carry out other demands.

- b. Strain-based conflict

Pressure from one of the roles influences other roles.

c. Behavior conflict

The last form of work-family conflict is behavior-based conflict, which in certain behavior patterns are not in line with expectations of the behavior in other roles, such as when a solution to a work problem is equated with the solution for a family problem.

Conceptual Framework

Organizational commitment is a positive behavior that is expected by the company. Highly committed employees will provide greater benefits to the organization. The committed employees will have less possibility to be involved in things that could harm the company because they have a high sense of loyalty.

Many factors could influence the occurrence of the employee's organizational commitment, including work-family conflict. Work-family conflict is a conflict that arises in the work environment that affects the family relationships when individuals prefer their job, they will have the potential to experience constraints in fulfilling their family's obligations and needs. Work-family conflict may occur both in men and women; however, women employees are more likely to experience work-family conflict compared to male employees. Work-family conflict are related to a number of work attitudes and negative consequences. The work-family conflict can negatively affect the organizational commitment.

Another factor that can affect an employee's work commitment is job satisfaction. In the job satisfaction, the expectations for work and personal characteristics have a positive effect on the employee commitment for the organization. If employees are committed to the organization, then they can be more productive. People who are relatively satisfied with their job will be more committed to their organization.

Below is the conceptual framework of this study:

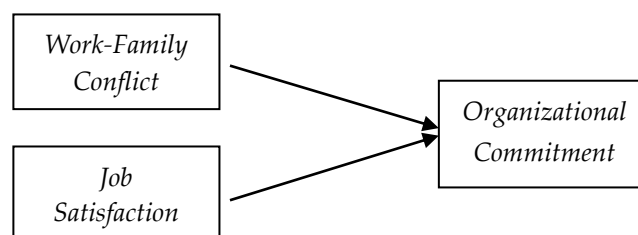


Figure 1 The Conceptual Framework

Hypothesis

The hypothesis of this study is:

H1. Work-family conflict has a negative and significant effect on the organizational commitment of women bank employees in Padang.

H2. Job satisfaction has a positive and significant effect on the organizational commitment of women bank employees in Padang.

Methods

The objective of this study is to examine the hypotheses through the survey. Data used in this research is primary data collected through questionnaires. The population of this study was all women employees in 7 conventional banks in Padang City with a total of 378 employees. The sample is selected through purposive sampling, employing criteria that include: 1) women employees who are, 2) married, and 3) have worked for a minimum of 3 years period. By using the Slovin formula, the sample size determined for this study was 195.

After the sample criteria were examined and adjusted, out of the 195 units of distributed questionnaires, only 100 questionnaires were eligible for further analysis. Before distributing the questionnaire, the instrument was previously tested to obtain a valid and reliable instrument. After

the data were obtained, they were analyzed using multiple regression analysis through the SPSS software.

Results and Discussion

Before the data were processed with regression analysis, the classical assumptions we tested, namely; normality test, multicollinearity test, heteroscedasticity test, and linearity test. After all of the assumptions had been fulfilled, the regression analysis was conducted to examine the hypotheses. To answer the hypotheses, data were analyzed with multiple regression analysis using the SPSS software.

By using the SPSS version 16, the regression coefficient is obtained as follows:

Table 1 Regression coefficient

Coefficients ^a					
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	Sig.
		B		Beta	
1	(Constant)	1.819	.402		.000
	WFC	.024	.078	.026	.761
	KK	.540	.085	.542	.000

a. Dependent Variable: KO

Source: Primary Data Processing (2018)

From Table 1 above, it shows that a constant value obtained is 1.819, which means that if the job satisfaction variable and the work-family conflict variable is zero (0), then the organizational commitment of the women employee is 1.819. The regression coefficient of work-family conflict variable is 0.024 with a significant value of 0.761 > 0.05, which means that work-family conflict (X1) has no significant effect on the organizational commitment (Y) of the women employees. Thus, the first hypothesis is not accepted.

The regression coefficient of job satisfaction variable is 0.540, with a significant value of 0.000 < 0.05. Thus, job satisfaction (X2) variable has a positive and significant effect on the organizational commitment (Y) variable, and the second hypothesis is accepted. Based on the table above, the regression equation obtained as follows: $Y = 1,819 + 0,024X_1 + 0,54X_2$.

Based on data processing, the determination coefficient is also obtained as shown in the following table:

Table 2. Determination Coefficient (R²)

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	df2	Sig.
1	.544 ^a	.296	.282	.45384	20.400	97	.000 ^a

a. Predictors: (Constant), WFC, KK

Source: Processed Primary Data (2018)

Based on Table 2, the adjusted R square is 0.296, which means that the contribution of variation in work-family conflict (X1) variable and the job satisfaction (X2) variable on the organizational commitment (Y) variable is 29.6%. The rest 70.4% of the organizational commitment variable (Y) may be explained by other factors that are not included in this study. Furthermore, both work-family conflict (X1) variable and job satisfaction (X2) variable have a significant effect on the organizational commitment (Y) variable, as seen from the sig. value 0,000 < 0.05.

Discussion

Based on the results, it is found that work-family conflict variable does not have a direct effect on the organizational commitment of women bank employees in Padang. This indicates that the women bank employees in Padang who have to divide their obligations between their families and the working load does not have a lower motivation to work, to remain loyal and to have a high commitment in working for the company. The results are in line with the research conducted by Renny and Sunjoyo (2011), who found that work-family conflict has no significant effect on the organizational commitment of the nurses in Regional General Hospital (RSUD) Dr. Moewardi Surakarta, both in the Work Interfering With The Family (WIF) dimension and the Family Interfering With The Work (FIW) dimension.

In addition, the results of data processing also showed a positive and significant effect of the job satisfaction on the organizational commitment of women bank employees in Padang. Therefore, this research concludes that if the employee's job satisfaction increases, then the organizational commitment of the women bank employees will also increase. This is supported by the argument of Mathis (2001) that people who are relatively satisfied with their job will be more committed to their organization. The results of this study are also supported by other research (Renny and Sunjoyo, 2011; Veronika and Ardhika, 2014; Ayu, 2012) that revealed that job satisfaction has a positive and significant effect on the organizational commitment.

Conclusion

Based on the results of data processing and analysis, it is concluded that; 1) work-family conflict has no significant effect on the organizational commitment of the women bank employees in Padang; and 2) job satisfaction has a positive and significant effect on the organizational commitment of women bank employees in Padang.

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