

The Influence of Work Life Balance on the Organizational Commitment of Female Employees

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Abstract—This study aims to determine the effect of work life balance on organizational commitment to female employees of PT Kwanglim YH Indah. The research method used is quantitative method using the SPSS 21 program. The data used in this study are primary data obtained from interviews and questionnaires. The population of this study were 1217 employees with a sample of 92 employees. The analysis technique used is a simple linear regression analysis technique. Based on the results of the study it is known that work life balance has a positive effect on organizational commitment.

Keywords—work life balance; organizational commitment

I. INTRODUCTION

The problem of organizational commitment has attracted attention as it is linked to employment conditions in Indonesia. The weak bargaining power of workers in certain sectors in Indonesia can be seen by the existence of an outsourcing system and contract labor that is widely applied by companies. The system places employees not as part of the company, they are only resources that are obtained easily and cheaply. This condition causes employees to feel there is no need to foster organizational commitment

Organizational commitment can be described as a psychological entity that marks the relationship between employees and the organization and reduces the possibilities of employees to leave the organization [1]. Commitment can be divided into three components, namely affective commitment, which occurs when an employee wants to be part of the organization because of personal ties, continuance commitment, which arises when an employee stays in an organization because they require salary and other benefits, or because the employee could not find any other work. Thirdly, normative commitment, which arises from the values an employee has. Employees stay as members of the organization because of the awareness that commitment to the organization is something they should have [1].

Each of these three components plays a role in strengthening the likelihood that employees will stay in the organization. But the nature of each mindset is different from the others. Employees with a strong affective bond will stay because they want to. Those who have strong sustainability commitments will survive in the company because they feel that the desire to do so is driven by the need or absence of other

work. Normatively, commitment bind employees because they feel that they should do what has become the direction of the organization's own goals.

There are several reasons why organizations must make various efforts to increase the degree of organizational commitment in employees. First, the higher the employee's commitment, the greater the effort he does in carrying out the work. Secondly, the higher the employee's commitment, the longer he wants to remain in the organization. In other words, if an employee has a high organizational commitment, he does not intend to leave the organization [2]. Organizational commitment is the degree to which an employee sided with an organization and its goals and desires to maintain membership in the organization [3].

One type of industry that is developing rapidly is the apparel or garment industry which is a type of industry that produces designs and garments in various market segments. The garment industry in Indonesia is growing, with this labor intensive industrial system able to help reduce unemployment problems in Indonesia, besides the garment industry has reached the international market through exports. This industry has contributed significantly to the economic development of many countries, especially for developing countries including Indonesia.

Increased industrial development in the region, triggered the people in the community to improve their quality of life. Along with this the role of women in life continues to change, one of which is the role of women in improving their families' welfare. Now many women work in the industrial sector to meet the economic needs of the family. The garment industry absorbs more female workers.

Data from the Central Statistics Agency (BPS) in February 2017, the female labor force participation rate (TPAK) increased by 2.33% to 55.04% from the previous level of 52.71% in February 2016. That means women are currently has increasingly taken part in supporting the national economy and has equal opportunities in the field of work (Jawa Pos.Com)

The entry of women in the industrial world is one of the impacts of the development of the era of globalization where there is equality between women and men. Women's participation not only demands equal rights but also states its function which has meaning for development in society.

The high participation of women in the workforce led to an increase in the number of multiple breadwinners. Women with family and work threaten the balance of life between work life and personal / social life [4]. By entering an organization as a female employee, women are directly committed to the organization. Employees who are committed to the organization will enjoy their work more and will spend more time on their work, and are less likely to want to leave the organization [5]. From this definition it shows that the existence of employee loyalty to the company is proven by employees surviving as part of the organization, this will reduce employee *turnover*.

However, the reality is at PT. Kwanglim YH Indah there are indications of low employee commitment. Indications of decreasing commitment can be reflected in high *turnover* rates. The percentage rate of *turnover* in 2015 is 13%, 8.4% in 2016 and 10% in 2017. The high level of *turnover* can impact organizational costs related to the recruitment and training of new employees and *turnover* can cause a decrease in the effectiveness and productivity of the organization. (Source: HRD PT. Kwanglim Yh Indah).

For every human being, work and family are important. It was found that family and work often experience conflict. This conflict arises because of long working hours, reduced home attendance, lost social activities, and sick children. The more involved a person is in his work, the higher the conflict between family and work which ultimately leads to the desire to get out of the company, low satisfaction and reduced commitment [4]. Conflicts that arise can be one of the factors that influence organizational commitment as well as according to Steers, there are three factors that influence organizational commitment including personal factors, organizational factors and non-organizational factors [6].

II. LITERATURE REVIEW

A. Work Life Balance

The theory of Work life balance is a theory that explains how individuals can manage and overcome work and family conflicts so that they can achieve balance [7]. The definition stated by Clrak 2000 is "... satisfaction and good function at work and at home, with a minimum of role conflict" . Satisfaction and the well implementation of all functions (personal and work life). It was also stated by Shane that work life balance is the level of a person's effort to minimize work conflicts, between work and personal life [8]. Work life balance in the sense that there is no level of conflict that is unacceptable between work and personal / family demands. Furthermore, describe Work life balance in terms of conflict and define it as follows

"... a form of interrole conflict in which the role of pressure from work and family domains is mutually incompatible in some respect. That is, participation in the work role is made more difficult by virtue of participation in the family role [9]."

In a research Carlson, found a reciprocal relationship between *work life conflict* and *life work conflict*. In other words between working with personal / family life can be analogous to a circle, the problem of personal / family life can have an

impact on the work environment, which is as large as personal / family life. Work life conflict will occur if work activities can hinder the fulfillment of other needs of employees. Conversely, life work conflicts occur when activities outside work (personal life) can interfere with work activities [7].

B. Organizational Commitment

Organizational commitment is the degree to which a worker identifies with an organization, its goals and expectations to remain a member [10]. Organizational commitment as a strong desire to remain a member of the organization, a willingness to mobilize business level in the name of the organization, and a deep conviction and acceptance of the values and goals of the organization [11].

In line with Alen Mayer which states that employees who have a high commitment will work with dedication because employees who have high commitment assume that the important things that must be achieved is the achievement of tasks in the organization. Employees who have high commitment have a positive outlook and will do their best for the organization [1].

Mowday et al defines organizational commitment as follows

"... As an attitude, organizational commitment is most often defined as (1) a strong desire to remain a member of particular organization; (2) a willingness to exert high levels of effort on behalf of the organization; and (3) a definite belief in, and acceptance of, the value and goals of the organization [12]. "

Another definition conveyed by Wagner, explains commitment as an action that shows how far people (employees) can be associated with the company that employs them [13]. Furthermore Schermerhorn statement describes organizational commitment as the level of loyalty of employees to the organization [14]. Highly committed employees will identify themselves with the organization and feel proud to be members of the organization. Also stated by Gibson, organizational commitment is "... A *sense of* identification, loyalty, and expressed involvement by employees toward the organizational or unit of the organization." This understanding means organizational commitment is a feeling in the employee in how they identify themselves, feelings of loyalty, and involvement that are manifested by employees towards the organization [15].

The above definition reflects the attitude of employee loyalty to the company they work for. In addition, organizational commitment is not the final goal, but a long-term process that has a tendency to fluctuate. To maintain the level of organizational commitment at the expected level, both organizations and employees must understand each other's goals to be achieved by each party.

III. FRAMEWORK

One of the important roles of HR management is managing and managing employees so that companies can function productively, effectively and efficiently. In a very tight industry competition, with varying levels of conditions such as mergers, acquisitions, reduction of workforce, globalization

and increasingly diverse employees, organizational commitment can be one of the factors that influence the success of the company. Organizational commitment plays a role not only related to employee loyalty but is a process of employee concern for the success and continuity of the company.

This research uses two main variables. The first variable is *work life balance* using the theory proposed by DeCenzo HR is a strategic action by aligning policies and decisions regarding HR with the company's mission and strategy [16]. HR management raises a clear relationship between the goals of the organization and the management activities of the people who work in it. It is said that all employees must see the relationship or link between their daily tasks and achieving goals. The variable *work life balance* is a study with an HR function background to create a mutually beneficial relationship between organizations and employees. *Work life balance* studies still use views that are similar to work-family conflicts. The basis of this balance theory is the demands of employees that besides they need to work, they also have the desire to be able to enjoy personal and family life.

Organizational commitment is the second variable in this study. Many previous studies have examined organizational commitment. For this variable the basic theory used is from Meyer, dividing commitment in three types of *affective commitment, continuance commitment* and *normative commitment* [17].

The selection of female employee respondents is based on the current dual role of women, the demand for roles as employees in the company and their role in the family or outside of work. The concept of *work life balance* was originally developed by Sue Campbell Clark. The development of this concept aims to reduce conflict between work life and family, because the conflict can have an impact on organizational effectiveness [18].

Related to this research, employees with high level of *Work Life Balance* are predicted to have a high level of organizational commitment. The balance of work life and satisfaction with what has been received from the organization makes them willing to do better work and tasks.

The Frame of research is illustrated in the following figure 1.

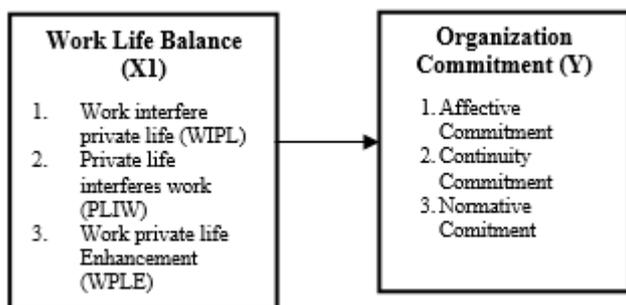


Fig. 1. Thought framework.

IV. HYPOTHESIS

The hypothesis is a temporary answer to the formulation of the research problem where the formulation of the research problem has been expressed in the form of a question sentence. It is called temporary, because the answers given are based on relevant theories, not yet based on empirical facts obtained through data collection [19]. The author determined the hypothesis of the research and discussion of this problem is as follows: "There is a positive influence on Work Life Balance on Organizational Commitment".

V. METHOD

The population in this study were 1217 female employees of PT. Kwanglim YH Indah. Calculate the size of the sample can be done using the Slovin technique . The sample used is 92 people. The data analysis techniques in this study uses the simple linear regression analysis.

VI. RESULTS AND DISCUSSION

- From the table is processed in SPSS 22, the output table the researcher obtained the correlation value between work life balance and organizational commitment of 0.641. This means that the relationship between X and Y is strong and positive. If work life balance is high, the commitment is high.
- The results of regression analysis show that organizational commitment is worth 13,892 if it is not influenced by work life balance. With every increase in work life balance, the organizational commitment will increase by 0.672 per each increase in work life balance.
- Partial hypothesis test results indicate that the effect of work life balance to organizational commitment. table t_{count} is equal to 7.924. Because the value of $t_{count} > t_{table}$ ($7,924 > 1.987$), then partially there is positive and significant correlation between work life balance and organizational commitment.
- R Square (R^2) or the determinant coefficient value is 0, 411. To declare the size of the contribution of Variable X to Y then the Determinant Coefficient = $r^2 \times 100\%$ or $0, 411 \times 100\% = 41.1 \%$. This shows the percentage of contribution to the influence of work life balance and organizational commitment variables is 41.4 %, meaning the influence is high according to the coefficient table interpretation, while the remaining 58.6% is influenced by other variables not examined by the researcher.

Thus this study shows the influence of Work-Life Balance on organizational commitment which means that the better Work-Life Balance for employees will increase organizational commitment.

VII. CONCLUSION

From this study it can be concluded that work life balance has a simultaneous positive effect on Organizational

Commitment. Work Life Balance, Work Interfere Private Life (WIPL), Private Life Interfere Work (PLIW), Work Private Life Enhancement (WPLE) have a positive effect on Organizational Commitment.

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