



The Role of Work Motivation and Affective Commitment to Leverage Work Life Balance on Productivity

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Abstract. The study begins with a research gap on the effect of work-life balance on employee productivity based on the theory of spillover. This study analyzes the effect of work-life balance in encouraging work motivation and affective commitment to improving the productivity of employees. This study uses quantitative methods and primary data gathered directly in the field. The population is 84 employees of PT. BPRS Sukowati Sragen. Using the purposive sampling method, this study used 70 respondents. We used multiple linear regression and path analysis using SPSS version 26 software to analyze the data. The result of the study is work-life balance can improve employee productivity through work motivation and affective commitment.

Keywords: Work-Life Balance · Productivity · Work Motivation · Affective Commitment

1 Introduction

Employee productivity is a very important factor in supporting business success. High productivity will be very beneficial for both employers and employees, especially for their welfare. Productivity also reflects the work ethic of employees which is also reflected in a good mental attitude. Employers and employees involved in a company must strive to increase their productivity (Wahyuningsih, 2019). Increasing labor productivity can increase income so that welfare can be achieved. This is one of the reasons many countries are competing in increasing their productivity (Puspasari & Handayani, 2020).

Work-Life Balance is a balance or level of satisfaction that an employee has concerning his family life and personal career (Alonge & Osagiobare, 2020). Increased stress levels can quickly lead to poor productivity, low employee morale, and decreased job satisfaction (Kamran & Charles, 2014). Creating and maintaining employee job satisfaction is an effort that can have a major impact on the survival of the company. This is because satisfied employees have a positive effect on the company, such as increasing efficiency and productivity. To increase job satisfaction, it is better for companies to implement a *work-life balance*, because it is very important for companies to realize

that employees not only face problems and problems at work but also outside of work (Rondonuwu et al., 2018).

Differences in the results of research on the effect of Work-Life Balance on productivity have been found in recent years. Several studies show that Work-Life Balance can increase productivity (Kamran & Charles, 2014; Ansari, 2015; Prakash, 2019; and Sharma & Thatoi, 2020). The level of satisfaction of Work-Life Balance helps employees to work better at work and they will get more time to contribute more to achieve organizational goals such as high productivity, good quality of work, and being recognized by others for their hard work. However, according to (Prasetyaningtyas et al., 2020; Ramos & Galleto 2020; and Nwangwa, 2021) state that Work-Life Balance does not affect Productivity. This is because there is no effective relationship between work and family life balance. Based on the research gap above, the problem of this research is that there are differences in the results of research on the effect of Work-Life Balance on employee productivity.

Based on the inconsistency of the research results above, a conceptual framework model of Work-Life Balance is proposed that can increase productivity. The spill-over theory is used to explore the concept of Work-Life Balance and productivity. Work motivation and affective commitment are expected to be able to mediate the effect of Work-Life Balance on productivity (Ramadhoan, 2015; Badrianto & Ekhsan, 2021).

Work motivation is a factor that influences human behavior which is said to be able to make someone excited and motivated to do the activities they want to do (Hadi, 2021). Work motivation can mediate the effect of Work-Life Balance on productivity. According to Nawardan (2021), Affective commitment is a commitment part of the organization that describes the emotional bond that employees have to the organization and their involvement in it. Affective commitment can mediate the effect of Work-Life Balance on Productivity. Organizational commitment affects employee performance, and organizational commitment can mediate the effect of work-life balance on employee performance (Badrianto & Ekhsan, 2021). This study aims to test and build an empirical model framework regarding the effect of work-life balance on productivity with work motivation and affective commitment as intervening variables.

This research was conducted on employees of PT. BPRS Sukowati Sragen. This BPRS was ratified in 2009 and until now has nine branch offices spread across the Surakarta residency area. This research was conducted in early 2022.

2 Literature Review

Research on Work-Life Balance has been carried out by several researchers. Alonge & Osagiobare (2020) researched work-life balance, and found that work-life balance was not proven to increase productivity. Badrianto & Ekhsan (2021) conducted research on work-life balance, in this case testing the extent to which the influence of Work-Life Balance on productivity with work motivation as an intervening variable, this study found that work motivation was able to mediate the effect of Work-Life Balance on productivity.

Ramadhoan (2015) researched affective commitment as a mediating variable between Work-Life Balance and productivity. In his research, Ramadhoan (2015) states

that the effect of Work-Life Balance on productivity will be increasingly large or positive if it includes the organizational commitment variable as an intermediate/mediation variable. Other research was also conducted by (Badrianto & Ekhsan, 2021) explained that organizational commitment affects employee productivity, and organizational commitment can mediate the effect of Work-Life Balance on employee productivity. This study found evidence that Work-Life Balance can increase employee productivity.

In contrast to some of the findings above, this study builds a Work-Life Balance role model for employee productivity by using an approach that proposes work motivation and affective commitment as mediating variables. The Spillover theory model of this study was proposed to answer the controversy of previous research results regarding the effect of Work-Life Balance on employee productivity, which had not been carried out by previous researchers.

Spillover theory This theory states that employees are struggling to manage their work and life which often leads to increased stress. This theory explains how work-life balance has a positive and negative impact both on work in family life or life at work. A positive influence on the level of satisfaction and achievement at work can have a positive influence on work. While negative influences include perceived problems and depression at work can have a negative influence on work. (Adisa et al., 2017).

3 Research Method

The following is an Fig. 1 of the empirical research model of this research.

The type of research used is field research, the type of research carried out by collecting data directly in the field. This study uses a quantitative research approach, namely research procedures carried out by collecting data and numbers. The data obtained is then processed to obtain information.

3.1 Population and Sample

The population in this research is banking employees at BPRS Sukowati Sragen Surakarta Residency, totaling 84 people. The number of samples used in this research is 70 banking employees who work at PT. BPRS Sukowati Sragen Surakarta Residency.

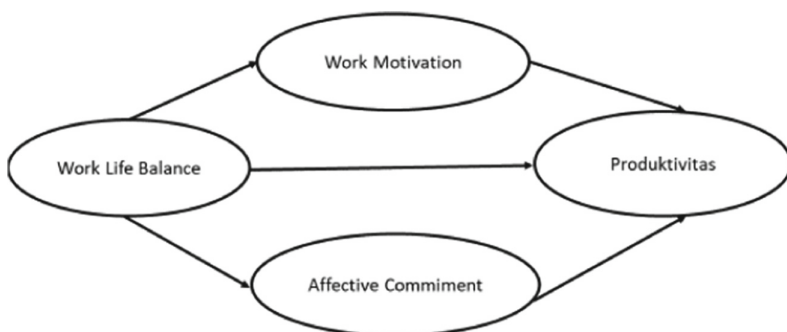


Fig. 1. Research Model

Table 1. Reliability Test Results

Variable	Indicators	Loading factors	Construct Reliability
<i>Work Life Balance (X1)</i>	Time balance	0.873	0.830
	Engagement balance	0.858	
	Satisfied in work and family life	0.862	
Productivity (Y)	Work quality	0.901	0.799
	Working quantity	0.942	
	Work effectiveness	0.891	
<i>Work motivation (Z1)</i>	Spirit at work	0.941	0.870
	Willingness to work	0.963	
	work drive	0.959	
<i>Affective commitment (Z2)</i>	Work hard	0.925	0.843
	Trying to survive	0.949	
	Not looking for another job	0.937	
	Not looking for another job	0.927	

The sampling technique used in this research is purposive sampling, which is a sampling technique by considers certain specifications.

3.2 Measurement

The operationalization of the variables used in the research model can be presented in Table 1. Data were collected by distributing questionnaires. This research questionnaire was designed using an interval scale with a range of 1 to 10 from strongly disagree to strongly agree. From Table 1 it can be shown that each indicator has a loading factor above 0.60. Thus it can be concluded that all valid indicators measure each variable. According to Ghozali (2013), reliability is a test of the consistency of a respondent in responding to a questionnaire question.. The results of the calculation of construct reliability of each variable I show a value of more than 0.70 and a variance extract of more than 0.50, thus indicating a good reliability value.

4 Result

This study uses the classical assumption test to find out that the regression equation has estimation accuracy and is consistent. The assumption test in this study consisted of a normality test, multicollinearity test, heteroscedasticity test, and linearity test.

A normality test is used to determine whether the data is normally distributed or not. The results of the normality test in this study showed a probability value of $0.599 > 0.05$,

Table 2. Regression Result of Productivity

Independent Variable	Coefficient	Sig.	Conclusion
<i>Work-life balance</i>	3.341	0.001	Received
<i>work motivation</i>	3.121	0.003	Received
<i>Affective Commitment</i>	-.586	0.560	Rejected

so it can be concluded that the data is normally distributed. The multicollinearity test is used to see whether or not there is a high linear correlation between the independent variables. The results of the multicollinearity test show that for each variable value of $VIF < 10$, it can be concluded that there is no multicollinearity symptom.

The heteroscedasticity test in this study uses the glejser test to see if there is an inequality of residual data in one observation. The results of the glejser heteroscedasticity test show all values > 0.05 , so it can be concluded that the variable is free from the symptoms of glejser heteroscedasticity.

4.1 Hypothesis Testing and Result

Based on the data obtained, then the data analysis was carried out using a regression test. The following are the results of the regression test that have been processed by researchers (Tables 2, 3, and 4):

Based on the results of the significance test, Work-Life Balance has a calculated significance value of 3.341, a significance value of $0.001 < 0.05$. So it can be seen that Work-Life Balance has a positive and significant influence on employee productivity, the ability to Work-Life Balance is very important because an employee does not need to miss quality time with their family or friends due to having a lot of work pressure. As a result, this research supports and encourages more work-life balance practices to increase productivity. This is in line with research conducted by Ansari (2015) and Sharma & Thatoi (2020).

Based on the results of the significance test, work motivation has a t-count value of 3.121 with a significance value of $0.003 > 0.05$, it can be concluded that work motivation has a positive and significant effect on employee productivity. Work motivation is an employee's enthusiasm at work. This work motivation is closely related to employee performance, productivity will be higher when employees have high work motivation and the employee will always be enthusiastic at work. This is in line with research conducted by (Nugroho, 2021; Kuswibowo, 2020 and Snow & Lukman, 2018).

Based on the results of the significance test, affective commitment has a t value of -0.986 and a significance value of $0.560 < 0.05$, it can be concluded that affective commitment has a negative and insignificant effect on productivity. Employees with a high level of commitment tend to do all the work with great responsibility. Companies can make strategies to increase organizational commitment that can create productive work behavior so that employee performance is better. This is in line with research conducted by Ariani et al., (2020) and Priscilla & Jahangir (2021).

Table 3. Regression of Result Work Motivation

Independent Variable	Coefficient	Sig.	Conclusion
Work Life Balance	12,336	0.000	Received

Table 4. Regression of Result Affective Commitment

Independent Variable	Coefficient	Sig.	Conclusion
Work Life Balance	9,774	0.000	Received

Based on the results of the significance test, organizational learning has a t-count value of 12,336 with a significance value of $0.000 < 0.05$, which means that Work-Life Balance has a positive and significant effect on work motivation. The above analysis can explain that to increase employee motivation, companies must be able to improve strategies in implementing their employees' Work-Life Balance to increase employee motivation. This is following research conducted by Oktosatrio (2018) and Babyna et al., (2021).

Based on the results of the significance test, Work-Life Balance has a t-count of 9.774 with a significance value of $0.000 < 0.05$, it can be concluded that Work-Life Balance has a positive and significant effect on affective commitment. The above analysis can explain that Work-Life Balance contributes to employee welfare and increases positive relationships between employees and the company. Positive relationships make employees increase affective commitment to the organization. Following research conducted by Babyna et al., (2021) and Shabir & Gani (2019).

The R2 determination test is used to measure the extent or the ability of the dependent and independent variables in the study. The results of the R2 test show the R coefficient value of 0.824. These results indicate that the contribution of the variation of the independent variables (Work-Life Balance and Work Motivation) can explain the dependent variable (productivity) by 68% while the remaining 32% is explained by other variables outside the model.

The results of the second test show the R coefficient value of 0.796. These results indicate that the contribution of the variation of the independent variables (Work-Life Balance and Affective Commitment) can explain the dependent variable (productivity) of 63.4% while the remaining 36.6% is explained by other variables outside the model.

A simultaneous test is a test that aims to simultaneously test the effect of independent variables on the dependent variable. When the significance value is < 0.05 , the independent variable simultaneously affects the dependent variable. Simultaneous test results show the F-statistic probability value of $0.000 < 0.05$, so it can be concluded that the variables of Work-Life Balance, Work motivation and Affective commitment jointly affect the Productivity variable.

This test is to determine whether the independent variable (X) affects the dependent variable (Y) individually. A significance value (sig) of 0.05 or t count $> t$ table serves as the basis for reaching an assessment of the partial test (t-test). If one of these conditions

Table 5. Regretion Result

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.081	1.789		1.726	.089
Work life balance	.438	.128	.436	3.341	.001
Work motivation	.479	.154	.496	3.121	.003
Affective commitment	-.052	.089	-.080	-.586	.560

^aDependent Variable: Productivity

is met, then there is an effect of the independent variable on the dependent variable. T table is 1.668 when using a significance threshold of 0.05. It is based on data from the T table. The following can be concluded from the data shown in Table 5.

Effect of Work-Life Balance on Productivity

The results of the t-test of this study showed a significance level of 0.01 0.05, with a coefficient value of 0.438, T arithmetic > T table 3.341 (1.668), and T arithmetic > T table (3.341 > 1.668). Thus the Work-Life Balance variable has a positive and substantial effect on the Productivity variable. Thus the conclusions can be drawn from the data productivity.

The Influence of Work Motivation on Against Productivity

In this particular investigation, the results of the t-test showed a coefficient value of 0.479, with a T count above the T table (3.121 1.668), and a significant level of 0.03 0.05. Therefore, the following conclusions can be drawn: the variable denoted by Work Motivation has a positive and statistically significant effect on the variable denoted by Productivity.

Effect of Affective Commitment variable on Productivity

The results of the t-test of this study showed a coefficient value of -0.052, with T arithmetic > T table (- 0.586 > 1.668), and a significant level of 0.560 > 0.05. This indicates that the difference between the two variables is statistically significant. So it can be concluded that the variable called Affective Commitment has a fairly large and negative effect on the variable called Productivity.

4.2 Path Analysis Test

Path analysis is a system that can analyze the direct or indirect relationship of the dependent and independent variables resulting from the treatment of these variables. The following are the results of this research path analysis:

Based on the test results that have been analyzed from the effect of Work-Life *Balance* on productivity mediated by work motivation. Research results from It are known that the t table is 1.668, and the results of the t count are 2.4818 with a significance level of 5 percent. So it can be concluded that the work motivation variable has a positive and significant effect on mediating Work-Life Balance on productivity. For the second analysis, it is known that the t table is 1.668, and the results of the t count are 3.624

with a significance level of 5 percent. So it can be concluded that affective commitment has a positive and significant effect on mediating the effect of Work-Life Balance on productivity.

5 Discussion

Carried out to prove all the assertions made. The hypotheses that have been developed will be compared with the test results as follows:

5.1 Effect of Work-Life Balance on Productivity

Based on the results of the T-Test of the Work-Life Balance variable on Productivity, there is a significant level of 0.01 0.05 and a coefficient value of 0.438 with T count > T table ($3.341 > 1.668$). Therefore it is possible to conclude that Work-Life Balance has a statistical impact on Productivity. Therefore, H1 was approved. An employee does not need to spend quality time with family or friends due to being under a lot of pressure at work, as the previous analysis can explain why it is so important to have the ability to maintain a healthy balance. Personal and professional life. As a result, the findings of this study support and encourage more practices that balance work and other aspects of life to increase productivity. This is following the findings of research conducted by (Ansari, 2015) and (Sharma & Thatoi, 2020).

5.2 Effect of Work-Life Balance on Work Motivation

Based on the results of the T-test conducted on the Work-Life Balance variable and its effect on Work Motivation, the coefficient value was 0.479, with T count > T table ($3.121 > 1.668$), and a significant level ranging from 0.03 to 0.05. Therefore, the following conclusions can be drawn: Work-Life Balance has a statistically significant effect and has a positive effect on Productivity. Therefore, H2 is allowed. Based on the analysis presented above, for businesses to improve strategies to implement the Work-Life Balance of their employees to increase employee motivation, companies must be able to improve the *Work-Life Balance* of their employees. This finding is in line with the findings of research conducted by Oktosatrio (2018) and Bayina et al. (2021).

5.3 Effect of Work-Life Balance on Affective Commitment

Based on the results of the T-Test, the effect of the Work-Life Balance variable on Affective Commitment shows a coefficient value of -0.052 with T count > T table ($-0.586 > 1.668$) and a significant level of $0.560 > 0.05$. This indicates that the relationship is statistically significant. Therefore, one can reach the following conclusion: Work-Life Balance does have an impact on Affective Commitment. Therefore, H3 was approved. The analysis presented above shows how maintaining a Healthy Work-Life Balance can have a positive impact on employee well-being and strengthen the positive relationship that exists between employees and employers. Employees who have positive relationships with coworkers report higher levels of Affective Commitment to the organization. According to the findings of studies conducted by (Bayina et al., 2021) and (Shabir & Gani, 2019) respectively.

5.4 The Effect of Work Motivation on Productivity

Based on the results of the regression test, the path coefficient of the Work Motivation variable on Productivity is 0.479 and a significance level of 0.000. This shows that the Work Motivation variable has a positive and significant effect on Productivity. Therefore, H4 is allowed. According to the research above, Work Motivation refers to the passion of an employee when doing work tasks. When employees have a strong work motivation, productivity will be higher, and they will always be enthusiastic at work. Work Motivation is closely related to employee performance. This is following the findings of research conducted by Nugroho (2021), Kuswibowo (2020), and Snow and Lukman (2018).

5.5 Effect of Affective Commitment on Productivity

Based on the results of the regression analysis, the magnitude of the path coefficient of the Affective Commitment variable on Productivity is 1.188 and the significance level is 0.000. This shows that the Affective Commitment variable has a positive and significant effect on Productivity. Therefore, H5 was approved. According to the data shown above, workers who have a high level of commitment are more likely to take on all jobs while maintaining a high level of accountability. Companies can develop ways to strengthen organizational commitment, which can lead to more productive workplace behavior and improved employee performance. (Ariani et al., 2020) and (Priscilla & Jahangir, 2021) both conducted studies that support this finding, so it makes sense.

5.6 The Effect of Work-Life Balance on Productivity with Affective Commitment as an Intervening Variable

After the completion of the previous Sobel test, followed by the continuation of statistical calculations, it is known that the t table is 1.668, and the t-count result is 2.4818. Therefore, it can be concluded that the affective commitment has a positive and substantial effect in mediating the relationship between work-life balance and productivity, which indicates that hypothesis H6 should be accepted. Based on the study presented above, it can be concluded that if you want to increase productivity by achieving a Better work-life balance, you must first build or strengthen organizational commitment to become a mediator between work-life balance. And productivity. This is following the findings obtained from research conducted by (Ramadhoan, 2015) and (Badrianto & Ekhsan, 2021).

5.7 Effect of Work-Life Balance on Productivity with Work Motivation as an Intervening Variable

After the previous Sobel test was carried out, which was then continued with statistical calculations, the t-table was 1.668, and the t-count result was 2.4818. As a result, one can conclude that the variable work motivation has a positive and substantial effect in terms of mediating work-life balanced on productivity, which indicates that hypothesis H7 is accepted. According to the analysis described above, if you want to increase productivity by achieving a better work-life balance, you must first create or increase organizational

commitment as an intermediary for the effect of work-life balance on productivity. This is necessary to achieve the goal of increasing productivity. (Ramadhoan, 2015) and other researchers found similar results, therefore this supports the findings (Badrianto & Ekhsan, 2021).

6 Conclusion

Based on the results of the analysis that has been done by researchers about the effect of work-life balance on productivity with work motivation and affective commitment as intervening variables, it can be concluded that work-life balance has a positive and significant influence. on productivity, work-life balance has a positive and significant effect on work motivation, work-life balance has a positive and significant effect on affective commitment, work motivation has a positive and significant effect on productivity, affective commitment has a negative and insignificant effect on productivity, work-life balance has a positive and significant effect on productivity with affective commitment as the intervening variable, work-life balance has a positive and significant effect on productivity with *work motivation* as the intervening variable.

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