

The Role of Organizational Commitment on the Effect of Worklife Balance on Employee Performance

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Abstract

This study aims to determine and analyze the effect of work-life balance on employee performance mediated by organizational commitment. This research with a sample of 84 employees. The sampling method used the Slovin formula with a margin of error of 5% for a population of 106 employees. The data collection was carried out by distributing questionnaires via google form. The data analysis method uses Smart PLS 3.0 with the results of research stating that work-life balance has no significant effect on employee performance, work-life balance has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance, work-life balance has a positive and significant effect on employee performance. mediated by organizational commitment.

Keywords: Employee Performance, Work-life Balance, Organizational Commitment

1. Introduction

In facing competition in the global era, companies are required to work more efficiently and effectively. The increasingly fierce competition causes companies to be required to be able to increase competitiveness to maintain the company's survival. Employees or employees are the most important element in determining the progress of a company. To achieve the company's goals, employees who are by following per under the requirements of the company are needed, and must also be able to carry out the tasks that have been determined by the company. Every company will always try to improve the performance of its employees, with the hope that the company's goals will be achieved. One of the reasons for the decline in employee performance is the lack of there is a balance between personal life and work or Work - Life Balance. One of the efforts to maintain and maintain good employee performance is the Work-Life Balance system. This must be realized by the company because employees not only have work responsibilities but also personal responsibilities outside of work such as family, so as much as possible employees can balance work time and personal time outside of work. [1] .

Organizational performance will not be optimal without the support of optimal employee performance because performance is a very important and interesting part after all it is proven to have very important benefits [2] . Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it. Performance has a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of motivation of a worker. The higher the three factors, the greater the performance of employees with transportation [3] (Muis et al ., 2018) .

Employee performance plays an important role in the continuity of the organization. By following Armstrong who says that performance is the result of work that has a strong relationship with organizational strategic goals, satisfaction, and contribution to the economy [4]. This is also agreed by Arifai who states that the performance of Yawan is an important thing that must be owned by each individual in an organization, this is very supportive of the success or failure of an organization running a common goal [5]. According to Andriyani stating the idea of performance is the quality and quantity of work completed by an employee by following the responsibilities that have been given and according to company standards, To obtain good employee performance is not easy because it is influenced by several factors, including the existence of a good quality of work life [6].

. Through efforts to involve employees in decision-making, employees will feel partly responsible and have a sense of belonging to the decisions in which they participate. Employees who work diligently for the benefit of the company are needed, to achieve the goals of the organization itself by carrying out certain approaches from the management. Employees in carrying out their work, need to be directed to work together in a work unit, not separately. Within the work unit itself, it includes coordination and the coordinating parties [7]. Nowadays organizations increasingly understand the importance of retaining employees as a very important resource for the development of the company. Performance is basically what employees do or don't do so employee performance affects how much they contribute to the organization which includes output quantity, output quality, output period, and attendance at work for the sake of the organization [8].

The condition of balance between work and life outside of work is an important thing, especially when a person has several obligations that must be fulfilled simultaneously which is known as work-life balance. For an employee, daily life is concentrated on two activities and two different places. The imbalance in the lives of employees at work also results in a decrease in the satisfaction that employees feel for their work [9]. Nurendra explained that Work - Life Balance is a condition in which a worker can manage time well or can harmonize work at work and personal needs and family life [10]. A person who owns or runs A good Work-Life Balance is a worker who has productivity and high performance. In addition, employees can feel satisfied and happier, and more creative because of the environment outside the company such as at home, friendship, and also in the office environment where the company management supports its activities. Many factors can make low or high employee job satisfaction, one of which is the employee's workload. When an employee feels satisfied at work, an employee will have a commitment to try his best with all his abilities to complete his task, which will ultimately result in good performance and achievement for the company .

Busan eksplained work-life balance has a significant effect on employee performance, with the occurrence of a balance of work will be able to encourage a good contribution to the company. The explanation above can be said that the higher the work-life balance, the higher the performance given by employees in carrying out their work activities [11]. Noviana shows that there is a significant and positive relationship between the quality of work life and job satisfaction, there is a significant and positive relationship between the quality of work life and organizational commitment [12]. With a balance of work done by each employee by looking at home and office work, it will produce maximum results in achieving good company performance. Performance as a dependent variable in research has been carried out by several researchers explaining different results. However, another study conducted by Rahmawati et al concluded that work-life balance has a negative and insignificant effect on employee performance [13]. With the inconsistency in previous research, the researcher added the organizational commitment variable as a mediating variable. The use of the mediating variable of organizational commitment is based on

Badrianto's previous research which explains that organizational commitment can mediate work-life balance on employee performance [14].

Organizational commitment characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. However, the nature of the psychological conditions for each form of commitment is very important. Different Work commitment and the job is a popular topic in research on work-related attitudes. Work commitment and job satisfaction are variables that relate to and affect work performance [15]. Commitment is used as a measure of employees to the company's success. When employee job satisfaction increases, the level of employee organizational commitment becomes high. Satisfied employees want to be in the same workplace, which makes commitment increase, reduces the desire to move, and in improving employee performance [16]. Having a good work-life balance can also foster the desire of employees to stay and survive in the organization. commitment has an important role in improving employee performance in the company. This statement is in line with research conducted by Folorunso et al which states that there is a significant relationship between organizational commitment to employee performance [17].

The research object selected in this study is one of the companies in the electronics sector, because the electronics company is one of the most reliable companies in the Indonesian economy. because the electronics company from year to year, experiencing good development. The number of foreign electronic manufacturers who are interested in investing in the country. This is one proof of the rapid development of the archipelago is the entry of advanced technology. Rapid growth has made this industry one of the most attractive sectors for investors.

2. Materials and Methods

The type of research used in this research is quantitative, namely collecting, compiling, processing, and analyzing data in the form of numbers which in practice are given certain treatments that are studied in it. The sample of this study was male and female employees of an electronics company located in the Cibitung industrial area. data collection technique by providing a list of statements to respondents who are used as research samples related to statements about work-life balance, Employee Performance, and Organizational Commitment by using the scale used for measuring data, namely the Likert scale. In this study, the researcher used the Structure Equation Model method to determine whether there was an effect on the relationship between dimensions in this study. The purpose of using this analytical method is to find out the problems and achieve the objectives of this study. In this study, data processing will be processed using the help of SmartPLS 3.0.

3. Results and Discussion

Test Value of R Square

Table 1. R-square

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Performance (Y)	0.417	0.403
Organizational Commitment (Z)	0.239	0.229

Source: Researcher (2022)

Structural Model Test is obtained by using SmartPLS 3.0 by testing Bootstrapping. The level of confidence used is 95% with an inaccuracy limit of (α) = 5% where the t-statistic value used is 1.96

Table 2. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Employee Performance	0.260	0.213	0.184	1.415	0.158
Work Life Balance -> Organizational Commitment	0.489	0.498	0.118	4.152	0.000
Organizational Commitment -> Employee Performance	0.478	0.490	0.087	5.523	0.000

Source: Researcher (2022)

Table 3. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance -> Organizational Commitment -> Employee Performance	0.234	0.243	0.068	3.437	0.001

Source: Researcher (2022)

Discussion

Work-Life Balance on Employee Performance

This study shows that the relationship between Work-Life Balance variables has no significant effect on employee performance. It can be seen from the respondent's profile that some employees are still unmarried so that they do not have excessive household burdens so they can spend their time working. This study supports the results of Rahmawati's research which shows that work-life balance has a negative and insignificant effect on employee performance, which means that the lower the work-life balance, the lower the employee's performance [13]. The balance between work and life outside results in decreased employee performance and this research contradicts the research of Lukmiati which shows that Work - Life Balance has a positive and significant impact on employee performance, PT. Muara Tunggal that the importance of Work Life Balance in the lives of employees [1].

Work-Life Balance has a significant effect on Organizational Commitment

This study shows that the relationship between Work-Life Balance variables has significant results on Organizational Commitment. The results of the hypothesis analysis that has been carried out, it is in line with the results of previous studies where work-life balance has a significant effect on organizational commitment [18]. Work-life balance is a set of circumstances and practices of organizational goals, examples of which are internal promotion policies, democratic supervision, employee participation, and safe working conditions. Therefore, organizations need to maintain and improve aspects of work-life

balance . Well, a person 's work-life balance can make the employee devote himself fully to the organization where the employee works.

Organizational Commitment has a significant effect on Employee Performance

This study shows that the relationship between organizational commitment variables has a positive and significant effect on employee performance. The results of this study are supported by previous researchers, namely the results of research showing that it is proven that employees have a strong organizational commitment and high performance. Then the goals and vision and mission of the company can be achieved according to company targets [19]. Companies must analyze what employees need both in terms of work and the needs for a certain material or social rewards that are expected by employees. Because when the organization provides remuneration for performance, it will be directly proportional to the contribution given to the organization in the form of performance and commitment.

Organizational Commitment Mediates Work-Life Balance on Employee Performance

This study shows that organizational commitment and work-life balance have a positive and significant effect on employee performance. Then the research from Noviana with the results in research showing that organizational commitment is a mediating variable between work-life balance on performance [12]. For this reason, organizations must increasingly understand the importance of retaining employees as a very important resource for organizational development. But on the other hand, employees are creatures who have thoughts, feelings, needs, and certain expectations. Thus the organizational commitment of employees will increase and organizational goals will be more easily achieved.

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5. References

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