

Woklife balance: Efforts to Increase Organizational Commitment and Employee Performance

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Abstract

Organizational commitment and employee performance are things that need to be considered in order to achieve the company's vision and mission. This study aims to determine the extent of the influence of worklife balance on organizational commitment and employee performance of Bank Sulselbar Bulukumba Main Branch. This research uses a quantitative approach that intends to explain the position of the variables studied and the relationship between one variable and another. Research on the effect of *Work Life Balance* and Organizational Commitment on Employee Performance at Bank Sulselbar Bulukumba Main Branch found empirical facts that worklife balance has a significant positive effect on organizational commitment and employee work but for indirect influence, organizational commitment has not been able to become a mediating variable to estimate the effect of worklife balance on employee performance.

Keywords: *work-life balance; organizational commitment; Employee Performance*

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INTRODUCTION

In organizations, human resource development is a process to improve the quality of employees in order to master knowledge, skills, expertise, and insights in accordance with the development of science and technology. With the development of human resources, each employee is able to handle various types of work that are the responsibility assigned to him in a constantly changing situation (Barus, 2018). Previous research results from Hartono et al (2019) indicates that performance is a function of motivation and ability. Performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the organization.

The availability of human resources that can carry out various functions will result in the performance of all stakeholders who provide benefits to the organization, society and the employees themselves (Namora et al., 2019). The process of improving employee performance is a very important process (Nasir A et al., 2022). These processes are also critical to building a good reputation for agencies among the public. Performance is the result achieved by an employee

in accordance with the duties and authorities of his work to produce optimal individual performance in a company (Lawasi dan Triatmanto 2017).

Performance is a form of realization of the achievement of the company's vision and mission and can be a measuring tool for each individual, group, or work unit in order to achieve or even exceed the production targets that have been previously set (Ardiansyah & Surjanti, 2020).

According to Mas'ud in Novriansyah, Yeni, and Firmansyah (2019), Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively in accordance with the authority and duties of their respective responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with ethical morals. There are many factors that can affect employee performance, some of which are worklife balance and organizational commitment.

Organizational commitment is the degree to which a person identifies himself as part of the organization. (Badu et al., 2019). Badu et al., (2019) expressing organizational commitment is the level of trust and acceptance of the workforce towards the goals of the organization and having the desire to remain part of the organization. Badu et al., (2019) say that the commitment of the organization as a strong desire to become a member of a member of a particular organization, strive in accordance with the wishes of the organization as well as certain beliefs and acceptance of the values and goals of the organization.

Worklife balance is the next variable that can affect employee performance where work-life balance is the extent to which individuals are involved and equally satisfied in terms of time and psychological involvement with their role in work life and personal life (for example with spouses, parents, family, friends and community members) as well as the absence of conflict between the two roles. It can be said that individuals who pay attention to the balance of work life and personal life are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone. Work-Life Balance or work-life balance is a level of satisfaction related to a dual role in a person's life, for example in work requires workers to work full-time or overtime and makes workers not have a balanced time for their families (Siwalankerto, 2020).

METHODOLOGY

This research uses a quantitative approach that intends to explain the position of the variables studied and the relationship between one variable and another (Putri et al., 2022). This study is intended to test previously formulated hypotheses. This research will explain the causal relationship between the variables through hypothesis testing.

The population of this study was all employees of Bank Sulselbar Bulukumba Main Branch which amounted to 36 employees. Sugiyono (2017) stated that the population is a large group and the area that is the scope of the study. The sample in this study used a saturated or census sample so that the number of respondents in this study was 36 respondents.

RESULTS AND DISCUSSION

Based on the results of distributing questionnaires to 36 respondents who then processed the data, the results of hypothesis testing can be seen in the following table:

Table 1. Hypothesis Test Results

No	Relationship Between Variables	Coefficient	Sig
1	Work-Life Balance => Organizational Commitment	0,684	0,000
2	Work Life Balance => Employee Performance	0,364	0,019
3	Organizational commitment => Employee performance	0,700	0,000
4	Work Life Balance => Organizational Commitment => Employee Performance	0.478	0.111

Source: Data Processing (2023)

Based on the table above, the results of hypothesis testing and discussion can be described as follows:

1. The Effect of Work-Life Balance on Organizational Commitment

Worklife balance is the extent to which individuals are engaged and equally satisfied in terms of time and psychological involvement with their role in work life and personal life (e.g. with spouses, parents, family, friends and community members) as well as the absence of conflict between the two roles. It can be said that individuals who pay attention to the balance of work life and personal life are individuals who are more concerned with their psychological well-being than the pursuit of wealth alone (Siwalankerto, 2020)

Based on the results of statistical testing using multiple linear regression analysis with partial test (t test) assisted by SPSS Version 22, that the influence of *Worklife Balance* (X) has a positive and significant effect on *Organizational Commitment* (Y1) at Bank Sulselbar Main Branch Bulukumba, where *Work Life Balance* can be discussed as life balance in work is a theory that explains how individuals are able to manage the work and family environment and the boundaries between the two to achieve balance. This can be proved from the calculation results, it is known that the signification value for the effect of X on Y is $0.00 < 0.05$ and the calculated t value is $8.716 > t$ table 1.693. So it can be concluded that Hipotesis 1 diterima, so the higher the *Work Life Balance*, the higher the *Kof* organizational turnover.

Fatma et al (2020) explains if the commitment of organizational comes from the strong and close feelings of an employee or employee towards the goals and values that apply in his organization and its relation to the human resources towards the achievement of goals and values applicable in his organization. Latiep (2023) explain the relationship between organizational culture, work integrity and organizational commitment where organizational culture is a belief and ethical principle owned by

members of the organization that will form an important role in the organization's management system.

2. The Effect of Work Life Balance on Employee Performance

Work-life balance is the extent to which employees are tied together with their work and their families, and are equally satisfied with the roles they hold in the work and roles in the family. One of the problems that can pose a big risk to the welfare and performance of employees and companies is an unbalanced *work-life balance*. Balancing work life and personal life is often an obstacle that is often experienced by working employees (Nurwahyuni, 2019).

Based on the results of statistical testing using multiple linear regression analysis with partial test (t test) assisted by SPSS Version 22, that *Work Life Balance* (X) has a positive and significant effect on the Performance of Karyawan (Y2) at Bank Sulselbar Main Branch Bulukumba. Where individuals are involved and equally satisfied in terms of time and psychological involvement with their role in work life and personal life (e.g. with spouses, parents, family, friends and community members) as well as the absence of conflict between the two roles. This can be proven from the calculation results, it is known that the signification value for the effect of X1 on Y 2 is $0.019 < 0.46$ and the calculated t value is $2.471 > 1.693$. So it can be concluded that Hipotesis 2 is received, so the higher the *Work Life Balance*, the higher the Employee Performance.

Employee performance is said to be good if all the indicators that affect it are good too. The employee performance indicators are quantity, quality, reliability of employees, and employee attendance. Quantity is the amount of work that a person can do within one working day. Quality is the observance of employees according to their procedures, discipline and dedication to the organization. Employee reliability is the ability of employees to do work that includes consistency of performance and reliability in service, accurate, correct, and precise (Pasaribu & Indrawati, 2016).

3. Effect of organizational commitment on employee performance

Organizational commitment is the degree to which a person identifies himself as part of the organization's organization and desires to continue wanting to continue active participation in it (Badu et al., 2019).

Based on the results of statistical testing using multiple linear regression analysis with partial test (t test) assisted by SPSS Version 22, that *Organizational Commitment* (Y1) has a positive and significant effect on the Performance of Karyawan (Y2) at Bank Sulselbar Bulukumba Main Branch. Where the creation of a high commitment will affect professional working conditions, so that high commitment is needed in every organization and company. This can be proven from the calculation results, it is known that the signification value for the influence of Y1 on Y2 is $0.00 < 0.46$ and the calculated t value is $3.908 > 1.693$. So it can be concluded that Hipotesis 3 is received, so the higher the Organizational Commitment, the higher the Employee Performance.

One of the performance improvements can be done by paying attention to the organizational climate. Organization climate according to Pasaribu & Indrawati (2016) is a characteristic that distinguishes one organization from another intangible, can

change to a better atmosphere and can influence employees or employees so that they are willing to work without coercion (Hardiyono et al., 2020). Lack of attention to the organizational climate will have a bad impact on the organization, this is because employees will experience disruptions in carrying out their work so that they are less enthusiastic in completing their work. Therefore creating a conducive organizational climate is indispensable for employees at the time they work

4. The Effect Of Work Life Balance And Organizational Commitment On Employee Performance

Based on the results of statistical testing using multiple linear regression analysis with partial test (t test) assisted by SPSS Version 22, that *Work Life Balance* (X) and Organizational Commitment (Y1) had an insignificant positive effect on the Performance of Karyawan (Y2) at Bank Sulselbar Bulukumba Main Branch. This can be proven from the calculation results of the Sobel Test calculator, it is known that the effect of *work-life balance* on organizational commitment through employee performance as a moderating variable with a t-statistical value of 0.11126 is smaller than t-table 1.693. This means the Ditolak hypothesis. Which shows that *work lide balance* has a positive impact on organizational commitment through employee performance.

CONCLUSION

Based on the results of research on the effect of *Work Life Balance* and Organizational Commitment on Employee Performance at Bank Sulselbar Bulukumba Main Branch, it can be described as follows:

1. In accordance with the results obtained by the author, that *Work Life Balance* has a positive and significant effect on Organizational Commitment at Bank Sulselbar Bulukumba Main Branch.
2. In accordance with the results obtained by the author, that *Work Life Balance* has a positive and significant effect on Employee Performance at Bank Sulselbar Bulukumba Main Branch.
3. In accordance with the results obtained by the author, that Organizational Commitment has a positive and significant effect on Employee Performance at Bank Sulselbar Bulukumba Main Branch.
4. In accordance with the results obtained by the author, that *Work Life Balance* and Organizational Commitment have an insignificant positive effect on Employee Performance at Bank Sulselbar Bulukumba Main Branch

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