

The Role of Work-Life Balance and Employee Satisfaction to Give Commitment to The Company Literature Review

Erna Herlina¹, Widodo Sunaryo², Slamet Sutrisno³, Junengsih⁴, Nanda Hidayati⁵

^{1,2,3}Universitas Pakuan Bogor, Indonesia,

⁴STIE Pertiwi, Indonesia

⁵IPWI Jakarta, Indonesia

eherlina20@gmail.com, widodosunaryo20@gmail.com, slametsutrisno377@gmail.com,

junengsih@pertiwi.ac.id, nanda.assalaam@gmail.com

Abstract

Developments that occur within the company require the role of employees in order to help improve company performance. In this development, it is necessary to have a commitment given by employees to the company. Of course, it is necessary to have a factor that can affect the commitment shown by employees, namely through the work-life balance and the satisfaction felt by the employees. The method used by the researcher is a systematic literature review that focuses on work life balance, job satisfaction and commitment. The results prove that the role of work-life balance and the satisfaction felt by employees are able to shape the desire of employees to give their commitment. The role of work-life balance and job satisfaction can affect organizational commitment. The commitment given by employees must be based on satisfaction in order to form high loyalty behavior. The more satisfied the employee, the more committed the employee will be to the company.

Keywords

work-life balance; employee satisfaction; commitment



I. Introduction

Humans have an important role to get a better quality of life. In this case, humans are required to obtain information and experience, especially when environmental changes occur. As is known, the current environmental change has focused on the use of technology so that it makes individuals need in-depth knowledge by way of studying. However, individuals also need funds to acquire such knowledge (Cahyadi and Prastyani 2020). If employees have high knowledge, then the company will recruit these employees. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Asepta & Maruno (2017) argues that employees are assets in the company and play a major role in the defense of the company. Every employee will provide good productivity when he is satisfied to work in the company. Based on this view, it can be seen that not only customers need satisfaction, but employees also need satisfaction from the company. Basically, companies need to provide employee defense by ensuring employees can work

comfortably. Through the perceived satisfaction, employees will give their commitment to the company.

Commitment plays an important role in the success of the company. Through commitment, employees can give their best performance to the company (Badrianto and Ekhsan 2021). There are many factors that can affect employee commitment, one of which is work life balance. In this life, humans need to balance their life and work so they don't put too much pressure on them. Balance at work is very important to ensure employees get a better life (Ramadan and Marinda 2019). Humans are allowed to work hard, but of course they must be adapted to their lives, such as family, personal, friends and so on.

If employees do not get a work-life balance, then this will make it difficult for employees to give their commitments. This can also be influenced by the lack of satisfaction given by the company to employees. According to Yusnita et al., (2021), work-life balance and employee satisfaction can help foster employee commitment within the company. In his research, it is known that work-life balance has an effect on employee satisfaction. Based on this view, it can be seen that there are two main factors that can affect the commitment process contained within the company.

So, the company must be able to meet the needs of employees to provide a sense of satisfaction and not put great pressure on employees. During the COVID-19 pandemic, companies more often provide a large burden by adding to the work of employees. The reason is, the amount of workload given can reach three times. In fact, every individual also has needs and problems outside the company (Sari and Fikri Zufar 2021).

The novelty of this research is on developing knowledge by combining several previous studies so that it can form more valuable research. The purpose of this study is to analyze the role of work-life balance and employee satisfaction which has an influence on the commitment invested in the company. It is hoped that this research can provide new insights and knowledge to the company in implementing the right program to provide satisfaction and work-life balance to employees.

II. Research Method

The method used in this study is a qualitative approach through a systematic literature review that focuses on "worklife balance", "employee satisfaction" and "commitment". The researcher reduced the data through the collected journals. In this case, the researcher selects the right data by comparing the journals that provide the most support for this research.

III. Result and Discussion

In today's era, every individual wants to achieve a career that suits his needs. The reason is, in obtaining this career, individuals often dedicate their lives only to their work. As many as 70 percent of individuals feel that they lack balance in their personal and work lives. In fact, work-life balance is the most important part that needs to be owned by individuals because it can affect their state of mind (Latupapua, Risambessy, and Tahanora 2021). Renee (2018) defines work-life balance as the satisfaction felt by workers when the company is able to meet the needs of employees in work and family. Yusnita, Gursida, and Herlina (2021) supports this by mentioning that work-life balance can affect the satisfaction felt by employees.

In this life, humans have a life outside of work, namely their personal life. Every individual has a duty to manage time when working and enjoying life. Humans live their lives by implementing multiple roles. This happens because every human being needs income to be able to meet their daily needs (Latupapua, Risambessy, and Tahanora 2021). The double life felt by the employee is focused on the situation when he has to work and fulfill his personal pleasures in life. Dual roles can also be found when employees are married and have to live life as husband or wife and have to work outside.

Work-life balance Knowing is important because it can provide defense and establish a balance between life and work. However, it is very unfortunate because the company does not pay attention to the conditions of the work-life balance owned by the employees (Juliarti and Anindita 2022). Since the COVID-19 pandemic, employees have received an increasing burden so that work life is more of a priority than their personal lives. The competition felt by employees makes them continuously develop and dedicate their lives to the company. This happens because of a desire from employees to get attention from the company.

Without realizing it, employees do not get the right balance in their work and personal lives. Over time, employees will feel bored and depressed to the point that they experience stress and even disrupt their mental condition. The lower the work-life balance owned by the employee, the less the commitment given to the company. This happens because employees lack motivation to work and make a sense of commitment to be low. If employee commitment is reduced, then the company will get a declining development.

Employee satisfaction can be formed if the company can provide facilities that can be used during work. Facilities are one of the comforts that can be felt by employees. Through the use of facilities, employees will feel satisfied. According to Farha, Soebandono, and Fuady (2018), there is a positive influence between job satisfaction on organizational commitment. Renee (2018) views job satisfaction as an emotional form given by employees to show their satisfaction or dissatisfaction with the company. Employee satisfaction is an important factor in the success of the company. Increased job satisfaction will certainly increase employee commitment.

As is known, the success of the company depends on the commitment given by the employees. If employees do not give commitment to the company, then of course the productivity provided by employees will also be low. This will affect the working conditions carried out by employees (Latupapua, Risambessy, and Tahanora 2021). Organizational commitment is defined as the desire of humans as workers or members in the organization to strive to carry out activities in accordance with organizational goals (Badrianto and Ekhsan 2021).

The reason is, through this satisfaction, employees can form a desire to commit to the company. Latupapua, Risambessy, and Tahanora (2021) states that there is a strong relationship between job satisfaction and organizational commitment. Satisfied employees are known to improve their performance within the company. A satisfied employee will not leave the company and will dedicate his life for the betterment of the company. In this life, of course, there are some individuals who have such a high commitment that they work for a very long time in a company.

This condition occurs because employees get the fulfillment of needs. In addition to satisfaction, work-life balance also has a strong relationship with organizational commitment. The role of work-life balance makes employees able to fulfill their obligations well in the company without having to reduce or leave their personal lives. In this digitalization era, employees often lose one of them by choosing. If employees choose

to work, then their personal lives are left by not taking tours to reduce pressure. However, if employees choose their personal lives, work productivity will decrease.

These conditions become obstacles to welfare in the lives of employees. Through an equal work-life balance, employees are able to contribute to the productivity expected by the company. Work-life balance will help employees to reduce turnover or the desire to leave the company. If the company does not implement a work-life balance, employees will have the desire to leave. The number of employees who want to leave will affect the company's performance conditions and change all forms of operational activities. Basically, an employee who wants to leave means that he is unable to commit to being loyal to the company.

Farha, Soebandono, and Fuady (2018) suggests that work-life balance and job satisfaction have no effect on organizational commitment. In his view, these two variables cannot have a significant effect on organizational commitment. Yusnita, Gursida, and Herlina (2021) supports this by explaining that work-life balance has a negative effect on organizational commitment. When employees need income, work-life balance and job satisfaction will not affect work commitment. The human need to earn money in order to fulfill his life is more important so that he will not focus on problems of work-life balance and satisfaction to form commitments. However, this has received a rebuttal from Yunita (2018) which suggests that work-life balance and job satisfaction have an influence on organizational commitment.

This is because work-life balance plays a major role in influencing the emotional state of employees. When employees lack work-life balance, strong emotions will form from the employee. The emotions that are formed will have an effect on increasing employee productivity within the company. Greater emotions will make it difficult for employees to concentrate on doing their jobs. Through the lack of work-life balance, employees will feel less satisfied to work in the company. This lack of satisfaction makes employees feel depressed and less prosperous. As it is known, human welfare is very important to be able to make him/herself obtain productivity that is in accordance with the company's needs.

Yusnita, Gursida, and Herlina (2021) emphasized that an employee who has a high work-life balance will give low responsibility for organizational performance. In his research, organizational commitment involves elements of characteristics, personality, organizational structure, task characteristics and reviews to be able to meet their needs. Job satisfaction felt by employees will provide an increase in employee commitment to the organization. In this view, employees will sometimes have challenges in their work and skills that are appropriate to the company's duties. when doing the job, the company must be able to meet all the needs of employees in order to form a sense of satisfaction.

Rini & Komang (2019) stated that role characteristics in work commitment are very important to shape employee ambiguity in the company. The development of the company depends on the commitment and loyalty given by the employees. The reason is, the characteristics of the role are always a consideration for companies to recruit employees. In this case, the company requires the information sought in advance to be able to provide recruitment according to the company's needs. Characteristics of the intended roles are such as husband and wife, already have children, social positions, daily activities and so on.

This role has a strong relationship with the conditions of commitment that will be given by employees to the company. As is known, growing companies need employees who provide knowledge and intelligence to the company. Employees who do not have work-life balance and job satisfaction will make it difficult for them to provide the best

strategy to the company. This is because the employee's mind is disturbed and cannot focus on the work assigned by the company.

According to Foanto, Tunarso, and Kartika (2020), a factor that can have an influence on work-life balance is by obtaining support from outside parties such as family. Employees also have to spend time with family and friends outside the company so as to reduce pressure at work. Employees must be able to enjoy their lives so that they can create stable jobs. Employees must also establish satisfaction without always having to talk about work. As is well known, companies often disrupt employee vacations even if only a little. This disruption makes it difficult for employees to take time off and take the vacations they want.

IV. Conclusion

Organizational commitment is very influential on the development of the company. In developing organizational commitment, it is necessary to have elements of work-life balance and job satisfaction that are instilled in employees so that welfare can be created. In this life, employees find it difficult to find a balance between work and personal life. The reason is, the company continues to prosecute where employees must form adequate performance for the progress of the company. This makes employees have to dedicate their lives only to the company.

Companies that are not able to provide a balance of work and personal life for employees will create low satisfaction. Low satisfaction will make employees have a desire to leave the company. If employees want to leave the company, then of course this will have an impact on the performance provided by the company. The reason is, the company will experience a decrease in performance when employees have the desire to leave. This desire can make it difficult for employees to give their commitment to the company.

The role of job satisfaction is very important for employees. Job satisfaction is not only in the company's treatment, but also in the facilities provided by the company to employees. Work-life balance and job satisfaction can have a significant and positive influence on organizational commitment. The characteristics of the role in commitment have always been a concern for companies in selecting employees. Because the characteristics of the role are very important for organizational commitment to be able to ensure that employees will not leave in the future.

So, it can be concluded that the role of work-life balance and job satisfaction can affect organizational commitment. The commitment given by employees must be based on satisfaction in order to form high loyalty behavior. The more satisfied the employee, the more committed the employee will be to the company. In this case, it is important to make the company realize that employees must be able to obtain a stable work-life balance and job satisfaction.

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