

Effect of Work Life Balance and Job Satisfaction on Organizational Commitment at PT Jatim Auto Comp Indonesia (JAI)

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Abstract

This study aims to examine the effect of work life balance and job satisfaction on organizational commitment. This research was conducted on employees at PT Jatim Auto Comp Indonesia (JAI) which is engaged in wiring harness manufacturing. The sampling technique used total sampling with a total sample of 55 employees. The type of data used in this research is primary data in the form of a questionnaire. The data analysis technique carried out in this study used quantitative methods so that the data in the form of numbers was processed using multiple linear regression analysis methods. The results of the scale range in this study indicate that work-life balance is in the high category. Job satisfaction is included in the satisfied category. Organizational commitment is included in the high category. The results showed that work life balance has a positive effect on organizational commitment. Job satisfaction has a positive effect on organizational commitment. Work-life balance and job satisfaction have a positive effect on organizational commitment. Job satisfaction has the most influence on organizational commitment.

Keywords: *Work Life Balance, Job Satisfaction, Organizational Commitment*

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh *work life balance* dan kepuasan kerja terhadap komitmen organisasi. Penelitian ini dilakukan pada karyawan di PT Jatim Autocomp Indonesia (JAI) yang bergerak pada bidang instalasi kabel mobil (*wiring harness manufacturing*). Teknik pengambilan sampel menggunakan total sampling dengan jumlah sampel 55 karyawan. Jenis data yang digunakan dalam penelitian ini adalah data primer berupa kuesioner. Teknik analisis data yang dilakukan pada penelitian ini menggunakan metode kuantitatif sehingga data yang berbentuk angka tersebut diolah dengan menggunakan metode analisis regresi linier berganda. Hasil rentang skala pada penelitian ini menunjukkan bahwa *work life balance* masuk dalam kategori tinggi. Kepuasan kerja masuk dalam kategori puas. Komitmen organisasi masuk dalam kategori tinggi. Hasil penelitian menunjukkan bahwa *work life balance* berpengaruh positif terhadap komitmen organisasi. Kepuasan kerja berpengaruh positif terhadap komitmen organisasi. *Work life balance* dan kepuasan kerja berpengaruh positif terhadap komitmen organisasi. Kepuasan kerja paling berpengaruh terhadap komitmen organisasi

Kata Kunci: keseimbangan kerja, kepuasan kerja, komitmen organisasi

INTRODUCTION

In the current era of globalization, business competition is of course getting tougher as the capacity of human resources increases dramatically every year, where this is the racetrack for most companies to improve the quality of human resources. With increasingly intense competition from

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competitors due to increasingly advanced digital technology, a company must have competent human resources to advance and prosper the company. According to Mondy & Noe (2010), human resource management or human resource management is the utilization of human resources to achieve company goals. One of the most important things in the selection of human resources besides being seen from the mental and physical point of view is the commitment that each individual has. Every company must have big questions regarding human resource commitment every time employee recruitment is carried out. This is very important for companies to produce employees who have good quality and high loyalty to the company. Organizational commitment is strongly influenced by the extent to which the work done can provide satisfaction for him. To maintain employee commitment, companies must make them comfortable in the work environment as much as possible. Employees who have high organizational commitment will be very profitable for the company. Besides that employees with high organizational commitment will try to solve internal organizational problems. Organizational commitment is an important factor in work-life balance and job satisfaction.

PT. Jatim Autocomp Indonesia is a company engaged in the field of car cable installation assembly (Wiring Harness Manufacture). Customers who are loyal to this company are quite well-known, such as Subaru, Toyota, Mazda, and Nissan. PT Jatim Auto Comp Indonesia (JAI) is a bona fide company located in Pasuruan Regency, which is one of the factors that makes people tempted to join as employees at PT Jatim Auto Comp Indonesia (JAI). To be able to improve the quality of their services, companies need to pay attention to the resources they have, such as work-life balance, job satisfaction, and organizational commitment to be able to compete against their competitors.

However, an interesting phenomenon in this company is that many employees do not comply with organizational commitments to the company, which results in many employees leaving the company. This is where the role of the company must make employees feel comfortable in carrying out their work and comfortable in their environment so that the company maintains the work-life balance of its employees. In this company there are activities such as routine studies and creative youth, this activity alone many employees do not participate in because they are tired at work let alone participating in a series of company activities, and this triggers dissatisfaction among employees. Then the logistics for delivery are also not to the schedule which makes employees overwhelmed by the sudden schedule received. At this company employees still cannot reflect the existence of high organizational commitment, they do not have feelings of love for organizational commitment and their company. The existence of this organizational commitment to work-life balance and job satisfaction is very influential in helping employees grow their desire to remain in the company.

This is in line with research conducted by Nirmalasari (2018) on nurses at the Sukoharjo City Hospital which proves that work-life balance cannot directly influence organizational commitment in the absence of job satisfaction. Research conducted by Rene & Wahyuni (2018) at insurance companies in Jakarta, also proves that work-life balance has no significant effect on organizational commitment. Meanwhile, the results of research conducted by Isfandi (2019) prove that work-life balance has a significant and positive influence on organizational commitment.

The research conducted by Sjuang (2011) with the theme of the effect of job satisfaction on organizational commitment and the desire to move, proves that job satisfaction has a positive effect on organizational commitment. Previous research conducted by Amelianti (2020) at PT. So Good Food, Pinangkaan et al. (2020) on the Manado Employment BPJS, research by Putra et al. (2020) on employees of the One-Stop Integrated Service Investment Service and workforce in Merangin district, Jambi province, proving that job satisfaction has a positive and significant effect on organizational commitment. Meanwhile, the results of research conducted by Maryanti & Dewi (2016) on nurses in

private hospitals in the city of Padang revealed that job satisfaction has no significant effect on organizational commitment. So it can be concluded that there is inconsistency in the results of the research and the dependent variable.

LITERATURE REVIEW

According to Luthans (2006), organizational commitment is a strong desire to remain a member of the organization, the desire to strive according to the wishes of the organization, and certain beliefs, and acceptance of organizational values and goals. Organizational commitment is the extent to which an employee recognizes certain organizational goals and considers his job performance to be important to himself (Robbins & Coulter, 2012). Schermerhorn (2005) revealed that work-life balance is a person's ability to balance work demands with personal and family needs. Work-life balance efforts are made by an individual to balance the two roles that are being carried out (Fisher *et al.*, 2009). According to Robbins & Judge (2015), job satisfaction is a worker's sense of achievement and success in his work. This is generally considered to be directly related to productivity as well as personal well-being.

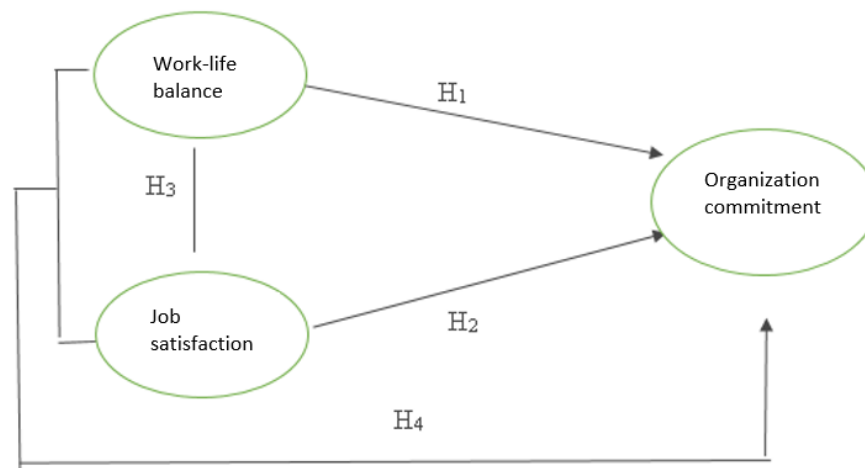


Figure 1. Research Framework

H₁: Work-life balance has no significant effect on organizational commitment.

H₂: Job satisfaction has a positive effect on organizational commitment.

H₃: Work-life balance and job satisfaction affect organizational commitment.

H₄: Job satisfaction has the most influence on organizational commitment.

RESEARCH METHODS

The type of research used in this research is explanatory research with a quantitative approach. The sampling technique used in this research is non - probability sampling. So, the sample in this study was 55 employees at PT Jatim Auto Comp Indonesia in the PPIC Exim Department. The source of data used in this study is primary data which is a source of data obtained directly from sources (Sugiyono, 2019). The primary data obtained in this study is through distributing questionnaires to respondents. In addition, secondary data which is research data obtained is not directly related to providing data to data collectors (Sugiyono, 2019). The data source referred to is in the form of interview results and documentation at PT Jatim Auto Comp Indonesia, the Exim section of the PPIC Department. The data analysis technique in this research uses multiple linear regression with the SPSS analysis tool.

RESULTS AND DISCUSSION

Based on data from the questionnaire results that were distributed to 55 respondents to employees

of PT. East Java Autocomp Indonesia (JAI), the results obtained for the characteristics of respondents include name, gender, and age as follows:

Table 1. Respondents Based on Gender

Gender	Respondents	Percentage (%)
Man	33	60%
Woman	22	40%
Total	55	100%

Source: Data processed (2023)

Table 1 shows that in terms of gender characteristics, there are 33 male respondents or 60%, and 22 female respondents or 40%. From the data obtained, male employees dominate more than women, which means that this company wants a high level of productivity.

Table 2. Characteristics of Respondents Based on Age

Age	Person	Percentage %
Under 20	1	1.8%
20-30	45	81.8%
30-40	8	14.5%
Above 40	1	1.8%
Total	55	100%

Source: Data processed (2023)

Based on table 2 shows that for the characteristics of ages under 20, there is 1 respondent with a percentage of 1.8%, at ages 20-30 there are 45 respondents with a percentage of 81.8%, at ages 30-40 there are 8 respondents with a percentage of 14.5% and at the age of over 40 amounted to 1 with a percentage of 1.8%. From the data obtained, it can be concluded that employees at PT Jatim Auto Comp Indonesia are dominated by young employees, which means that these young employees still have a high level of productivity.

Table 3. Characteristics of Respondents Based on Length of Work

Length of work	Person	Percentage%
Under 1 Year	5	9.1%
1 Year – 5 Years	38	69.1%
5 Years – 10 Years	11	20%
Over 10 Years	1	1.8%
Total	55	100%

Source: Data processed (2023)

Based on table 3, it shows that the characteristics of working time under 1 year amounted to 5 people with a percentage of 9.1%, 1 year - 5 years totaled 38 people with a percentage of 69.1%, 5 years - 10 years totaled 11 people with a percentage of 20%, and over 10 years amounted to 1 person with a percentage of 1.8%. This shows that the characteristics of respondents based on age have a fairly good level of emotional intelligence in decision-making and are very productive at work.

Table 4. Validity Test

Variable	Indicator	Corrected Item Total Correlation	Information
Work-life Balance	X1.1	0.337	Valid
	X1.2	0.388	Valid
	X1.3	0.489	Valid
	X1.4	0.494	Valid
	X1.5	0.301	Valid
	X1.6	0.401	Valid
	X1.7	0.306	Valid
	X1.8	0.666	Valid
	X1.9	0.660	Valid
	X1.10	0.668	Valid
	X1.11	0.679	Valid
	X1.12	0.687	Valid
	X1.13	0.646	Valid
Job satisfaction	X2.1	0.637	Valid
	X2.2	0.509	Valid
	X2.3	0.664	Valid
	X2.4	0.726	Valid
	X2.5	0.703	Valid
	X2.6	0.646	Valid
	X2.7	0.667	Valid
	X2.8	0.612	Valid
	X2.9	0.743	Valid
	X2.10	0.780	Valid
	X2.11	0.791	Valid
Organization Commitment	Y1.1	0.650	Valid
	Y1.2	0.591	Valid
	Y1.3	0.672	Valid
	Y1.4	0.537	Valid
	Y1.5	0.527	Valid
	Y1.6	0.650	Valid
	Y1.7	0.647	Valid
	Y1.8	0.614	Valid
	Y1.9	0.513	Valid
	Y1.10	0.615	Valid
	Y1.11	0.730	Valid

Source: Data processed (2023)

The Corrected Item Total Correlation value is greater than r-table 0.266, which means that all statements can be said to be valid and can be used for further instrument testing.

Table 5. Reliability Test

No	Variable	Cronbach's Alpha	Information
1	Work-life Balance (X1)	0.829	Reliable
2	Job satisfaction (X2)	0.759	Reliable
3	Organizational Commitment (Y)	0.881	Reliable

Source: Data processed (2023)

Based on the results of the reliability test, it can be said that all the variables used in this study are reliable, this is because Cronbach's Alpha is above 0.50. These results can be concluded that all the

instruments in this study, although tested repeatedly, can produce reliable results.

Table 6. Normality Test Based on the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residuals		
N		55
Normal Parameters a,b	Means	0
	std. Deviation	4.260774
Most Extreme Differences	absolute	0.074
	Positive	0.074
	Negative	-0.069
Test Statistics		0.074
asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processed (2023)

Based on Table 6 normality test results Kolmogorov-Smirnov test data obtained sig greater than 0.05, which is equal to 200, then the data used in this study is normally distributed.

Table 7. Multicollinearity Test

Variable	Collinearity Statistics	
	tolerance	VIF
Work-life Balance X1	0.806	1,241
Job satisfaction X2	0.806	1,241

Source: Data processed (2023)

From the calculation above, it can be shown that the multicollinearity test results for all independent variables each have a Variance Inflation Factor (VIF) value ≤ 10 and a tolerance value ≥ 0.10 , which means that there is no correlation between the independent variables and the regression model where multicollinearity does not occur.

Table 8. Heterosdastisity test

Variable el	Sig	Sig criteria	Information
Work-life Balance X1	0.178	0.05	There is no heteroscedasticity
Job Satisfaction X2	0.149	0.05	Heterosdastisity does not occur

Source: Data processed (2023)

The results of the analysis in Table 11 above show that the significance value of the work-life balance variable has a value of ≥ 0.05 , which is equal to 0.178, which means that there is no indication of heteroscedasticity in the model being tested. Variable l job satisfaction has a significance value of ≥ 0.05 which is equal to 0.149 this indicates that there is no indication of heteroscedasticity in the model tested. Multiple regression analysis was performed to determine most of the effect of the independent variables on the dependent variable. This study uses multiple regression to understand the effect of two or more independent variables on the dependent variable. In this study, the independent variable is work-life balance (X1), and job satisfaction (X2), while the dependent variable is organizational

commitment (Y).

Table 9. Multiple Linear Regression

ANOVA ^a						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	792,401	2	396.2	21016	.000 ^b
	residual	980,327	52	18,852		
	Total	1772,727	54			

Source: Data processed (2023)

Based on the test results in Table 9 above, the regression equation is obtained and the results of calculating multiple linear regression analysis are described below:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 9.814 + 0.147 x_1 + 0.501 x_2$$

The constant value (a) of 9.814 indicates a constant level, where if the variable work-life balance (X1) and job satisfaction (X2) is 0, then organizational commitment (Y) will remain at 9.814. The coefficient value of Work-Life Balance (X1) (β_1) = 0.147 indicates that the work-life balance variable has a positive influence on organizational commitment. So it can be said that the higher the work-life balance, the commitment will also be better. The coefficient value of the Job Satisfaction variable (X2) (β_2) = 0.501 indicates that the job satisfaction variable has a positive influence on organizational commitment. So it can be said that the higher the job satisfaction, the higher the organizational commitment to the company.

Table 10. t-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	9,814	5,487		1,788	0.08
	TOTAL X1	0.147	0.116	0.145	1,263	0.212
	TOTAL X2	0.501	0.097	0.592	5.151	0

Source: Data processed (2023)

Based on Table 10 above, the significance value for the work-life balance variable is $0.212 > 0.05$ and the t-count value is $1.263 < t\text{-table } 2.006$, so H1 is accepted which means that the work-life balance variable (X1) does not influence organizational commitment (Y). With that, the first hypothesis is rejected, and the variable job satisfaction (X2) obtained a significance value of $0.000 < 0.05$ and the value of t count $5.151 > 2.006$ then H2 is accepted because the variable job satisfaction (X2) individually has a significant influence on organizational commitment.

Table 11. F-test

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	std. Error	Betas		
(Constant)	9,814	5,487		1,788	0.08
1 TOTALX 1	0.147	0.116	0.145	1,263	0.212
TOTALX 2	0.501	0.097	0.592	5.151	0

Source: Data processed (2023)

Based on table 11 above shows that the calculated F value is $21.016 > 3.18$ and with a sig. $0.000 < 0.05$ and based on the test criteria and the hypothesis if F count $>$ from F table then H3 is accepted, which means that the independent variables consist of work-life balance (X1) and job satisfaction simultaneously or jointly have a positive and significant effect on organizational commitment (Y).

Table 12. Dominant Test

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	std. Error	Betas		
(Constant)	9,814	5,487		1,788	0.08
1 TOTALX 1	0.147	0.116	0.145	1,263	0.212
TOTALX 2	0.501	0.097	0.592	5.151	0

Source: Data processed (2023)

From table 12 shows that the work-life balance variable (X1) has a beta coefficient of 0.145. The job satisfaction variable (X2) has a beta coefficient of 0.592. This indicates that the variable job satisfaction (X2) is the most influential variable on Organizational Commitment (Y) so the hypothesis is accepted.

Overall, testing the relationship between work-life balance and job satisfaction variables on organizational commitment is explained by the results of the average analysis on the description of variable I, which shows that the work-life balance at PT Jatim Auto Comp Indonesia is good. Work-life balance also reflects every employee's life in managing the needs of personal life and work life so that employees have a balanced quality of life. There is an attachment between work-life balance and job satisfaction. If employees in the company get satisfaction, employees will stay with the company even though not all aspects that affect job satisfaction are fulfilled. According to Martoyo (2000), job satisfaction can give rise to a feeling that there is a job that matches the abilities, skills, and expectations that lead to a sense of satisfaction in the job. The results of the analysis of the description of the job satisfaction variable illustrate that every employee is satisfied with his job. Job satisfaction is defined as a feeling of satisfaction and pleasure in doing their job so that employees do not feel disadvantaged

by the company.

Organizational commitment in the company has an important role in the company. Organizational commitment is a level of loyalty of members or employees or employees to an organization or company who want to be a permanent part of the organization, provide the best, and always maintain a good name within the organization (Triatna, 2016). The results of the average analysis on the description of organizational commitment, show that organizational commitment is good. Effect of work-life balance on organizational commitment The test results state that work-life balance affects organizational commitment. From several indicators from the questionnaire, there was one question about a better job elsewhere, some dominant employees chose to agree and be neutral. It can be concluded that some employees want to leave if there is a better place of work their opinion and this is also related to the phenomenon in companies where employees often come and go from the company.

This research is supported by Dihaq et al. (2022) with the theme of the influence of work-life balance, job satisfaction, and self-efficacy on organizational commitment, it can be concluded that work-life balance has a significant positive effect on organizational commitment. Job satisfaction affects organizational commitment. The test results state that job satisfaction has a positive effect on organizational commitment. This means that the higher the job satisfaction, the higher the organizational commitment. The results of this study are supported by Standing (2011) with the theme of the effect of job satisfaction on organizational commitment and the desire to move to the conclusion that job satisfaction has a positive effect on organizational commitment. Work-life balance and job satisfaction affect organizational commitment. The test results stated that work-life balance did not affect organizational commitment while job satisfaction affected organizational commitment.

This means that the higher the work-life balance and job satisfaction, the higher the organizational commitment. The results of this study are supported by Dihaq et al. (2022) with the theme of the effect of work-life balance, job satisfaction, and self-efficacy on organizational commitment, it can be concluded that work-life balance and job satisfaction have a significant positive effect on organizational commitment. (3) Job satisfaction has the most influence on organizational commitment. The test results state that job satisfaction has the most influence on organizational commitment. This means that the higher the satisfaction of an employee, the higher the organizational commitment to the company. The results of this study are supported by research conducted by Dihaq et al. (2022) with the theme of the influence of work-life balance, job satisfaction, and self-efficacy on organizational commitment, it can be concluded that job satisfaction has the greatest influence on organizational commitment.

CONCLUSION

Based on the analysis and discussion conducted, it is concluded that at PT Jatim Auto Comp Indonesia, specifically within the PPIC EXIM department, work-life balance, job satisfaction, and organizational commitment all rank highly. The study found that while work-life balance does impact organizational commitment, integrating personal life with company commitments presents challenges. Conversely, job satisfaction boosts organizational commitment, indicating that higher employee satisfaction correlates with increased loyalty to the company's commitments. Additionally, both work-life balance and job satisfaction positively influence organizational commitment, suggesting that a good balance between work and personal life enhances employee satisfaction, which in turn benefits organizational commitment. Notably, job satisfaction emerges as the most critical factor affecting organizational commitment, with income and company achievements significantly boosting employee satisfaction and loyalty.

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