

WORK-LIFE BALANCE, JOB SATISFACTION, AND EMPLOYEE'S ORGANIZATIONAL COMMITMENT IN CONSTRUCTION COMPANIES

Ulvita Nugraemi

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

E-mail: ulvitan@gmail.com

Roni Faslah

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

E-mail: ronifaslah@unj.ac.id

Sholatia Dalimunthe

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

E-mail: tiadalimunthe@unj.ac.id

ABSTRACT

This study aims to determine how much influence work-life balance and job satisfaction have on organizational commitment in PT. Karya Adi Kencana Kebumen. The research method used is a survey method using a 5 point Likert Scale. The affordable population in this study amounted to 155 employees with a sample size 112 employee. The sampling technique used purposive sampling technique. The data analysis technique used is multiple regression to answer the research hypothesis data processing using the SPSS version 26.0 program. Data analysis techniques used (1) analysis requirement test consisting of normality and linearity test (2) classical assumption test and heteroscedasticity test (3) multiple linear regression test (4) hypothesis testing consisting of F test and t test (5) coefficient of determination analysis. The results showed that there was a simultaneous influence of work-life balance and job satisfaction on organizational commitment by 42,7%.

Keyword: Work-Life Balance, Job Satisfaction, Organizational Commitment

ABSTRAK

Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh keseimbangan kehidupan kerja dan kepuasan kerja terhadap komitmen organisasi pada karyawan PT. Karya Adi Kencana Kebumen. Metode penelitian yang digunakan adalah metode survei menggunakan skala Likert 5 poin. Populasi terjangkau dalam penelitian ini berjumlah 155 karyawan dengan jumlah sampel 112 karyawan. Teknik pengampillan sampel menggunakan Teknik Purposive Sampling. Teknik analisis data yang digunakan adalah regresi berganda untuk menjawab hipotesis penelitian. Pengolahan data menggunakan program SPSS versi 26.0. Teknik analisis data yang digunakan (1) uji persyaratan analisis yang terdiri dari uji normalitas dan linearitas; (2) uji asumsi klasik yang terdiri dari uji multikolinieritas dan uji heteroskedasitas; (3) uji regresi linear berganda; (4) uji hipotesis yang terdiri dari uji F dan uji t; (5) analisis koefisien determinasi. Hasil penelitian menunjukkan bahwa terdapat pengaruh secara simultan dari keseimbangan kehidupan kerja dan kepuasan kerja terhadap komitmen organisasi sebesar 42,7%.

Kata Kunci: Keseimbangan Kehidupan Kerja, Kepuasan Kerja, Komitmen Organisasi

INTRODUCTION

In recent years there has been a change in habits from working in the office to working from home or work from home (WFH) which is expected to minimize the spread of the recent Covid-19 virus. This trend has become very popular and is widely implemented by companies

because apart from being a necessity for companies, it is also considered capable of reducing company operational costs, as well as from the employee side which is divided into two opinions, namely those who agree because they feel it is more practical to work from home and those who feel burdened because it is difficult. To provide boundaries between office work and homework.

Organizational commitment is considered important because it can describe a person's attachment to the organization which can later create a sense of belonging to the organization where the employee works. According to Janitra (2017), employees who are committed to the organization will show positive attitudes and behavior towards their institution, employees will have the spirit to continue to defend their organization, try to improve performance, and have a definite belief in realizing the organization's goals. Therefore, with organizational commitment among employees it is hoped that it can form an attitude of employee willingness to work optimally and can create a sense of belonging to the organization.

Lately, the unstable economic conditions have had an impact on the economic conditions of employees. Increasing family needs, unstable working hours make employees inevitably continue working, which ultimately gives rise to conflict within them (Nurhidayah et al., 2022). This is what can cause a sense of belonging to the company and no work, they work because they are forced to make ends meet, especially for employees whose working hours are not always appropriate or often work overtime unexpectedly.

PT. Karya Adi Kencana Kebumen is one of the largest contractor and heavy equipment companies in Kebumen with 155 employees. Where a construction service company is a company that produces physical facilities and infrastructure. With this national market share, the competence of human resources in this company is required to have optimal work quality.

Table 1. Total Employees of PT. Adi Kencana Kebumen

Division	Population	Sample
Architect and planning engineer	15	11
Adm. Project	18	15
Staffing & Admin. General	25	19
Div. Building	20	13
Adm. Civil & Natural Resources Engineering	22	19
Div. Road and JBT	25	18
Div. Transportation	30	19
Total	155	112

Source: Data processed by Researchers (2022)

Table 1 explains the number of employees at PT. Adi Kencana Kebumen which is divided into several divisions. They work 6 days a week and overtime when needed. Each company has its own policy in regulating the working hours of its employees, and each employee has different interests for each individual. Companies can demand that each of their employees work optimally to achieve their goals, but this does not mean that companies can neglect employees' rights to sacrifice their personal lives. Employees who feel that their lives are not balanced between work and personal life will feel uncomfortable and choose a better job. Therefore work-life balance is very influential on employee organizational commitment.

As we know, current circumstances and conditions require employees to work from home or what is called work from home (WFH). Most of the employees complain about this because working from home causes employees to be exhausted at work. This is reinforced by the statement by Nuri Purwito Adi, MSc as an occupational specialist doctor that "WFH is like

there is no limit to working hours, yesterday those who told me at three in the morning were still being contacted for work problems, they felt tired like they were overworked." According to him, several surveys show that WFH has the potential to increase the risk of psychosocial problems due to unclear work time limits [Liputan6.com, 17 August 2020].

Balancing work life is one of the effective factors to create organizational commitment (Purwana et al., 2021). A life that only focuses on work without caring about personal life will of course lead to boredom for employees which can reduce the employee's sense of job satisfaction. Job satisfaction is also one of the factors that can influence organizational commitment. Each individual has a different value of job satisfaction which serves as a benchmark for self-achievement at work. This shows that employees who can achieve job satisfaction within the company, of course, will work better and be committed to achieving organizational goals. In addition, when a company pays attention to its employees, the basic needs of its employees, namely a sense of comfort, are fulfilled and this will encourage employee loyalty and even a sense of belonging to the company.

LITERATURE REVIEW

Work-Life Balance

Work-life balance can be a major consideration for employees at work. An employee at work must be able to balance the time while working and the time before work. With a balance of time between work and time outside of work, it will make employees want to stay in the organization and maintain their membership. According to Soomro & Breitenecker (2017: 130) "work life balance is a balance between two completely different roles that an individual performs, that is, work and family roles, which brings satisfaction to the life of the holder of the roles". That is, work-life balance is a balance between two completely different roles performed by a person, namely work and family roles, which bring satisfaction to the role holder's life. Because work-life balance is related to setting priorities between work and personal life, this is why work-life balance is often studied. In addition, according to Anugrah & Priyambodo (2021: 343) work-life balance is a balance between one's personal life and work life, for example having more time to relax, having good relationships with co-workers. According to Akter et al., (2019: 2) "work life balance is about having a good fit between professional roles and other personal activities that are crucial to people like leisure and personal activities, family responsibilities, community roles and recreation". That is, it reveals that work-life balance is about getting a good match in the role as a professional and personal activities that are considered important by someone, such as recreation, personal activities, social activities, family responsibilities and other activities. From the three theories above, it can be synthesized that work-life balance is a state of balance between work life and life outside work. According to Greenhaus in (Hafid, 2017:54) it is stated that work-life balance can be measured using indicators, namely (1) time balance (2) role/involvement balance (3) satisfaction balance.

Job satisfaction

Job satisfaction in general can be defined as a measure of the perceived fulfillment of one's work values. However, for the organization itself, job satisfaction can be used as an indicator to determine the extent to which the organization provides feedback to employees who have worked according to organizational goals. According to Ardiani (2017: 60) job satisfaction is a pleasant and unpleasant emotional state from how employees perceive their work. This is in line with the opinion of Heryyanti & Zayanti (2021: 269) job satisfaction can be interpreted as a feeling of comfort which includes being happy or not happy with the job, and is expressed in the form of behavior. Meanwhile, according to Hasibuan (2013: 202) states

that job satisfaction is a pleasant emotional attitude and loves his job. Some of the theories above, can be synthesized that job satisfaction is an attitude or emotional state that is pleasant and unpleasant related to the work they do. Bahri and Nisa (2017:13–15) states that the indicators used for job satisfaction variables are: actual job assignments, learning opportunities, responsible opportunities, superior leadership style, promotion opportunities, payroll system, salary fairness, as well as support and attention from co-workers. Meanwhile, according to Bulan et al., (2018: 161) job satisfaction has several indicators, namely: assignments, learning opportunities and responsibilities, superior leadership style, payroll system, pay fairness, promotion opportunities, and support between colleagues

Organizational Commitment

Organizational commitment can be used as a level that indicates where an employee identifies himself with the organization and his desire to continue to actively contribute to the company. Saputri and Helmy (2021: 937) argues that organizational commitment is a form of loyalty that is more concrete in terms of how far employees devote attention, ideas, and responsibility in an effort to achieve organizational goals. According to Latupapua et al., (2021: 54) organizational commitment is an attitude that shows the high loyalty of organizational members to their organization and is also a continuous process in which organizational members express their concern for the organization. Meanwhile, according to Utari and Heryanda (2021:2) organizational commitment is an attitude that reflects employee loyalty to the organization, where members can focus their attention on the organization through success and sustainable progress. From these three theories, it can be synthesized that organizational commitment is an employee's attitude towards an organization that involves loyalty and attention and has a willingness to focus on organizational goals. According to Budi et al., (2019: 160) commitment to the organization involves three attitudes namely: (1) identification with organizational goals (2) feelings of being involved in organizational tasks (3) feelings of loyalty to the organization. Ngalmun et al., (2022: 66) explain organizational commitment is an emotional relationship with the organization which is characterized by three main parameters related to individual attitudes, namely identification-internalization of organizational goals and values, involvement-activities carried out by employees as a form of their role, and loyalty - a sense of have towards the organization.

METHOD

This research is quantitative research with a survey method in collecting data which was carried out by distributing questionnaires via Google Forms. The population of this research is all employees of PT. Karya Adi Kencana Kebumen with a sample size of 112 people from various departments/sections. In taking the sample for this research, the researcher used a purposive sampling technique. According to Sugiyono (2018:217) purposive sampling is a technique for determining samples with various specific considerations. One characteristic of the subjects in this study was that they had worked at the company for at least 2 years or more. The data analysis technique used in this research is multiple linear analysis with the Goodness of Fit coefficient significance test (F test) which is used to test whether the structural equation model is in accordance with the data taken or not. This test is carried out by comparing the value of $F_{count} > F_{table}$. The calculation tool used in this research is SPSS version 26.0 program.

RESULT AND DISCUSSION

Normality Test

The normality test aims to determine whether the data is normally distributed or not. Normality testing in this study used the Kolmogorov-Smirnov test with a significance level of

5% and normal probability plot analysis. The decision making criterion is if the significance is > 0.05 , then the data can be said to be normally distributed and vice versa.

Table 2. Normality Results

One-Sample Kolmogorov-Smirnov Test			
	Work-Life Balance	Job Satisfaction	Organizational Commitment
N	112	112	112
Asymp. Sig. (2-tailed)	.166 ^c	.200 ^{c,d}	.200 ^{c,d}

Source: Data processed by Researchers (2022)

Based on the Table 2, it is known that the significance value of the work-life balance variable is $0.166 > 0.05$, so it can be stated that the work-life balance variable data is normally distributed. The significance value of the job satisfaction variable is $0.200 > 0.05$ so it can be stated that the data on the job satisfaction variable is normally distributed. The significance value of the organizational commitment variable is $0.200 > 0.05$ so it can be stated that the organizational commitment variable data is normally distributed. It can be concluded that all the data is normally distributed, this can be seen from the significance value of the three variables which is more than 0.05.

Linearity Test

The linearity test aims to find out whether the three variables, namely work-life balance (X1), job satisfaction (X2) and organizational commitment (Y) have a linear relationship or not, significantly. Based on table 3 it can be seen that the significance value in Linearity for the work-life balance variable with organizational commitment is $0.000 < 0.005$, it can be concluded that the Work-Life Balance variable (X1) with Organizational Commitment (Y) has a linear relationship.

Table 3. X1 and Y Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment * Work-Life Balance	Between Groups	(Combined)	1432.048	22	65.093	2.359	.002
		Linearity	768.663	1	768.663	27.858	.000
		Deviation from Linearity	663.385	21	31.590	1.145	.320
Within Groups			2455.667	89	27.592		
Total			3887.714	111			

Source: Data processed by Researchers (2022)

Table 4. X2 and Y Linearity Test Results

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment * Job Satisfaction	Between Groups	(Combined)	2121.028	29	73.139	3.395	.000
		Linearity	1441.012	1	1441.012	66.884	.000
		Deviation from Linearity	680.016	28	24.286	1.127	.330
Within Groups			1766.687	82	21.545		
Total			3887.714	111			

Source: Data processed by Researchers (2022)

Based on table 4 it can be seen that the significance value in Linearity for the Job Satisfaction variable (X2) with the Organizational Commitment variable (Y) is $0.000 < 0.005$, it can be concluded that the job satisfaction variable with the organizational commitment variable has a linear relationship.

Multicollinearity Test

This test aims to test whether in the regression model a correlation is found between the independent variables, namely work-life balance (X1) and job satisfaction (X2). Based on

table 5, it can be seen that the Tolerance value for the work-life balance and job satisfaction variables is $0.5864 > 0.1$ and the Variance Inflation Factor (VIF) value is $1.158 < 10$, so it can be concluded that the regression model in this study does not have multicollinearity problems.

Table 5. Multicollinearity Test Results

		Coefficients ^a				Collinearity Statistics			
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
Model		B	Std. Error	Beta					
1	(Constant)	11.242	5.810			1.935	.056		
	Work-Life Balance	.265	.081	.255		3.261	.001	.864	1.158
	Job Satisfaction	.380	.058	.515		6.596	.000	.864	1.158

a. Dependent Variable: Organizational Commitment

Source: Data processed by Researchers (2022)

Heteroscedasticity Test

A good regression model has the condition that there are no heteroscedasticity problems. Based on the table above it can be seen that the significance value of Work Life Balance (X1) is $0.663 > 0.05$ and the significance of Job Satisfaction (X2) is $0.860 > 0.05$. So, it can be concluded that the regression model in this study does not have heteroscedasticity problems.

Table 6. Heteroscedasticity Test Results

		Correlations			
				Unstandardized Residual	Job Satisfaction
Spearman's rho	Unstandardized	Correlation Coefficient	1.000	.042	.017
	Residual	Sig. (2-tailed)	.	.663	.860
		N	112	112	112
Work-Life Balance	Unstandardized	Correlation Coefficient	.042	1.000	.375**
	Residual	Sig. (2-tailed)	.663	.	.000
		N	112	112	112
Job Satisfaction	Unstandardized	Correlation Coefficient	.017	.375**	1.000
	Residual	Sig. (2-tailed)	.860	.000	.
		N	112	112	112

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by Researchers (2022)

Multiple Regression Test

Multiple regression analysis is aimed at finding out the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related.

Table 7. Multiple Regression Test Results

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
Model		B	Std. Error	Beta			
1	(Constant)	11.242	5.810			1.935	.056
	Work-Life Balance	.265	.081	.255		3.261	.001
	Job Satisfaction	.380	.058	.515		6.596	.000

a. Dependent Variable: Organizational Commitment

Source: Data processed by Researchers (2022)

F-Test

The F test aims to determine whether there is a significant influence between the independent variables on the dependent variable simultaneously (simultaneously). Based on the F test table above, it can be seen that the calculated F value is 40.548. The Ftable value can be seen in the statistical table with a significance level of 0.05 df 1 (number of variables – 1) or 3-1=2 and df 2 = m – k – 1 (n is the number and k is the number of independent variables) or 112 – 2 – 1 = 109. The Ftable value is 3.08. This means that Fcount 40.548 > Ftable 3.08, it can be concluded that the variables Work Life Balance (X1) and Job Satisfaction (X2) simultaneously have a significant effect on the Organizational Commitment variable (Y).

Table 8. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1658.528	2	829.264	40.548	.000 ^b
	Residual	2229.186	109	20.451		
	Total	3887.714	111			

a. Dependent Variable: Organizational Commitment
 b. Predictors: (Constant), Job Satisfaction, Work-Life Balance

Source: Data processed by Researchers (2022)

t-Test

The t test is used to determine whether or not there is an influence between the independent variables partially (by themselves) on the dependent variable. The t-table value is 1.98197, so it can be seen that the calculated t-value is 3.261 > t-table value is 1.98197, so the Ho hypothesis is rejected. It can be concluded that the Work Life Balance variable (X1) has a positive and significant influence on the Organizational Commitment variable (Y). The t-table value is 1.98197, so it can be seen that the t-count value is 6.596 > the t-table value is 1.98197, so the Ho hypothesis is rejected. It can be concluded that the Job Satisfaction variable (X2) has a positive and significant influence on the Organizational Commitment variable (Y).

Table 9. t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.242	5.810		1.935	.056
	Work-Life Balance	.265	.081	.255	3.261	.001
	Job Satisfaction	.380	.058	.515	6.596	.000

a. Dependent Variable: Organizational Commitment

Source: Data processed by Researchers (2022)

Coefficient of Determination (R²)

The coefficient of determination (R²) in multiple regression is used to determine the percentage effect of the independent variable (X) on the dependent variable (Y) simultaneously. Based on the output of the model summary (Table 10), it can be seen that the value of R square (R²) or the influence between Work Life Balance (X1) and Job Satisfaction (X2) on Organizational Commitment (Y) is 0.427. Which means the percentage contribution of the Work Life Balance (X1) and Job Satisfaction (X2) variables to explain the Organizational Commitment variable (Y) simultaneously or together is 42.7%, while the remaining 57.3% is influenced by other variables which is not researched.

Table 10. Results of Coefficient of Determination Analysis (R2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.427	.416	4.522

a. Predictors: (Constant), Work-Life Balance, Job Satisfaction
 b. Dependent Variable: Organizational Commitment

Source: Data processed by Researchers (2022)

Discussion

The Effect of Work-Life Balance on Organizational Commitment

According to Rini & Indrawati (2019:2) a positive work-life balance can lead to increased work morale, increase productivity, increase organizational commitment and reduce absenteeism. With workplace conditions that implement work-life balance, employees will feel connected to the organization and then encourage them to work hard, and most importantly employees want to remain in the organization and maintain their membership (Purwana et al., 2021).

The Influence of Job Satisfaction on Organizational Commitment

On the other hand, job satisfaction also has an influence on organizational commitment. This opinion is supported by several experts who state the same thing. Among them Mathis & Jackson (2010: 158) which explains that people who are relatively satisfied with their work will be more committed to the organization and people who are committed to the organization are more likely to get greater satisfaction. Likewise with the opinion of Saputra & Sriathi (2018) which states that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work which can have a positive influence on organizational commitment.

The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment

Then on the other hand it can be seen that work-life balance and job satisfaction have a relationship with organizational commitment. This is supported by the explanations of several experts who say the same thing. According to Azeem and Akhtar (2014: 22) "In light of current and previous findings, that work life balance and job satisfaction enhances organizational commitment among healthcare." This means that in previous studies, balance and job satisfaction are important for developing and increasing organizational commitment among health care workers.

According to Ramadhan and Marinda (2019: 218) said that the high and low levels of work-life balance and job satisfaction result in high and low levels of organizational commitment. Research conducted shows that work-life balance has a positive effect on organizational commitment. With workplace conditions that apply work life balance, employees will feel attached to the organization and then encourage them to work hard and most importantly employees want to remain in the organization and maintain their membership. Stating job satisfaction has an important role in increasing organizational commitment. The implication of this research is that companies or agencies must pay more attention to providing job satisfaction so that employees achieve a higher level of organizational commitment, namely not only wanting to stay but having a sense of belonging to the organization.

CONCLUSION AND RECOMMENDATION

Based on the results of the analysis and research that has been done, the following conclusions can be drawn: (1) There is a positive and significant influence between Work-Life Balance (X1) on Organizational Commitment (Y), it can be seen from t count $>$ t table. It can be concluded that the higher the work-life balance, the higher the organizational commitment.

Vice versa, if the employee's work-life balance is lower, the employee's organizational commitment will be lower or decrease; (2) There is a positive and significant influence between Job Satisfaction (X2) on Organizational Commitment (Y), which can be seen from $t_{count} > t_{table}$. It can be concluded that the higher the job satisfaction, the higher the organizational commitment. Vice versa, if the employee's job satisfaction is lower, the employee's organizational commitment will be lower or decrease; and (3) There is a positive and significant influence simultaneously or jointly between Work Life Balance (X1) and Work Satisfaction (X2) on Organizational Commitment (Y), can be seen from $F_{count} > F_{table}$. So it can be concluded that the lower the level of Work Life Balance and Job Satisfaction owned by employees, the lower the level of Organizational Commitment to employees. And vice versa, if the higher the level of Work Life Balance and Job Satisfaction owned by employees, the higher the level of Organizational Commitment. Then, based on the conclusions from the results of the research analysis above, the advice that can be given is that employees must be firm in setting limits in their work and dare to express objections if they feel they are disturbing their personal lives. Appreciation from the company is also important in order to achieve employee job satisfaction with the results of their work.

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