

WORK LIFE BALANCE, ORGANIZATIONAL CITIZENSHIP AND ORGANIZATIONAL COMMITMENT: STUDY FROM BANKING INDUSTRY EMPLOYEE

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Abstract: *Work life balance defined as the ability of individuals to fulfill work and family responsibilities and other non-work responsibilities. With this balance it is possible for someone to have a life that meets their goals. Organizational citizenship behavior refers is the behavior of employees towards the company without coercion or compensation for the services employees provide to the company. Organizational commitment is one of the attitudes of employees who describe the feelings of like or dislike towards the organization where employees work. The aim of this study is to investigate variable of work life balance influence employee organizational citizenship behavior and organizational commitment. The primary data came from 178 sample size selected by using survey questionnaire from a number of employees who work at banking industry in city of Bandung, Indonesia. Data analyzed through confirmatory factor analysis technique and regression analysis. The outcomes of the study showed that relationship between work life balance and organization citizenship behavior have no direct effect on organizational citizenship behavior, meanwhile work life balance has a significant effect on employee organizational commitment. This research will enrich the discourse on the relationship between work life balance toward organizational citizenship behavior and organizational commitment. The study has suggested implications for researchers, practitioners, and experts in the field of human resource management.*

Keywords: *work life balance, organizational citizenship behavior, organizational commitment*

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I. Introduction

Employees now days are facing problems related to balance their work life and family responsibilities in the competitive business environment. The increase of complaining between work and family time has become inconsistent and cause individual stress and conflicts (Robbins & Judge, 2017). The nature of banking industry is usually characterized by long working hours and business target to achieved, thus it increase work pressure on the employees. Many employees of banking industry work late hours and even do weekend works in order to meet their performance target. As known, business organizations require full alertness and preparedness of employees to achieve their goal. Increase organization demands for employees are conditions that have potential to cause problems with the harmony between job and personal life. Company wants the target to be achieved and employees must work hard to meet the needs of their lives and family, in addition they work for a company that requires employees to fully contribute in achieving the target, however, employees have personal and family interests that also need to be taken care of. Moreover, in this century now days, WLB has been discussed in this working environment; it is proved that woman enter into the workplace, it creates the increase of dual career family and many others (Pradhan, Kumari & Jena, 2016). Therefore managing employee by managing their WLB consider as important issues for organization in order to increase organizational performance.

Work life balance (WLB) describes a situation where employees are able to manage their work responsibilities, family life and others matter; therefore that condition will create no conflict between family life and work, and enhance employee performance including motivation and loyalty to the work. According to Skinner and Pocock (2008) WLB has emerged as an important part in practices of human resource management due to varying labor market demands. A shift in employees' demand at work has been noticed in recent decades and emerging diversity in workforce demands different work settings and policies at work, as their working priorities have been changed and most of the employees are striving for a balance between their work and family life. Specifically Oludayo et al. (2018) stated that a substantial responsibility lies on the managers of organizations particularly in the banking sector, to generate different ways to create a balance in the priorities of their employees.

In addition, according to Krishnan and Arora (2008), employee who works as a banker is not only expected to carry out his/her own assigned duties but also engage in positive activities which are not expressed in job description. These extra role behaviors is called as organizational citizenship behavior (OCB) and will lead to the growth of organizational, sharing ideas and helping colleagues to know work and any others (Turnipseed & Rassuli, 2005). According to Dubin (2000) in Poohongthong, et al (2014) OCB is an act of employees willing to perform their roles that can lead to the effectiveness and efficiency of the organization. Employee who has a work-life balance, employees will have a feeling of safety and satisfaction, including OCB (Friedman & Greenhaus, 2000). Employee often has multiple roles in their work life, as a person also has a role in his family, in his environment and others. Results of Poohongthong, et al's research (2014) proved that WLB correlates positively and significantly OCB to teachers in Northern Thailand. This means that when employees have achieved a balance in working and

personal life then the employee will be light in doing OCB. Furthermore, the same research results shown by Pradhan, Jena and Kumari (2016) that WLB has a positive influence on OCB among employees and executives of manufacturing industries in eastern India. On the other hand, the results of different research shown by Durahman (2016) that the level of WLB has no significant effect on the level of OCB on employees and shown that employees are not able to divide the work time with family time.

Moreover, WLB and organizational commitment (OC) are having positive effect. If employees having the good WLB, the more commitment with their organization. Therefore, organizational should pay attention more to employees' life. In today workplace challenges, organization demands the balancing between work and life responsibilities, actively seek to improve morale, commitment and job satisfaction of the employee in order to reduced source of stress both at work and family through WLB policies.

The aim of this study was to verify the relationship between WLB toward OCB and OC among employees who work in banking industry in city of Bandung, Indonesia. WLB has a huge contribution on the employees; therefore some studies suggest that there exists a relationship between those variables. OC helps to keep the stable behavior even in situation of unmet expectations and no reward from organization, thus the employees will engage in OCB. WLB also has impact on OCB, according to Eisenberger et al. (1997) employees feel a sense of obligation to their organization as a result of perceived organization support that will exhibits OCB.

II. Literature Review

Work Life Balance (WLB)

WLB refers to the balance between two different roles from individual and on the job role and this practice are designed to reduce job satisfaction, work family conflict and lead to reduce turnover intention (Arif & Farroqi, 2014). Now days, many researchers have shown the use of technological in the workplace will create less work-life conflict by allowing employee working from multiple locations, including the home through e-many electronic communication methods that can be used such as email. (Waller & Ragsdell, 2012; Thevanes & Mangaleswaran, 2018; Hayman, 2009; Wheatly, 2012). Employees are giving a chance to do their work freely in order to balance employee family and work life to make the quality life (Greenhaus, Collins & Shaw, 2003). Many studies stated by giving employees do their job flexibility in work schedules in order to manage work–life conflicts. Therefore, the focus of WLB in the organizations increasingly required to focus WLB of their employees to achieve the goal of organizational performance. As mentioned by Cieri et al. (2005) the purpose of organization is to achieve competitive advantage, therefore it focuses on Human resource practices and WLB is one of the strategies needed in today diverse workforce. Therefore, according to McCarthy et al. (2013) the increase of attention to create workplace that comfortable for employees is a response to this issue in order to help employee dealing with conflict in their work-life. Some programs and benefits that organization can offer related to the issue

of WLB such as daycare for employees' children, flexibility in doing work or job sharing among employees.

Work Life Balance and Organizational Citizenship Behavior

As know today many organizations try to use several strategies and practices that can improve commitment, participation of their employees to achieve the goals of organization. Thus, positive attitudes and behaviors of employees are continuing continue to be developed to improve their performance. Related to this, OCB can be considered as important part of employee behavior in the workplace that can enhance the organizational performance. Many researches on OCB refer it as a positive and constructive behavior that needs to be implementing in the organization (Wang, 2015, Xerri & Burnetto, 2013; Zhao et al., 2012). According to Organ, Podsakoff and Mackenzie (2006) OCB describe as employee's discretionary behavior that is not directly or explicitly recognized by the formal reward system and efficiently and effectively promotes the performance of the organization. When employees feel that the organization supports them, it will increase organizational commitment and may also create OCB which is advantageous for the organization (Tsai & Lin, 2014). Therefore, in order to enhance OCB among employees, organizations should increase the attention to this issue.. As mentioned by McCarthy et al. (2013) that one of major indicator for organizational to achieve the goals is found in balancing work-life. Moreover, Allen (2001) stressed that perception of employees regarding their supervisory and organizational support comes from the situations when employees requested to use programs and policies related to WLB. Wang (2015) also mentioned that positive atmosphere in the workplace can be made with practicing WLB strategies in the organization, and in the end it will promote employees' OCB. In Pradhan, Jena and kumara (2016) and Lambert, Helly and Hogan (2013)' researches supported that by rising the WLB of employees significantly contribute to enhance the OCBs of employees within the organization. Moreover, others researchers such as Galinsky, Bond and Hill (2004), Richman (2006), Konrad and Mangel (2000), Wang and Walumbwa (2007), McNall, Masuda and Nicklin (2009), Chan et al. (2016) argued that by practicing WLB in the company will contribute to the results that give positive, for example increase productivity and effectiveness, organizational commitment, job satisfaction, employee engagement, in-role performance, employee morale, loyalty, sense of competence, better mental health condition and make lower turnover intention, absenteeism, and employee stress. Hoffman et al. (2007) stressed that when employees satisfied with their jobs, they more likely to pursue in OCBs. On the other hand, according to Beham (2011) when employees dealing with conflict between work and family activities, they may not be able to do maximum work to their organization and exhibit high levels of OCBs as expected by their company. In other words, in order to create positive work environment and climate, organization should enhance the contribution of WLB that will give effect on high OCB among employees. Study of Pradhan, Kumari and Jena (2016) with multinational corporation employees in India as the sample found that there is a significant effect of WLB on OCB. From these explanations and supported by several previous studies, the hypothesis proposed in this research as follows:

H1: WLB has a significant effect on OCB.

Work Life Balance and Organizational Commitment

Organizational commitment (OC) refers as an experience of sense of belonging of the employees to their organization. Some studies found that WLB policies decrease work family conflict that will help and improve employee commitment to organization. OC itself has been described as an significant predictor of WLB and OCB. As stated in the social exchange theory when employees are treated well by their organization, they will display positive OCB. Highly committed employees are more likely to engage in demonstrate OCB which positively give benefit for the organization (Jaros, 1997). Therefore, nowadays many organization are trying to apply WLB in order to increase employees' OC and finally will triggers OCB. Existing studies were reviewed to support and refute the relationship between WLB and OC. Study of Birjandi et al. (2013) found that there is a link between WLB and OC. Study of Malone and Issa (2012) has investigated work-life conflict and OC of women employee in the United State of America. They found there were uncovered that facets of work-life conflict also have different time intervals, as well as in their satisfaction commitment. Contrary to the findings explained before, Riaz and Hunjra (2015) in their study showed the effect of OC and work-life conflict, the results revealed a negative and significant impact of work life conflict on organizational commitment. It was also uncovered that work-life conflicts also have negative and significant influence on OC. Also, Rehman and Waheed (2012) in their study on work-family conflict and OC amongst lecturers at universities in Pakistani found that there is opposite effect of work-family conflict on OC. From these explanations and supported by several previous studies, the hypothesis proposed in this research as follows:

H2: WLB has a significant effect on OC.

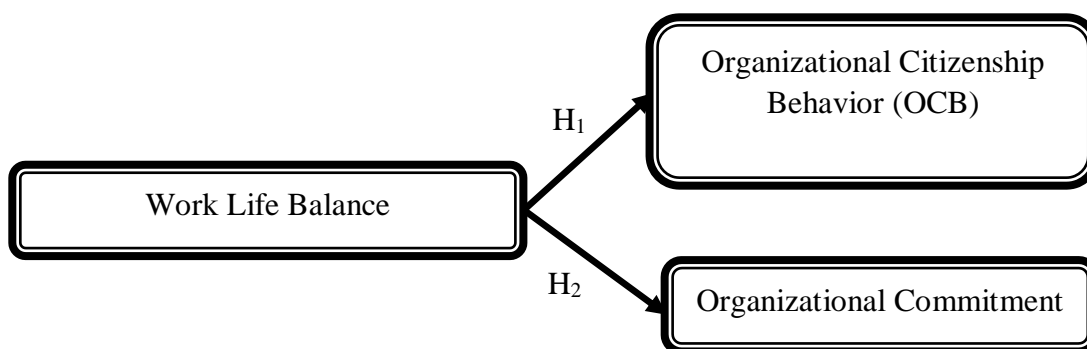


Figure 1. Research Model

III. METHOD

The respondent in this study was 178 employees who work in banking industry in the city of Bandung, Indonesia. Data was collected through direct survey using questionnaires as a tool for data dissemination. Work life balance instruments developed by Fisher et al (2003). Organizational Citizenship Behavior (OCB) was measured by instruments developed by Badruzaman (2012). Organizational commitment (OC) used six items adapted from Saks (2016). Finally, data was analyzed by testing the validity and reliability and regression analysis to know the relationship and influence between independent and dependent variables.

IV. RESULTS

The general demographic information (*Table 1*) shows respondents information about respondents on gender, age, level of education and work tenure. This is to enable us get a better understanding of the type respondents. Reliability testing was done by measuring internal consistency with Cronbach alpha. The internal consistency of WLB items was assessed by computing the total reliability scale; the total reliability scale for study is 0.743. This reliability value for OCB is 0.757 and OC is 0.805. *Table 2* describes the factor loading and Cronbach alpha for each construct or variables used in this study. According to Nunnally (quoted in Ghozali, 2013) construct or variable is said to be reliable if it gives the Cronbach Alpha value > 0.60 in the test results. *Table 1* shows the factor loading and Cronbach alpha for each construct or variables used in this study.

Tabel 1. Demographic Description

Characteristics	Values	% Frequency For Employees
Gender	Men	54.2
	Women	45.8
Age	23 – 29 years	38.1
	30 – 36 years	31.4
	37 – 43 years	20.3
	44 – 50 years	8.5
	Above 50 years	1.7
Level of Education	High School	8.4
	Diploma	12.7

	Bachelor Degree	63.5
	Master Degree	15.2
Tenure	Below 1 years	34
	1 - 6 year	59.3
	7 - 13 years	28
	14 - 20 years	7.6
	Above 20 years	1.7

Sources: Primary Data, processed

Tabel 2. Result of Validity dan Realibility Testing

Variables	1	2	3
WLB1	.465		
WLB2	.528		
WLB3	.533		
WLB4	.528		
WLB5	.516		
WLB8	.454		
WLB9	.414		
WLB10	.476		
WLB11	.477		
OCB1		.591	
OCB2		.444	
OCB3		.491	
OCB4		.426	
OCB5		.450	

OCB8		.408	
OCB10		.480	
OCB11		.488	
OCB12		.531	
OCB13		.411	
OCB14		.401	
OCB15		.557	
OCB16		.524	
OCB17		.535	
OCB18		.555	
OCB19		.518	
OC1			.747
OC2			.632
OC3			.741
OC4			.740
OC5			.746
OC6			.682
Cronbach alpha (α)	.743	.757	.805
N of items	9	16	6

Source: Data Processed

V. DISCUSSION

The Relationship between WLB and OCB

The objective in this research was to find out the relationship between WLB and OCB as stated in hypothesis number one; however from the analysis it was concluded that there is no significant relationship between WLB and OCB ($p \geq .05$). In this study, the finding showed similar results with Shakir and Siddiqui' study (2018) in their research on number of banking and telecom companies in Pakistan that

found WLB practices have no direct effect on OCB. Similarly, the result of the study of Durahman (2016) depicts no significant association between WLB and employee's OCB while employees were unable to balance their work and family time. Therefore finding from this study describe that hypothesis H1 is not supported and showed that there is no significant direct relationship between WLB and OCB in the employees of banking industry in Bandung Indonesia, such finding is inconsistent with the findings of previous studies. Its finding sharply clarify there are gaps which remains to connect between policies, practices and their implementation of WLB. The first step in implementing WLB is not only limited to the options of work flexible but the focus should be in creating an open WLB plan to stimulate the contribution of employees to give suggestions and design their own plan according to their individual needs.

The Relationship between Work Life Balance and Organizational Commitment

Regression analysis for the second hypothesis shown that WLB is positively related to OC with $r = 0.112$ and a level of sig. 0,000, therefore WLB has a significant relationship on OC. This result is supported previous research conducted by Birjandi et al. (2013) found that there is a link between WLB and OC. In India, Azeem and Akhtar (2014) found significant relationship between healthcare employees' WLB and their commitment. Similarly, Tayfun and Çatir (2014) in their study found a positive relationship between WLB of nurses toward affective and normative commitment and no relationship between work-life balance and continuance commitment. Recently, research from Choo, Desa and Asaari (2016) found that flexible working arrangement was significantly and positively related to OC. Within the Nigerian context, Akintayo (2010) found a significant relationship between work family role conflict and OC amongst industrial workers in Nigeria. Table 3 describes the summary of the two hypotheses.

Table 3. Summary of the Hypothesis

Variabels	R2	Adjusted R2	β	F	Sig.
WLB → OCB	0	0.010	0.1	2.715	0.1
	.015		24		01
WLB → OC	0.112	0.107	0.335	22.282	0.00

Source: Data Processed

VI. CONCLUSION

The aim of the study was to find out the relationship between WLB toward OCB and organizational commitment. From the analysis, it was concluded that there is no significant relationship between WLB and OCB; meanwhile there is a relationship between WLB and OC. In this current study grounded on the sample of employees working in service sectors specifically banks in Bandung city in

Indonesia where findings reveal that WLB practices positively contribute in the growth of employee's OCB and OC if policies are accessible, well communicated and fair in every level in the organization. The findings also will help the leaders in organization to see and apply the importance of WLB initiatives at organizations in order to achieve OCB and OC for work productivity and performance. This study finds out that the phenomenon of globalization challenges and increasing of diversity workforce demand the balancing of work and family life. According to Bloom et al. (2013) employee performance becomes greater because of the features of work environment that support WLB of employees. Therefore, in today workplace environment, every practice to support employee by organizations is being detected in order to give potential work by employee. The research has some limitations and suggestions for future research in order to get the research model and understanding of WLB more comprehensive, such as sample of study was small and not randomly selected; limited the statistical powers of data processing, and the generalization of the results. Measurement of perceptions and attitudes are best collected through self-reported data, however future studies can reduce the possibility of the same-source bias by collecting data from different sources at different points in time. Future research is expected to explore more WLB theory and other factors that have not been examined in this study.

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