

The Effect of Work-Life Balance and Employment Status on the Commitment of Ar-Royan Tasikmalaya Confection Production Department Employees

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Abstract. The objectives of this study were to determine and analyze work-life balance, employment status, employee commitment and the effect of work-life balance and employment status on employee commitment in the production division of Ar-royan Tasikmalaya Confectionery. The research method used was the survey method, while the sampling method uses the census method. Data collection techniques were used for primary data through questionnaires from 63 respondents and interviews, secondary data from literature review and the company. The analysis tool uses path analysis. The results showed that work-life balance was included in the high classification, employment status in the high classification, and employee commitment in the high classification. Partially, work-life balance and employment status positively affect employee commitment. Work-life balance and employment status simultaneously affect employee commitment.

Keywords: Work-life balance, employment status and employee commitment

INTRODUCTION

Along with the development of science and technology, human needs are increasingly diverse. They are starting from primary, secondary, and tertiary needs. One example of the development of science and technology that can support these needs is the number of people who establish a company, which is a place where there are activities to produce goods or services both on a small, medium or large scale. The number of companies that stand will lead to higher competition between communities, and entrepreneurs must be able to maintain their businesses to stand and compete with others.

The phenomenon accompanying this is how the company can run for a long time. Each company must have its strengths, be it from the vision and mission, geographical location of the company, product quality or other factors that influence the development of the company. One aspect that is no less important to help develop a company is human

resources or employees who are qualified and committed to the company. According to Hasibuan (2021: 10), humans always play an active and dominant role in every organizational activity because humans are planners, doers, and determinants of realizing organizational goals. Goals are impossible to realize without the active role of employees, even though the company's tools are sophisticated. The sophisticated tools that the company has have no benefit to the company if the active role of employees is not included.

Human resources are said to be very important above all other aspects of the company because, without human resources, other aspects will certainly not be able to run smoothly. Hasibuan (2021: 10) said managing employees is difficult and complex because they have heterogeneous thoughts, feelings, statuses, desires, and backgrounds brought into the organization or company. Employees cannot be fully managed and controlled, such as managing machinery, capital, or buildings. Therefore, the company must get quality employees who can play an active role in the company's progress and are highly committed to the company.

Employee commitment is a condition where employees side with the company and always fight for their work to stay in the company. According to Yusuf & Syarif (2018: 32), organizational commitment is an employee loyalty to the organization by staying in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason. Building a commitment is not easy for an employee because employees not only become employees in a company but also have several roles and other things that need to be done by employees apart from work in the company. Therefore, it must be considered by companies and employees in building a commitment so as not to be biased between work and other life roles. They are often referred to as work-life balance (work-life balance).

Work-life balance (Work-life balance) is an effort made by companies to adjust the work patterns of employees to carry out their responsibilities at home with the work they do in the company so that they can run in balance (Weerakkod & Mendis in Ardiansyah, 2020). Work-life balance can be synthesized as a balanced proportion of time, emotions, and attitudes to work demands (company) and one's life outside work, such as social, family, spiritual, health and other lives. To balance work demands with life outside work, employees must also have a clear work agreement and role in their work so that employees will not rule out work in the company because of the life outside work they also have to do. This will be related to an employee's employment status within the company.

Employment status is a condition that distinguishes employees from one another in a company or organization. Employment status for employees will affect the satisfaction and commitment of each employee and the company. Employees in companies usually have an employment contract related to their work at the company. Based on Article 56, paragraph (1) of the Manpower Law, there are two types of work agreements, namely PKWTT (Indeterminate Time Work Agreement) and PKWT (Certain Time Work Agreement). For employees who already have a PKWTT work contract, they are usually called permanent workers. Those who only have a PKWT work contract are called contract workers whose work limits have been determined by the company, with the work agreement expected to minimize bad possibilities that occur in the company and will bring up positive things such as employee commitment to employees. Employment agreements or employment status apply to large-scale companies and lower-middle-scale companies, including confection companies.

Tasikmalaya, especially Kawalu District, is well known as a centre for embroidery crafts and producers of Muslim clothing. The competition in the Muslim clothing business in Kawalu is indeed very tight because so many people establish similar businesses either in the form of home industry or confection whose competition has reached national. Some have entered foreign markets such as Malaysia, Brunei, Arabia and Singapore.

Konconveksi Ar-royan Tasikmalaya is part of a company based in Purwakarta and only runs the production process (sewing), established in 2015. When it was first established 2 years running, this Ar-royan confection only had 10 employees and was still in the form of the Home Industry. In 2018 it became 45 people, and after 4 years, namely 2019, it became a confection with 120 employees. However, the number of employees owned by the Ar-royan Tasikmalaya Confection was drastically reduced in 2020, namely to 45 employees who survived. This was due to the Covid-19 outbreak, which greatly affected the community's economic situation, so many employees at the Ar-royan Confection left and were dismissed by the company. After 2 years of running with 45 employees, Ar-royan's confection has stabilized until now with 63 employees. The data on employee turnover intention for 5 years can be seen in Table 1.1

Table 1. Data on Employee Turnover Intention of Ar-royan Tasikmalaya Confection Production Department for the 2018-2022

No	Year	Resigned Employees	Number of Employees	Percentage
1	2018	2	45	0.05%
2	2019	17	120	0.15%
3	2020	6	45	0.14%
4	2021	4	45	0.09%
5	2022	10	63	0.12%

Source: Ar-royan Tasikmalaya Confection Processed Data

Based on Table 1.1, it can be seen that the number of employees resigning from the production department of Ar-royan Tasikmalaya Confection fluctuated from 2018 to 2020. There was an increase in resigned employees due to COVID-19. In 2021, resigned employees decreased and then increased again in 2022. More details can be seen in Figure 1.1

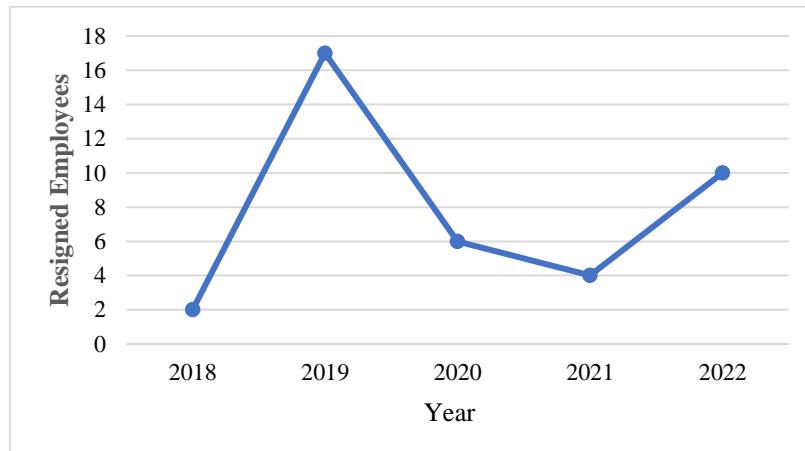


Figure 1. Data on Employee Turnover Intention of Ar-royan Tasikmalaya Confection Production for 2018-2022

Based on Figure 1.1, it is known that employees who resign at Ar-royan Tasikmalaya Confection experience fluctuations. Ar-royan's confection has not fully implemented the management system still and adequately uses the process manually. Likewise, the work system and regulations applied are not too strict. The requirements to become an employee can be said to be easy because the Ar-royan confection only provides the main requirements to applicants, namely being able to operate a sewing machine, living not too far from the confection and having a high willingness to work and study. Because the company's system and regulations are not too strict, employee discipline is not too high. This is evidenced by many employees who can play on mobile phones, eat snacks while working, and worse,

many employees can leave the company. This is because there is no clear employment status or employment agreement in Ar-royan's Confectionery, and the number of employees with more important non-work life roles makes it difficult to commit to employees to the company.

Based on the background description, researchers are interested in researching the effect of work-life balance and employment status on the commitment of employees of the production department of Ar-Royan Tasikmalaya Confection.

LITERATURE

Work-Life Balance

Work-life balance is a sense of control, accomplishment, and enjoyment in daily life, the extent to which individuals are engaged and equally satisfied in terms of time and psychological involvement with their roles in work and personal life (Molloy in Wuarlima, Kojo, & Sendow, 2019).

According to Greenhaus, Collins & Shaw in Nurendra (2017), work-life balance is the degree to which employees are equally visible and satisfied in their roles in work and non-work life.

Employment Status

According to Wirakusuma & Sintaasih (2021), said employee status is a condition that distinguishes employees from one another in the company. According to Hasibuan in Manalu (2021), employees sell services (thoughts or energy) and get compensation with a predetermined amount. Employees or employees are the same, namely people who do a job under the orders of others. According to Law 8/1947 on the subjects of civil service, article 1 point states that what is meant by (public) employees are those who, after fulfilling the conditions specified in the applicable laws and regulations, are appointed by authorized officials and assigned duties in a State position or assigned other State duties determined based on law and paid according to applicable laws and regulations. Meanwhile, according to Law 14/1969 concerning the main provisions regarding labour, article 1 states that labour (workers) are people who can work inside and outside the employment relationship to produce services or goods to meet the community's needs.

Employee Commitment

According to Robbins and Judge in Hendrajana, Sintaasih, & P (2017), commitment is a condition in which an individual sides with the organization and its goals and desires to maintain its membership.

Ola, Abdullah, & Azis (2019) said that commitment is a relative strength of individuals in identifying their organizational involvement. Commitment is significant because employees who are firmly committed to the organization or company will display their best performance and be productive in carrying out work.

METHOD

The survey research method used to determine and analyze the effect of work-life balance and employment status on employee commitment of the Ar-royan Tasikmalaya Confection Production Section is used. This study is a study that uses questionnaires as a research instrument. A questionnaire is a sheet that contains several questions with a standard structure. In conducting the survey, researchers do not manipulate research conditions (Kusumastuti, Khoiron, & Achmadi, 2020).

Data collection techniques to obtain the information needed to achieve research objectives are questionnaires, interviews and documentation studies.

According to Sugiyono (2019: 215), the population is a generalized area of objects/subjects with specific qualities and characteristics determined by researchers to be studied and then concluded.

According to Sugiyono (2019: 215), samples are part of the number and characteristics possessed by the population. The total population in this study is 63 employees of the Konfeksi Ar-royan Tasikmalaya production department, as shown in Table 3.1. This population number will be used as a sample size that will be examined entirely using the census.

In this study, the measurement scale used was the Likert scale for the type of closed statement, which is a standard scale. The attitudes of the statement show a positive or negative opinion. Respondents were given a series of questions by choosing one alternative answer that was considered the most appropriate, namely: Strongly disagree (STS) scored 1, Disagree (TS) scored 2, Neutral (N) scored 3, Agree (S) scored 4 Strongly agree (SS) scored 5.

This research uses path analysis techniques (Path Analysis). Path analysis in this research process aims to determine the influence of a set of variables X on Y and the effect between variables X. In this path analysis, the influence of each variable can be observed together. In addition, path analysis aims to show the direct or indirect impact of some causal variables on other variables as dependent variables. Path analysis can be used to determine the magnitude of the impact of a variable or several variables on other variables, both direct and indirect influences.

DISCUSSION

Validity Test

Table 2. Validity Test Results

Indicator	R Table	R Count	Information
X1.1	0,2586	0,491	Valid
X1.2	0,2586	0,411	Valid
X1.3	0,2586	0,458	Valid
X1.4	0,2586	0,516	Valid
X1.5	0,2586	0,422	Valid
X1.6	0,2586	0,700	Valid
X1.7	0,2586	0,607	Valid
X1.8	0,2586	0,489	Valid
X2.1	0,2586	0,618	Valid
X2.2	0,2586	0,400	Valid
X2.3	0,2586	0,691	Valid
X2.4	0,2586	0,609	Valid
X2.5	0,2586	0,686	Valid
X2.6	0,2586	0,360	Valid
Y.1	0,2586	0,776	Valid
Y.2	0,2586	0,566	Valid
Y.3	0,2586	0,561	Valid
Y.4	0,2586	0,735	Valid
Y.5	0,2586	0,625	Valid
Y.6	0,2586	0,520	Valid
Y.7	0,2586	0,748	Valid
Y.8	0,2586	0,599	Valid
Y.9	0,2586	0,697	Valid
Y.10	0,2586	0,509	Valid
Y.11	0,2586	0,365	Valid
Y.12	0,2586	0,552	Valid

Source: Data processed

From the results of the validity test conducted using the SPSS program version 24, it is stated that the work-life balance variable on all instruments that are declared valid because > 0.344 , the results of the validity test carried out using the SPSS version 24 program are stated that the employee status variable on all instruments that are declared valid because > 0.344 , and the results of the validity test carried out using the SPSS version 24 program are stated that the variable employee commitment on the entire instrument is declared valid because > 0.344 .

Reliability Test

Reliability measurement is done using one shot or measurement once SPSS statistical test Cronbach Alpa (a). A construct or variable is reliable if it gives a Cronbach Alpa value of > 0.6 .

Table 3. Reliability Test Results

Var.	Cronbach's Alpa	Reliability Standards	Information
X1	0,635	$>0,6$	Reliable
X2	0,667	$>0,6$	Reliable
Y	0,845	$>0,6$	Reliable

Source: processed data

From the table above, Cronbach Alpa's work-life balance is 0.635, and then the work-life balance variable can be said to be reliable because Cronbach Alpa is more significant than 0.60 ($0.635 > 0.60$). Cronbach Alpa employment status is 0.667, and then the variable employment status can be said to be reliable because Cronbach Alpa is more significant than 0.60 ($0.667 > 0.60$). Cronbach Alpa employee commitment is 0.845, and then the variable employee commitment can be said to be reliable because Cronbach Alpa is more significant than 0.60 ($0.845 > 0.60$).

Path Analysis

The Relationship Between Work-Life Balance and Employment Status:

Table 4. Correlations

		Correlations	
		Work_Life_Balance	Employment_Status
Work_Life_Balance	Pearson Correlation	1	.542**
	Sig. (2-tailed)		.000
	N	63	63
Employment_Status	Pearson Correlation	.542**	1
	Sig. (2-tailed)	.000	
	N	63	63

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

The relationship between the variables of work-life balance and employment status of 0.542 or 54.2% shows that the variables of work-life balance and employee status have a positive relationship. The correlation of the two variables is significant because the significance is $0.000 < 0.05$.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.799 ^a	.638	.626	3.138	

a. Predictors: (Constant), Employment_Status, Work_Life_Balance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1040.079	2	520.040	52.796	.000 ^b
	Residual	591.000	60	9.850		
	Total	1631.079	62			

a. Dependent Variable: Employee_Commitment

b. Predictors: (Constant), Employment_Status, Work-Life_Balance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.651	4.712		.350	.727
	Work-Life Balance	.528	.170	.287	3.108	.003
	Employment Status	1.279	.195	.605	6.545	.000

a. Dependent Variable: Employee_Commitment

The path coefficient between each work-life balance variable to employee commitment was 0.287, and the employment status variable was 0.605. Other variables or residues mean other factors that affect employee commitment, work-life balance, and employment status variables are not studied.

The total influence of R square is 0.638, so it can be concluded that work-life balance and employment status affect employee commitment by 63.8%. The higher the application of work-life balance and employment status, it can increase employee commitment. The remaining 0.362, or 36.2%, could be caused by other factors not studied.

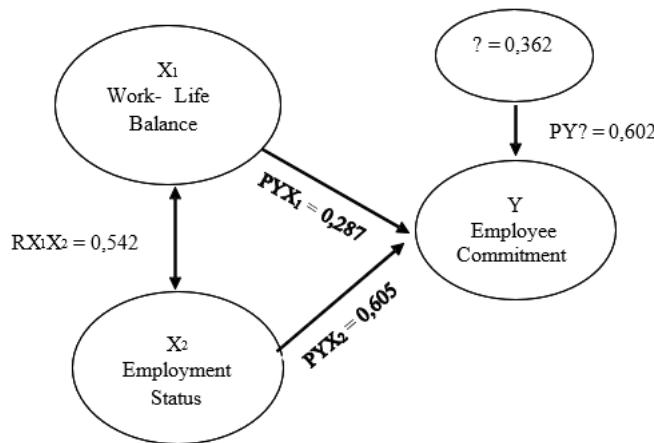


Figure 2. Structural Relationship between X_1 and X_2 on Y

Table 4. Direct and Indirect Effects of X_1 and X_2 on Y

No	Variable Name	Formulation	Result
(1)	(2)	(3)	(4)
1	Work-Life Balance		
	a. Direct Influence X_1 to Y	$(0,287)(0,287)$	0,082
	b. Indirect Influence X_1 to Y through X_2	$(0,287)(0,542)(0,605)$	0,095
	Influence X_1 Total to Y	$(0,082)+(0,095)$	0,177
2	Employment Status		
	a. Direct Influence X_2 to Y	$(0,605)(0,605)$	0,366
	b. Indirect Influence X_2 to Y through X_1	$(0,605)(0,542)(0,287)$	0,095
	Influence X_2 Total to Y	$(0,177)+(0,095)$	0,461
3	Total Influence X_1 and X_2 to Y	$(0,177)+(0,461)$	0,638
4	Other influences not studied	$1 - 0,638$	0,362

Table 4 shows that there are direct and indirect influences on each variable. The effect of work-life balance on employee commitment was 0.082 or 8.2%. While the effect of work-life balance through employment status indirectly affects 0.095 or 9.5%. The effect of overall work-life balance on employee commitment was 0.177 or 17.7%.

The effect of employment status on employee commitment directly affects 0.366 or 36.6%. While the influence of employment status through work-life balance indirectly affects 0.095 or 9.5%. The effect of overall employment status on employee commitment was 0.461 or 46.1%. The effect of work-life balance and employment status on overall employee commitment as 0.638 or 63.8% as for other unstudied influences on the commitment of Ar-royan Tasikmalya Confection production employees by 0.362 or 36.2%, other factors not studied that affect employee commitment.

CONCLUSION

Based on the results of the analysis and testing, conclusions can be drawn in the study, namely that work-life balance partially has a positive and significant effect on employee commitment Ar-royan Tasikmalaya Confection and employee status partially has a positive and significant effect on employee commitment Ar-royan Tasikmalaya Confection.

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