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Work-Life Balance and Organizational Commitment: The Gender Perspective

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Abstract. This study explores the interplay between work-life balance and organizational commitment through a gender perspective within the Indonesian banking sector. Employing Meyer and Allen's (1991) three-component model of organizational commitment—affective, continuance, and normative—this research highlights the critical role of work-life balance in fostering employee satisfaction and retention. Anchored in Sandra Bem's (1974) gender role theory, the study examines how societal gender norms influence work-life dynamics and organizational commitment. Utilizing a quantitative approach and a proportional random sampling method, data from millennial employees at PT. Bank X in Surabaya reveal a significant positive relationship between work-life balance and organizational commitment, moderated by gender. The findings underscore the necessity for inclusive organizational policies that address gender-specific challenges, enabling employees to balance work and personal life more effectively. This research contributes novel insights by positioning gender as a moderating factor, enriching the discourse on employee engagement and organizational commitment.

Keywords: Gender perspective, Organizational, Work-Life Balance.

1. INTRODUCTION

In Indonesia, the banking sector presents a unique work environment compared to the manufacturing sector. Banking offers rapid career progression and the use of advanced technology, aligning with millennial preferences (KPMG, 2023). However, despite these benefits, challenges persist in maintaining high levels of organizational commitment. Data reveals that millennials in the banking sector tend to seek deeper engagement, opportunities for innovation, and a satisfactory work-life balance (Millennial Workforce Trends in Indonesia, 2023). Banking firms that fail to meet these expectations face a heightened risk of low organizational commitment and increased turnover rates. According to McKinsey (2022), many millennials perceive the manufacturing sector as less innovative and more focused on manual labor, despite the sector's significant digital transformation. In contrast, the service sector, particularly banking, tends to be more attractive to millennials due to its more technology-oriented nature and a wider range of career development opportunities (Deloitte, 2022).

A report from KPMG (2023) indicates that in the manufacturing sector, millennials tend to prefer jobs that offer flexibility and opportunities for innovation, which are often difficult to find in the sector's traditional work environments. On the other hand, the banking sector in Indonesia has attracted millennials with job offerings that better align with their preferences, such as the use of technology and opportunities for rapid career development.

These differences in attractiveness have implications for millennials' organizational commitment. In the manufacturing sector, many millennials experience lower levels of engagement if they feel their jobs do not meet their expectations regarding innovation and professional development. Organizational commitment has been extensively studied through Meyer and Allen's (1991) framework, which conceptualizes three components: affective commitment, continuance commitment, and normative commitment. Affective commitment relates to an employee's emotional attachment to the organization, while continuance commitment refers to the costs associated with leaving the company, and normative commitment pertains to an employee's perceived obligation to the organization (Meyer and Allen, 1991). When these three components are present, they increase an employee's tendency to remain in a particular organization (Giauque et al., 2010). A decline in any of these types of commitment can lead to increased turnover, decreased productivity, and the loss of valuable knowledge and skills. Therefore, organizations need to find effective strategies to enhance employee commitment, one of which is through the implementation of work-life balance and improving job satisfaction.

The implementation of effective work-life balance can be seen as a "reward" from the organization to its employees. When employees feel that they have a balance between work and personal life, they are more likely to be satisfied with their jobs, which in turn increases their affective commitment to the organization (Casper et al., 2018). Studies have shown that a good work-life balance not only improves employee well-being but also strengthens their emotional attachment to the organization (Kelliher et al., 2019). Work-life balance is a state in which an individual is able to balance the demands of work and life outside of work (Mariati, 2013). Managing work-life balance effectively is crucial for achieving satisfaction in both work and personal life. According to Clark (2000), work-life balance is the level of satisfaction an individual experiences when they are able to function well at work and at home with minimal role conflict. Job satisfaction and organizational commitment can be enhanced by work-life balance, which is reinforced by gender.

From the perspective of Sandra Bem's (1974) gender role theory, gender roles in society significantly influence how individuals live their professional and personal lives. In this context, gender role theory explains that women and men have different social roles influenced by gender norms, such as the expectation that women are more involved in household chores and childcare, while men are expected to focus on careers and public roles. These differences affect Work-Life Balance (WLB), or the extent to which employees can balance the demands of work with their personal lives. Female employees often face greater challenges in achieving this balance because women are burdened with greater domestic responsibilities, which in turn can affect their commitment to the organization. The inability to balance work and personal life can lead to decreased job satisfaction and organizational commitment, especially for women who feel trapped in a dual role between work and family (Bem, 1974).

On the other hand, men who are more free from traditional domestic responsibilities often have more room to adjust their work hours and focus on their jobs, which can increase their organizational commitment (Bem, 1974). However, with the increasing number of companies promoting gender equality and implementing policies that support flexibility, both men and women can more easily balance both roles. According to gender role theory, this creates a more inclusive environment where employees of both genders feel supported in managing their work and personal lives (Bem, 1974). Therefore, a better work-life balance, which considers gender roles and provides flexibility in work, has the potential to increase job satisfaction and organizational commitment for both men and women. In the context of millennial employees at PT. Bank X in Surabaya, this theory provides empirical evidence that different gender norms influence how men and women

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respond to work-life balance.

2. THEORITICAL REVIEW

2.1. Organizational Commitment

The term "commitment" in the context of loyalty and identification with an organization has a long history, rooted in the concept of organizational citizenship, which refers to behaviors that benefit the organization but are not explicitly required as part of one's job description and are therefore considered discretionary. The term 'commitment' has become popular, often used loosely as a catch-all concept encompassing everything organizations seek in terms of employee contributions and behaviors, such as job performance levels, willingness to exert extra effort, and identification with the organization (Armstrong, 2009).

The concept of commitment plays a significant role in human resource philosophy. Guest (1987) argues that human resource policies are designed to "maximize organizational integration, employee commitment, flexibility, and quality of work." Commitment refers to attachment and loyalty, related to an individual's feelings about their organization. Porter et al. (1974) define commitment as the relative strength of an individual's identification with and involvement in a particular organization. Mowday et al. (1982) identified three characteristics of commitment: (1) a strong desire to remain a member of the organization, (2) a strong belief in and acceptance of the organization's values and goals, and (3) a willingness to exert great effort on behalf of the organization.

Normative commitment refers to a felt obligation to the organization (Setti, 2014). Normative commitment focuses on an individual's sense of duty to remain with the organization. This commitment stems from an individual's moral obligation to stay with the organization regardless of the benefits they might gain from leaving (Radosavljevic, Cilerdzic, & Dragic, 2017). Normative commitment is highly based on personal values and norms; therefore, efforts to measure it present unique challenges. Researchers have found that measuring normative commitment typically focuses on the extent to which an individual believes they should be loyal and sacrifice for the organization (Weiner, 1982).

Meyer and Allen (1991) argue that affective, continuance, and normative commitment are components rather than types, as employees can have varying degrees of all three. They illustrate the three types of commitment by stating that one employee may feel a strong attachment to the organization and a sense of responsibility to remain. A second employee may enjoy working for the organization but also realize that leaving the organization would be very difficult from an economic perspective. Finally, a third employee may feel a strong desire, need, and responsibility to remain with their current employer (Allen & Meyer, 1997).

2.2. Work Life Balance

Work-life balance refers to achieving a balance between work and non-work roles, a challenge commonly faced by employees today (Tavassoli & Sune, 2018). It can be seen as a combination of career responsibilities, personal life, and family commitments for the well-being of loved ones or the household. Work-life balance is a state of equilibrium where an individual's professional and personal lives are equally balanced (Lockwood, 2003). According to the Organisation for Economic Co-operation and Development (OECD, 2017), work-life balance is ranked highest by the OECD Better Life Index in the following ten countries: the Netherlands, Denmark, France, Spain, Belgium, Norway, Sweden, Germany, the Russian Federation, and Ireland. Countries with the worst work-life balance include Turkey, Mexico, Israel, Korea, Japan, Iceland, South Africa, Australia, and the United States.

Work-life balance is at the core of human resource management (Grzywacz & Carlson, 2007) and can be a powerful lever to promote individual and organizational success. Barrera (2007) defines work-life balance as employers working constructively with their employees to establish arrangements that consider both business needs and the non-work aspects of employees' lives. This definition encompasses both employees and employers as equally important for the successful implementation of work-life balance policies and practices, and it also acknowledges that work-life balance can only be achieved through a joint effort between employers and their employees.

Work-life imbalance has significant consequences for employees' attitudes towards their organizations and their personal lives (Scholaris & Marks, 2004). Employees are greatly affected by work-life imbalance, and the results include poor mental health, poor physical health, stress, and low job satisfaction leading to poor employee performance. For employers, the consequences of work-life imbalance include absenteeism, poor job performance, higher staff turnover rates, and the costs associated with recruitment and training (Department of Trade and Industry, 2001). Fisher, Bulger, and Smith (2009) explain that work-life balance can be measured by work interference with personal life, personal life interference with work, personal life enhancement of work, and work enhancement of personal life.

2.3. Gender

According to Bem's (1974) gender role theory, gender roles lead to a distinct division of labor between men and women in society. Women are often associated with domestic tasks, childcare, and household responsibilities, while men are more frequently associated with work outside the home, careers, and income. These norms influence how individuals perceive themselves and how they are expected to behave in social and professional contexts. In the workplace, including the banking sector, these gender norms create different expectations for men and women, affecting how they perform their roles and respond to workloads.

Gender role theory is highly relevant for understanding gender roles in the banking sector, which often has hierarchical and competitive work structures. According to Bem (1974), men in banking are typically expected to prioritize their careers and demonstrate strength and assertiveness in decision-making. This can be seen in the dominance of men in executive and managerial positions in many banking institutions. Conversely, women, who are more often identified with caregiving and household management roles according to this theory, may feel pressured to divide their time between their bank job and domestic responsibilities. This often creates tension in achieving work-life balance for female employees.

It is important to note that gender role theory does not simply suggest that gender roles are passively accepted, but also indicates that individuals can choose to challenge or change existing gender roles (Bem, 1974). In the banking context, although more women are entering the banking sector and reaching important positions, they still face various obstacles rooted in existing gender norms. This is often related to expectations about how much time they should spend at work compared to their family life. Research shows that women are more likely to struggle to maintain a balance between work and personal life, which can affect their performance in highly competitive sectors like banking (Palumbo, 2020).

However, despite the challenges faced by female employees in the banking sector, gender role theory also suggests that social change can influence gender roles in the workplace. For example, with increasing awareness of the importance of gender equality, many banks have begun to develop more inclusive policies, such as flexible working hours and parental leave, to support both female and male employees in achieving a better balance between work and personal life. These changes reflect the evolution of societal views on gender roles, where men are also encouraged to be more involved in childcare and domestic responsibilities.

Additionally, it is important to understand that gender roles in the banking sector are also influenced by external factors such as company policies, organizational culture, and technological advancements. For instance, advancements in information and communication technology have enabled many jobs to be done remotely, providing employees with more flexibility in managing their time. This can alleviate some of the pressures faced by women working in banks, especially those related to work-family conflict. According to the ILO (2022), better

flexible work policies can help create a more equitable environment where both men and women can reach their full potential without sacrificing their personal lives.

Gender role theory provides valuable insights into understanding gender dynamics in the workplace, particularly in the banking sector. By highlighting how gender roles are constructed and accepted in society, gender role theory helps explain how gender differences can influence how employees behave and manage their workloads. To achieve greater equality in the workplace, it is essential for organizations, especially in the banking sector, to continue updating their policies and organizational culture, supporting employees in balancing their work and personal lives without being constrained by existing gender norms. Gender role theory (Bem, 1974) serves as the theoretical foundation for the hypothesis that gender moderates the influence of work-life balance on job satisfaction and organizational commitment.

3. RESEARCH METHOD

This research is an explanatory (or confirmatory) study, aimed at explaining causal relationships or influences between variables through hypothesis testing. Explanatory research is designed to test the hypothesized influence between variables. This study employs a quantitative approach, aiming to test a theory by examining and explaining the influence of exogenous variables on endogenous variables, measured through instruments, and analyzed using statistical procedures and hypothesis testing (Creswell, 2009: 4). The survey method is used, providing a quantitative/numerical description of trends and opinions of the population represented by the research sample (Creswell, 2009: 12). The researcher conducted a survey by systematically asking the same questions to all samples and then recording the answers (Neuman, 2003). The population in this study is millennial employees working at PT. Bank X in Surabaya.

The number of employees at PT. Bank X Surabaya in 2023.

Table 1.

Area	Branches	Total Millenial Employee	Number of Employee
SBR	40	40	304
SG	34	34	270
SN	31	31	224
Jumlah	105	105	798

The sampling technique employed in this study is proportional random sampling. This involves selecting a representative sample of employees from each area within the population, with the sample size proportionally adjusted to reflect the number of employees in each respective area. The sampling process is conducted randomly, ensuring that every element of the population has an equal chance of being selected for the sample. This sampling design is considered optimal when the primary goal of a study is to generalize findings to the entire population (Sekaran & Bougie, 2016).

After determining the sample size using the Slovin formula, which resulted in 267 employees, the sample size for each area was proportionally allocated. The following formula was used to distribute the sample evenly across different areas.

Table of sample distribution per area.

Table 2.

Area	Population of Millenial Employee	Sampling Formula	Sample
SBR	304	304/798 x 266	101
SG	270	270/798 x 266	90
SN	224	224/798 x 266	75
Jumlah	798		267

3.1. Descriptive Statistical Analysis

According to Sekaran & Bougie (2017), descriptive statistical analysis for a single variable is supported by frequency, measures of central tendency (mean), and measures of dispersion (variance). Descriptive analysis is used to describe the characteristics of respondents and each variable used. To describe respondents' perceptions of questions related to the research variables used, researchers use descriptive analysis. Descriptive analysis is calculated based on the percentage of respondents' answers to questions using the mean value of each indicator to describe the perceptions of all respondents. In this study, descriptive statistical analysis aims to determine the frequency and variation of respondents' answers to items/questions regarding each variable.

4. RESULT AND DISCUSSION

4.1. Work Life Balance

Based on the descriptive analysis, the research variable had an average of 4.33, indicating a positive assessment from respondents towards all measured indicators. This variable is divided into four main indicators: Work Enhancement of Personal Life, Work Interference with Personal Life, Personal Life Interference with Work, and Personal Life Enhancement of Work. Each indicator provides a specific overview of the interaction between respondents' work and personal lives. The following is a more in-depth description, starting from the highest-valued indicator to the lowest-valued indicator, along with an explanation of each measured item.

Overall, the results of the descriptive analysis show that Work Enhancement of Personal Life (the highest indicator with an average value of 4.25, indicating a high level) shows the significant role of work in enriching respondents' personal lives, especially in terms of emotional understanding and empathy. On the other hand, Personal Life Enhancement of Work has the lowest average value of 4.18, although it is still in the positive category. This confirms that the contribution of personal life to work, although significant, needs to be continuously improved to have a more optimal impact.

These findings reflect a balance between respondents' work and personal lives, with a tendency for work to have a more dominant positive influence. However, there is also an indication that work can still interfere with personal aspects, as seen in the high value of the item "Ignoring personal needs because of work". Thus, these results provide a holistic picture of how work and personal life influence each other, both positively and negatively. This is an important basis for understanding the dynamics of work-life balance and its impact on respondents' quality of life.

4.2. Organizational Commitment

This variable is divided into three main indicators: Affective Commitment, Continuance Commitment, and Normative Commitment. Each indicator describes a different dimension in shaping employee commitment, whether due to emotional attachment, consideration of financial consequences, or moral obligation.

The results of the analysis show that Normative Commitment is the indicator with the highest average value (4.37), with a focus on financial factors and the consequences of leaving employment. This confirms that most respondents choose to stay employed due to economic needs and limited opportunities elsewhere. On the other hand, Affective Commitment has the lowest average value (4.27), although it still shows a positive commitment of respondents to values of loyalty and concern for the organization. Thus, a combination of practical considerations, emotional attachment, and moral obligation forms the basis of respondents' organizational commitment, which overall indicates a strong level of attachment to the bank. Emphasizing affective and normative commitment aspects can be a strategy to strengthen employee loyalty by increasing pride and appreciation for their contributions in the work environment.

4.3. Gender

The results of the descriptive analysis on the gender indicator show the distribution of respondents by gender in this study. Of the total 267 respondents, 128 people (48%) were male, while 139 people (52%) were female. This proportion shows that the majority of respondents in this study were female, although the difference was relatively small compared to male respondents. The average item value and the average indicator recorded is 1.52, which represents the proportional distribution of both gender groups.

Furthermore, these findings indicate that female participation in this study was slightly higher than male, with a difference of 4%. This may indicate a more equal representation of both gender groups, which is important in providing a balanced view of the variables or phenomena being studied. This relatively balanced proportion reflects the almost equal access or involvement of both men and women in the context of the study, which can enrich the variety of perceptions or experiences measured in this study.

Overall, the average gender indicator of 1.52 confirms a fairly even demographic distribution of respondents between males and females. Thus, this study has good gender representation and can be considered valid in presenting results that are not biased towards a particular group. This balance can also provide a more objective and comprehensive analysis of the topics studied, especially in the context of the role of gender in research variables.

Results of Testing the Direct Effect Hypothesis

Table 3.

Hypothesis	Exogenous	Moderation	Endogenous	Path Coefficient	SE	P Value	Result
1	Work Life Balance	Gender	Organizational Commitment	0.279	0.11	0.006	Significant

The hypothesis test results indicate a significant positive relationship between work-life balance and organizational commitment, moderated by gender (path coefficient = 0.279, $p < 0.01$). This finding aligns with Gender Role Theory (Bem, 1974), suggesting that gender plays a crucial role in shaping the relationship between work-life balance and organizational commitment. In the context of the millennial female workforce at PT. Bank X Surabaya, the results highlight the importance of providing a supportive work environment that accommodates the dual demands of work and family responsibilities.

5. CONCLUSION

This study underscores the importance of work-life balance (WLB) in enhancing organizational commitment among millennial employees in the Indonesian banking sector. Using Meyer and Allen's organizational commitment framework and Sandra Bem's gender role theory, the research reveals that gender significantly moderates the relationship between WLB and organizational commitment.

Millennials, who constitute a dynamic segment of the workforce, are drawn to workplaces offering technological innovation, career progression, and flexibility. However, gender-specific challenges, particularly for women balancing professional and domestic roles, remain critical. The findings advocate for inclusive organizational policies that address these challenges, fostering an environment where both male and female employees can thrive without compromising personal or professional aspirations.

The study contributes valuable insights into the interplay between generational preferences, gender norms, and workplace dynamics, providing actionable recommendations for organizations seeking to enhance engagement and retention within the millennial workforce.

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