

# The Relationship between Work-Life Balance and Organizational Commitment in Employees of the Regional Office of the Ministry of Religion of West Sumatra Province

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## ABSTRACT

This research is motivated by the importance of *work-life balance* in supporting employee organizational commitments in government agencies. This study aims to determine the level of *work-life balance*, the level of organizational commitment, and the relationship between *work-life balance* and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province. The research uses a quantitative approach with a correlational design. The research population amounted to 168 employees with a sample of 125 employees determined using *proportional random sampling* techniques. Data was collected through a Likert scale questionnaire that met the requirements for validity and reliability, then analyzed using descriptive statistics and *Pearson Product Moment* correlations with the help of IBM SPSS Statistics 26. The results showed that *work-life balance* was in the category of quite good with a respondent achievement rate of 78.36%, while organizational commitment was in the good category with a respondent achievement rate of 83.8%. The results of the hypothesis test showed that there was a positive and significant relationship between *work-life balance* and organizational commitment with a correlation coefficient value of  $r = 0.280$  and a significance value of  $0.002$  ( $p < 0.05$ ). These findings show that the better the work-life balance that employees have, the higher the organization's commitment. Although the level of relationships is in the low category, *work-life balance* remains one of the factors that contribute to the increase in employee organizational commitment. Therefore, organizations need to support the creation of a more optimal *work-life balance* to strengthen the commitment of employee organizations.

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## 1. INTRODUCTION

Human resources (HR) are strategic assets that play an important role in determining the success of an organization, including government agencies that are oriented towards public services. The success of the organization is not only determined by the availability of facilities and infrastructure, but also by the quality of employees who carry out various organizational functions. Employees who have high competence, skills, and commitment will be able to make optimal contributions in achieving organizational goals. Therefore, effective human resource management is an important factor in improving organizational performance and the quality of services provided to the community Mathis & Jackson, 2019.

One of the important aspects of HR management is organizational commitment. Organizational commitment describes the level of employee attachment to the organization as shown through a willingness to remain part of the organization, accept the organization's values and goals, and strive to make the best

contribution to the organization (Robbins & Judge, 2023). Meyer & Allen, 1997 Explains that organizational commitment consists of three dimensions, namely affective commitment, sustainable commitment, and normative commitment. Employees who have high organizational commitment tend to show loyalty, responsibility, work involvement, and greater enthusiasm in carrying out their duties and responsibilities. On the other hand, low organizational commitment can have an impact on declining service quality, low work participation, and increasing employee desire to leave the organization (Kurniadin & Machali, 2022).

Organizational commitment is influenced by various factors, both from individuals and the work environment. One of the factors that is suspected to have a relationship with organizational commitment is work-life balance. Work-life balance is the ability of individuals to balance the demands of work with personal life so that both roles can be carried out harmoniously and effectively (Greenhaus & Allen, 2011). According to Greenhaus and Allen (2011), work-life balance consists of three aspects, namely time balance, involvement balance, dan satisfaction balance. These three aspects reflect an individual's ability to divide time, engagement, and satisfaction in a balanced way between work and personal life.

In recent years, the issue of work-life balance increasingly a concern in human resource management. Changes in the increasingly dynamic work environment, increasing job demands, and the complexity of roles carried out by individuals cause many employees to experience difficulties in maintaining a balance between work and personal life. SHRM 2025 Insights Report: Workplace Mental Health shows that more than 52% of employees experience burnout and about 40% of employees state that work negatively impacts their mental health (News, 2025; Energindo.co.id, 2025). This condition shows that organizations need to pay greater attention to employee welfare through the creation of a work environment that supports work-life balance.

Theoretically, the relationship between work-life balance and the organization's commitment can be explained through Social Exchange Theory submitted by Blau, 1964. This theory explains that the relationship between employees and the organization is based on the principle of reciprocity. When an organization provides support that helps employees maintain a work-life balance, employees will respond in the form of positive attitudes towards the organization, such as increased loyalty, work engagement, and organizational commitment (Cropanzano, 2017). Thus, employees who feel work-life balance good ones tend to have a higher level of organizational commitment.

Relationship between work-life balance and the organization's commitment has been proven in various previous studies. Ade et al., 2024 found that work-life balance has a positive and significant relationship with organizational commitment to PERUMDA Batusangkar Drinking Water employees with a correlation value of 0.718. Research results Anggreni & Budiani, 2021 also shows a positive relationship between work-life balance and organizational commitment to employees of Bank Rakyat Indonesia Trenggalek Branch with a correlation value of 0.537. The findings show that the better the level of work-life balance that employees feel, the higher their organizational commitment.

Although the relationship between work-life balance and organizational commitment has been extensively researched, research on government agencies, particularly at the Regional Office of the Ministry of Religion of West Sumatra Province, is still relatively limited. In fact, government agencies have different job characteristics than other organizations because they are related to public services, government administration, and the implementation of various programs that are directly related to the community. In addition, the issuance of PANRB Ministerial Regulation Number 11 of 2022 concerning Work-Life Balance for State Civil Apparatus shows that the government pays attention to the importance of work-life balance in improving employee welfare and performance.

The Regional Office of the Ministry of Religion of West Sumatra Province is a government agency that has duties and functions in the field of religious services, religious education, and the development of religious life in the community. The implementation of these tasks requires employees to work professionally, provide quality services, and have a high commitment to the organization. On the other hand, employees also have responsibilities in personal and family life that need to be carried out in a balanced manner. Therefore, it is important to examine the relationship between work-life balance and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province.

## **2. METHOD, DATA, ANALYSIS**

This study uses a quantitative approach with a correlational design to determine the relationship between work-life balance and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province. The study population was 168 employees, with a sample of 125 respondents determined using the Slovin formula at a 5% error rate. The sampling technique used is proportional random sampling to ensure the representation of each field of work in the research.

Data was collected through a questionnaire with a Likert scale that measures the variables of work-life balance and organizational commitment. The data obtained was analyzed using SPSS version 26 through descriptive analysis and Pearson Product Moment correlation analysis. Before hypothesis testing is carried out, the data is first tested using normality tests and linearity tests to ensure the fulfillment of the analysis assumptions.

### 3. RESULT AND DISCUSSION

#### Result

#### Description of Organizational Commitment data

Organizational commitment in this study is measured through three indicators, namely: (1) affective commitment, (2) continuity commitment, and (3) normative commitment. The results of the research conducted on employees of the Regional Office of the Ministry of Religion of West Sumatra Province can be seen in the following table.

Table 1. Achievement Rate of Organizational Commitment Indicators

| No.                  | Indicator             | Average     | %TCR          | Category    |
|----------------------|-----------------------|-------------|---------------|-------------|
| 1                    | Affective Commitment  | 4,20        | 84%           | Good        |
| 2                    | Continuity Commitment | 4,14        | 82,8%         | Good        |
| 3                    | Normative Commitment  | 4,22        | 84,4%         | Good        |
| <b>Average Score</b> |                       | <b>4,18</b> | <b>83,73%</b> | <b>Good</b> |

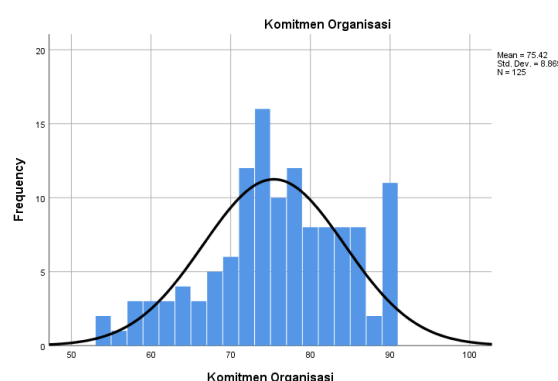


Figure 1. Histogram of Organizational Commitment

Based on Table 1, it is known that the normative commitment indicator obtained the highest average score of 4.22 with a TCR percentage of 84.4%, while the continuity commitment indicator obtained the lowest average score of 4.14 with a TCR percentage of 82.8%. Overall, the organization's commitment obtained an average score of 4.18 with a TCR percentage of 83.8%, so it was in the good category. These results show that employees have a good level of attachment, loyalty, and responsibility to the organization.

#### Description of Work-Life Balance Data

Work-life balance in this study was measured through three indicators, namely: (1) time balance, (2) involvement balance, and (3) satisfaction balance. The results of the study can be seen in the following table.

Table 2. Achievement Rate of Work-Life Balance Indicator

| No                   | Indicator                                   | Average     | %TCR         | Category           |
|----------------------|---------------------------------------------|-------------|--------------|--------------------|
| 1                    | <i>Time Balance</i> (Time Constraint)       | 3,90        | 78%          | Pretty Good        |
| 2                    | Involvement Balance (Balance of Engagement) | 3,92        | 78,4%        | Pretty Good        |
| 3                    | Satisfaction Balance                        | 3,93        | 78,6%        | Pretty Good        |
| <b>Average Score</b> |                                             | <b>3,91</b> | <b>78,3%</b> | <b>Pretty Good</b> |



Figure 2. Work-Life Balance Histogram

Based on Table 2, it is known that the *satisfaction balance* indicator obtained the highest average score of 3.93 with a TCR percentage of 78.6%, while the *time balance* indicator obtained the lowest average score of 3.90 with a TCR percentage of 78.0%. Overall, *work-life balance* obtained an average score of 3.91 with a TCR percentage of 78.36%, so it is in the category of quite good. These findings show that employees have been able to balance their work and personal lives at a fairly good level.

### Analysis Prerequisites Test

Before hypothesis testing, the data is first tested through normality tests and linearity tests. The normality test was carried out using *the Kolmogorov-Smirnov method*, while the linearity test was carried out through *the Test of Linearity* with the help of the IBM SPSS Statistics 26 program.

Table 3. Normality Test Results

| Work-Life Balance and Organizational Commitment |      |
|-------------------------------------------------|------|
| Asymp. Sig. (2-tailed)                          | Sig  |
| 0.200                                           | 0.05 |

Based on Table 3, a significance value of 0.200 ( $> 0.05$ ) was obtained. These results show that the research data is normally distributed so that it is eligible for further analysis.

Table 4. Linearity Test Results

| ANOVA Table                                    |                |                          |                |     |             |       |      |
|------------------------------------------------|----------------|--------------------------|----------------|-----|-------------|-------|------|
|                                                |                |                          | Sum of Squares | df  | Mean Square | F     | Say. |
| Work Life Balance<br>Organizational Commitment | Between Groups | (Combined)               | 3168.201       | 39  | 81.236      | 1.048 | .418 |
|                                                |                | Linearity                | 765.010        | 1   | 765.010     | 9.873 | .002 |
|                                                |                | Deviation from Linearity | 2403.191       | 38  | 63.242      | .816  | .754 |
|                                                | Within Groups  |                          | 6586.167       | 85  | 77.484      |       |      |
|                                                | Total          |                          | 9754.368       | 124 |             |       |      |

Based on Table 4, the significance value of *deviation from linearity* was 0.754 ( $> 0.05$ ). These results show that there is a linear relationship between *the work-life balance variable* and organizational commitment so that correlation analysis can be performed.

### The Relationship between Work-Life Balance and Organizational Commitment

Hypothesis testing was carried out using *Pearson Product Moment correlation analysis* to determine the relationship between *work-life balance* and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province.

Table 5. Pearson Product Moment Correlation Test Results

| Correlations                                                 |                     |                           |                   |
|--------------------------------------------------------------|---------------------|---------------------------|-------------------|
|                                                              |                     | Organizational Commitment | Work Life Balance |
| Organizational Commitment                                    | Pearson Correlation | 1                         | .280**            |
|                                                              | Sig. (2-tailed)     |                           | .002              |
|                                                              | N                   | 125                       | 125               |
| Work Life Balance                                            | Pearson Correlation | .280**                    | 1                 |
|                                                              | Sig. (2-tailed)     | .002                      |                   |
|                                                              | N                   | 125                       | 125               |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |                           |                   |

Based on Table 5, the value of the Pearson correlation coefficient ( $r$ ) was obtained of 0.280 with a significance value of 0.002. A significance value smaller than 0.05 indicates that there is a positive and significant relationship between *work-life balance* and organizational commitment. Thus, the research hypothesis that there is a positive relationship between *work-life balance* and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province can be accepted. A correlation coefficient value of 0.280 indicates that the relationship formed is in the low category, which means that *work-life balance* is one of the factors related to organizational commitment, although there are still other factors that also affect it.

## Discussion

### Organizational Commitment

The results of the study showed that the organizational commitment of the employees of the Regional Office of the Ministry of Religion of West Sumatra Province was in the good category with a respondent achievement rate of 83.8%. This shows that employees have good loyalty, attachment, and responsibility to the organization. A high level of organizational commitment reflects an employee's willingness to accept the values and goals of the organization, maintain its membership, and make the best contribution to the performance of its duties and responsibilities. According to Meyer and Allen (1997), organizational commitment consists of affective commitment, continuity commitment, and normative commitment that together form employee attachment to the organization.

Based on the results of the study, the normative commitment indicator obtained the highest score of 84.4%, while the continuity commitment indicator obtained the lowest score of 82.8%. The high normative commitment shows that employees have a strong sense of responsibility and moral obligation to continue to contribute to the organization. Employees feel an obligation to carry out their duties well as a form of service to the agency where they work. According to Busro (2018), normative commitment is related to the sense of responsibility, loyalty, and moral obligation of employees to the organization.

Although the commitment to continuity scored the lowest among other indicators, it remained in the good category. This shows that employees are still considering the various benefits obtained from the organization, such as job security, career development opportunities, and well-being. According to Robbins and Judge (2017), employees with a good commitment to continuity tend to retain their membership because they consider the benefits and consequences that will be received if they leave the organization.

Therefore, organizations need to maintain and increase employee organizational commitment through strengthening work culture, improving welfare, rewarding performance, and creating a work environment that is able to increase employee ownership and loyalty to the organization.

### Work-Life Balance

The results of the study showed that *the work-life balance* of employees of the Regional Office of the Ministry of Religion of West Sumatra Province was in the category of quite good with a respondent achievement rate of 78.36%. These results show that employees have been able to balance the demands of work with personal and family life, even though this balance is not fully optimal. According to Sedarmayanti (2017), *work-life balance* is an individual's ability to manage and balance work roles with their personal lives so that the two can run harmoniously.

Based on the results of the study, *the satisfaction balance* indicator obtained the highest score of 78.6%, while the *time balance* indicator obtained the lowest score of 78.0%. The high *satisfaction balance* shows that employees are quite satisfied both at work and in their personal lives. This condition shows that employees are able to get benefits and positive experiences from both aspects of life. According to Arfandi (2023), *satisfaction balance* reflects the level of satisfaction of individuals with the role they play in their work and personal life.

On the other hand, *the time balance* indicator gets the lowest score compared to other indicators. Although it is still in the category of good quality, these results show that some employees still have difficulty in dividing their time between work and personal life. This condition is in line with the phenomenon found in the field, such as employees who still have to meet their family's needs during working hours or receive interruptions in personal affairs during work. According to Eshun (2024), *time balance* is an individual's ability to allocate time proportionally between work and personal life.

Therefore, organizations need to support the creation of a more optimal *work-life balance* through proportional workload management, increased work flexibility, and policies that support employee welfare so that work-life balance can be achieved better.

### **The Relationship between Work-Life Balance and Organizational Commitment**

The results of the study show that there is a positive and significant relationship between *work-life balance* and organizational commitment in employees of the Regional Office of the Ministry of Religion of West Sumatra Province. The results of *the Pearson Product Moment* correlation analysis showed a correlation coefficient value of 0.280 with a significance value of 0.002 ( $< 0.05$ ). These results show that the better *the work-life balance* that employees have, the higher the organizational commitment they have. On the other hand, if the balance between work and personal life decreases, then the organizational commitment of employees also tends to decrease.

Although the relationships found are in the low category, the results of this study show that *work-life balance* remains one of the factors that contribute to the formation of organizational commitments. Employees who are able to balance the demands of their work and personal life tend to feel more comfortable, more satisfied, and more prosperous at work. This condition encourages the emergence of loyalty, emotional attachment, and the desire to remain part of the organization. According to Meyer and Allen (1997), employees who have positive work experience will find it easier to build affective, normative, and continuity commitments to the organization.

The findings of this study are in line with *the Social Exchange Theory* put forward by Blau (1964), which explains that the relationship between employees and organizations is based on the principle of reciprocity. When an organization provides support that allows employees to achieve a work-life balance, employees will reciprocate with a positive attitude of loyalty, emotional attachment, and a higher commitment to the organization. Thus, *work-life balance* can be a form of organizational support that contributes to increasing employee commitment.

The results of this study also support the research of Ade et al. (2024) who found that *work-life balance* has a positive and significant relationship with organizational commitment to PERUMDA employees of Batusangkar Drinking Water, as well as the research of Prasetyo (2021) which found a positive relationship between *work-life balance* and organizational commitment in employees of Bank Rakyat Indonesia Trenggalek Branch. The similarity of these results shows that *work-life balance* is an important factor in increasing organizational commitment to various types of organizations.

Nonetheless, the low correlation value found indicates that organizational commitment is not only influenced by *work-life balance*, but also by other factors such as job satisfaction, organizational culture, leadership, work motivation, work environment, reward system, and career development opportunities. Therefore, organizations not only need to improve employee *work-life balance*, but also pay attention to various other factors that can strengthen the organization's commitment in a sustainable manner.

## **4. CONCLUSION**

Based on the results of the study, *the work-life balance* of employees of the Regional Office of the Ministry of Religion of West Sumatra Province is in the good category (78.36%), while organizational commitment is in the good category (83.8%). The results of *the Pearson Product Moment correlation analysis* showed that there was a positive and significant relationship between *work-life balance* and organizational commitment ( $r = 0.280$ ;  $p = 0.002$ ). These findings show that the better the work-life balance that employees have, the higher the organization's commitment. Although the relationships found are in the

low category, *work-life balance* remains one of the factors that contribute to increased organizational commitment. Therefore, the Regional Office of the Ministry of Religion of West Sumatra Province needs to continue to develop policies and work environments that support the creation of *work-life balance* so that the commitment of employee organizations can be maintained and improved in a sustainable manner.

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