



## JOURNAL

### THE EFFECT OF SUPERVISOR SUPPORT AND WORK LIFE BALANCE ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE

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#### Abstract:

This study aims to determine whether there is an influence of supervisor support and work life balance on organizational commitment through job satisfaction as an intervening variable. The research was conducted on 156 employees of PT Jamkrindo Jakarta. The analytical method used is quantitative. The results of this research show that there is a positive and significant effect of Supervisor Support on Job Satisfaction. There is a positive and significant influence of Supervisor Support on Organizational Commitment. There is a negative and significant effect of Work Life Balance on Job Satisfaction. There is a negative effect of Work Life Balance on Organizational Commitment. There is a positive and significant effect of Job Satisfaction on Organizational Commitment. There is a positive and significant influence of Supervisor Support on Organizational Commitment through Job Satisfaction. . There is a negative and significant effect of Work Life Balance on Organizational Commitment through Job Satisfaction. So this means that an increase in Work Life Balance will affect a decrease in Organizational Commitment through Job Satisfaction.

**Keywords:** Supervisor Support, Work Life Balance, Organizational Commitment, Job Satisfaction

#### Background

An organization can be said to be successful if it can attract attention to its strengths and can embrace its employees in achieving work-life balance, maximum work performance, and then the job satisfaction of its employees. Broadly speaking, human resources are individuals who work as drivers of a company or organization and function as assets that must be trained and developed. Organizational demands to acquire, develop and maintain human resources are increasingly urgent in accordance with the dynamics of an ever-changing environment (Susan, 2019). According to Widianingsih et al. (2020) the factors that cause decreased performance in organizations in Indonesia amid the Corona pandemic, including the first is the imposition of large-scale social restrictions which make the work of employees in organizations less effective. Furthermore, the second is the existence of work from home, where employees who are supposed to work full time both in the office and in the field, due to this policy are forced to work from home with limitations such as internet facilities and not a few who experience reduced salaries or incentives. Finally, the third is that there has been massive layoffs or layoffs which have resulted in more and more unemployment.

Factors that influence employee performance are individual factors including abilities, skills, family background, work experience, social level and demographics of a person. Then psychological



factors: perception, role, work attitude, personality, motivation and job satisfaction. Organizational factors: organizational structure, job design, leadership, reward system (Gibson, 1987). One of the psychological factors is the work attitude of employees. Most of the research in organizational behavior deals with 3 attitudes: job satisfaction, job involvement and organizational commitment. The focus of researchers in this study is commitment to organization.

Based on previous research, there are several factors that affect the level of commitment to employees, including the work environment (Ahakwa et al., 2021). Organizational commitment is an important behavioral dimension in assessing employees' desire to remain part of the organization (Sapitri, 2016). Having a high commitment will make employees care about the sustainability of the organization and make efforts to make the organization in a better direction (Almira et al., 2021). Employees who are committed to their organization are people who have loyalty and pride in their organization, so they want to maintain and do a good job (Ghorbanpour et al., 2014).

Ahmad, et al. (2014), according to him, commitment to the organization is shown by positive behavioral intentions to continue working for the company and very little employee thought to leave the company. Organizational commitment which has been assumed as a valuable company asset that facilitates the company to achieve its goals (Rumangkit & Zuriana, 2019). Organizational commitment can also be influenced by personal characteristics, job and role characteristics, organizational structure characteristics, work experience and organizational support. Where one of the organizational commitment factors mentioned earlier is organizational support which can be explained about the extent to which employees perceive that organizational institutions, colleagues, and superiors provide support, respect, appreciate employee contributions, and also appreciate employees in their work individually (Ma'rufi & Anam, 2019)

Based on the results of researchers through interviews with employees at PT. Jamkrindo, it can be seen that there are problems that often occur related to supervisor support, such as employees who often miss work deadlines or overtime and the lack of a supervisor's role in handling employee problems. In addition, there are also problems that often occur related to work life balance, such as an imbalance between time at work and at home and workload that sometimes interferes with time with family. This should be the focus of the company for the job satisfaction of its employees, because with the problem of support from superiors and the work balance of its employees, it will later affect employee commitment to the company.

From the table above, the researcher can assume that there are several problems regarding supervisor support and work life balance which can interfere with employee commitment to their company. Apart from the researcher's brief interview with the employees, the researcher also made observations to strengthen the research by conducting a pre-reset to find out whether the supervisor support and work life balance variables can solve problems in organizational commitment at PT. Jamkrindo and distributed to 31 respondents, namely employees of PT. Jamkrindo.

## **THEORETICAL FRAMEWORK**

### **Organizational Commitment**

Organizational Commitment is defined as the employee's attitude towards the organization including the organizational values and organizational goals. Jensen & Luthans (2006) in their study said that commitment to the organization is a worker's bond with the organization and his identification with the organization at the level of participation in the organization.

Organizational commitment refers to involvement and loyalty associated with individual feelings towards the organization (Armstrong & Taylor, 2014). It can be concluded from some of the expert statements above regarding organizational commitment, namely the attachment between employees and the organization. Low organizational commitment will later lead to decreased employee performance and low contribution from employees to the company, the impact is not



achieving organizational goals. Dimensions of organizational commitment based on the multidimensional approach developed by Stephanie Bae (2021) according to her, there are three dimensions that make up organizational commitment, namely affective commitment, continuance commitment, and normative commitment.

### **Supervisor Support**

Rhoades & Eisenberg (2002), supervisor support has 2 aspects as follows: 1. Has responsibility in directing and evaluating the performance of its employees. Employees often judge that the positive or negative approach taken by their superiors towards their employees is a reflection of their actions for the support of the organization or company.

Have the responsibility to govern and supervise the work of subordinates. Actions that are good or not good from superiors will affect the employee's perspective on organizational or company support. In this study using indicators to measure supervisor support according to Karasek et al. adapted by research (Talebzadeh & Karatepe, 2020), namely Instrumental Supervisor Support or active support from superiors, Attentive Supervisors or superiors who are considerate, Demanding-authoritarian or motivating superiors, and Tolerant Supervisors or tolerant superiors.

### **Work Life Balance**

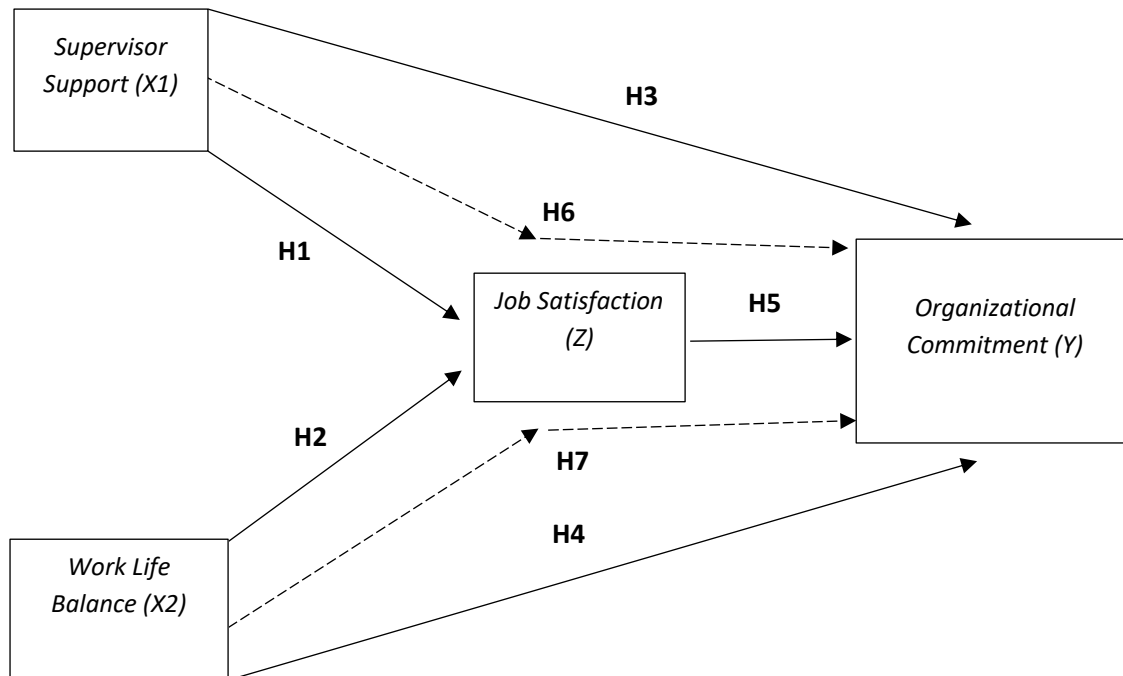
The concept of work life balance is based on employees trying to balance work and family life in harmony. (Rumangkit & Zuriana, 2019). Work family balance, work family culture, and work family programs, the following three terms have the same concept as work life balance. Work life balance is a state of balance between life and work. From a worker's perspective, work life balance is seen as a choice for managing work and personal responsibility for the family (Reza & Anindita, 2021). Meanwhile, from the company's perspective, work life balance is a challenge to create a supportive culture in the company, where workers can focus on work and feel comfortable at work. From the statements of experts, it can be concluded that the definition of work life balance or work life balance is the complementarity of work life and personal life of employees in creating perfection in one's work life. When a person is able to achieve a balance of work and family. As in terms of employees who show contributions to individual welfare, mental and physical health that is stable during the COVID 19 pandemic, able to contribute well in the community environment. Meanwhile, from an organizational point of view it is shown from work commitment, work productivity, high organizational citizenship behavior and job satisfaction. According to McDonald and Bradley in Pangemanan et al., (2017) there are 3 indicators to measure work life balance variables, namely: Time Balance, Involvement Balance, Satisfaction Balance.

### **Job Satisfaction**

According to (Afandi, 2018) job satisfaction is a (positive) attitude of the workforce towards their work that arises based on an assessment of the work situation. This assessment can be carried out on one of his jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in his work. Effective leadership behavior can also increase employee job satisfaction (Kim, 2002; Tsai, 20110). From another point of view, uncertain job expectations, higher workloads, unfavorable working conditions and atmosphere and poor employee-supervisor relations will lead to emotional exhaustion and decreased job satisfaction. Through the explanation of job satisfaction above, it can be concluded that job satisfaction is an expression of both positive or pleasant and negative emotional attitudes or dissatisfaction as a result of an assessment of work performed by individuals that can affect all aspects of personal life and also affect the company where he works.



(Dihan et al., 2017) states that there are several dimensions to the job satisfaction variable, namely: The work itself, Pay, Promotion, Supervision, Coworkers.



**Theoretical Framework**

## METHOD

This research uses quantitative methods. The quantitative method is a research method that can be interpreted as a research method based on the philosophy of positivism to study several populations or samples, analyze quantitative data for the purpose of testing established hypotheses (Sugiyono, 2016). This research is located at PT. Jamkrindo Jakarta which is located on Jl. Angkasa Blok B-9 Kav. 6, R.W. 10. Gunung Sahari Selatan, Kemayoran, City of Central Jakarta, Special Capital Region of Jakarta. The reason researchers chose PT. Jamkrindo as a research location due to the number of employees at PT. Jamkrindo Jakarta has sufficient criteria for researchers, namely 267 employees. So that researchers are interested in knowing the application of human resource management in the office environment, especially those related to Supervisor Support, Work Life Balance, Job Satisfaction, Organizational Commitment. The time of this research lasted for twelve months, starting from March 2022 to June 2023. This time is the right time to carry out research because the researcher's lecture schedule is not tight, so it will make it easier for researchers to devote attention to conducting research.

## RESULT

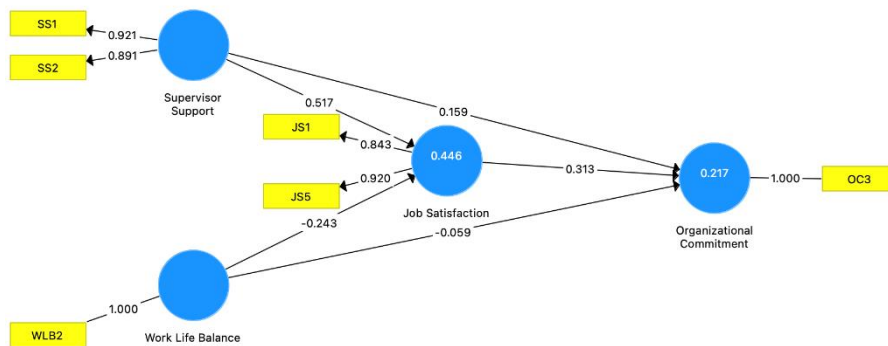
### Hypothesis Testing

In table 4.15 there are stages of hypothesis testing, the P-value is used to see whether the hypothesis is accepted or not. The P-value has a parameter of 0.05, which if it is smaller than 0.05, then the hypothesis is accepted, whereas if it is greater than 0.05, then the hypothesis is not accepted. In addition, the T-table value for alpha 5% is 1.96. To show the significance of the T-statistic must be greater than the T-table (T-statistic > T-table).

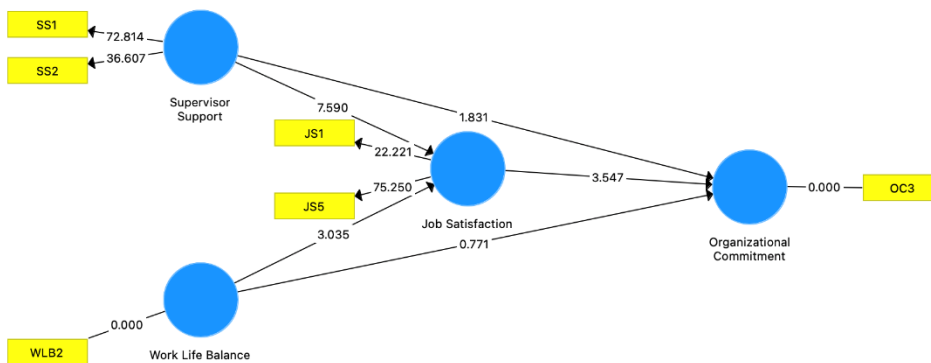


Table Hypothesis Testing

Variable	P-value	Ket.	T-Statistics ( O/STDEV )	Parameter	Ket.
SS → JS	0.000	<b>Hypothesis accepted</b>	7.590	T-statistics > T-table	Significant
SS → OC	0.000	<b>Hypothesis accepted</b>	4.511		Significant
WLB → JS	0.002	<b>Hypothesis accepted</b>	3.035		Significant
WLB → OC	0.094	<b>Hypothesis rejected</b>	1.677		Not Significant
JS → OC	0.000	<b>Hypothesis accepted</b>	3.547		Significant
SS → JS → OC	0.003	<b>Hypothesis accepted</b>	3.002		Significant
WLB → JS → OC	0.014	<b>Hypothesis accepted</b>	2.469		Significant



**SMART PLS Output (Algorithm)**





## DISCUSSION

### 1) The influence of Supervisor Support on Job Satisfaction

Based on the research results, the path coefficient value is 0.517 which is more than 0 ( $> 0$ ), which means that there is a positive influence. For a p-value of 0.000 which is less than an alpha of 0.05, the hypothesis is accepted. Then for the t-statistic value of 7,590 it shows that there is a significant effect. So it can be concluded that Supervisor Support has a positive and significant influence on Job Satisfaction. The results of this study are the same as the results of previous research conducted by (Modaresnezhad et al., 2021) with the results of his research which stated that supplier support has a positive and significant effect on job satisfaction. This is also in line with research conducted (Dousin et al., 2021) which states that supervisor support has a direct effect on job satisfaction, because supervisor support has an important role in decision making

### 2) Effect of Work Life Balance on Job Satisfaction

Based on the research results, the path coefficient value is -0.243 which is less than 0 ( $< 0$ ), which means that there is a negative influence. For a p-value of 0.002 which is less than an alpha of 0.05, the hypothesis is accepted. Then for the t-statistic value of 3,035 it shows that there is a significant effect. So it can be concluded that Work Life Balance has a negative and significant effect on Job Satisfaction. This research is also in line with research conducted by (Lamane-Harim et al., 2021) which states that the work life balance variable is significantly related to the job satisfaction variable. However, this is contrary to the opinion of (J. Haar & Brougham, 2022) who argues that when employees have a greater level of work balance, it can affect job satisfaction. In addition, this also contradicts research from (A. K. M. Talukder et al., 2018) which states that work life balance has a positive effect on job satisfaction

### 3) The Effect of Supervisor Support on Organizational Commitment

Based on the research results, the path coefficient value is 0.321, which is more than 0 ( $> 0$ ), which means that there is a positive influence. For a p-value of 0.000 which is less than an alpha of 0.05, the hypothesis is accepted. Then for the t-statistic value of 4,511 it shows that there is a significant effect. So it can be concluded that Supervisor Support has a positive and significant influence on Organizational Commitment. The results of this study are the same as the results of previous research conducted by (A. K. M. M. H. Talukder & Galang, 2021) which states that the experience of supervisor support is positively related to organizational commitment. In addition, this research is also in line with research conducted by (Orgambidez & Almeida, 2020) which revealed that supervisor support has a positive and significant effect on organizational commitment.

### 4) Effect of Work Life Balance on Organizational Commitment

Based on the research results, the path coefficient value is -0.135 which is less than 0 ( $< 0$ ), which means that there is a negative influence. For a p-value of 0.094 which is more than an alpha of 0.05, the hypothesis is rejected. Then for the t-statistic value of 1,677 it shows that there is no significant effect. So it can be concluded that Work Life Balance has no influence on Organizational Commitment. This research contradicts research conducted by (Farha et al., 2017) which suggests that someone who has a work-life balance will be more committed to the work he is engaged in.

### 5) Effect of Job Satisfaction on Organizational Commitment

Based on the research results, the path coefficient value is 0.313 which is more than 0 ( $> 0$ ), which means that there is a positive influence. For a p-value of 0.003 which is less than an alpha of 0.05, the hypothesis is accepted. Then for the t-statistic value of 3,547 it shows that there is a significant effect. So it can be concluded that Job Satisfaction has a positive and significant influence



on Organizational Commitment. The results of this study are the same as the results of previous research conducted by (Chordiya et al., 2017) with the results of his research which stated that job satisfaction has a positive relationship to organizational commitment. This is also in line with research conducted (Ahmad, 2018) which states that job satisfaction has a significant effect on the three dimensions of organizational commitment.

#### **6) The Effect of Job Satisfaction as an Intervening Variable**

Based on the research results, the path coefficient value is 0.162, which is more than 0 ( $> 0$ ), meaning that there is a positive influence. For a p-value of 0.000 which is less than an alpha of 0.05, it is a hypothesis is accepted. Then for the t-statistic value of 3,002 it shows that there is a significant effect. So it can be concluded that Supervisor Support has a positive and significant influence on Organizational Commitment through Job Satisfaction. Then, then obtained a path coefficient value of -0.076 which is less than 0 ( $< 0$ ) which means there is a negative influence. For a p-value of 0.014 which is less than an alpha of 0.05, the hypothesis is accepted. Then for the t-statistic value of 2,469 it shows that there is a significant effect. So it can be concluded that Work Life Balance does not have a positive influence but there is a significant influence on Organizational Commitment through Job Satisfaction. In mediating supervisor support, job satisfaction has a positive and significant indirect effect on organizational commitment. The results of this study are in line with research (Alkhateri & Nusari, 2018) which states that job satisfaction variables can mediate supervisor support variables with affective organizational commitment. However, in mediating work life balance, job satisfaction has a significant effect and does not have a positive effect on organizational commitment. So, in this case the company needs to pay attention to other aspects so as to optimize the job satisfaction of its employees which will affect employee commitment to the company. This research contradicts research conducted by (Farha et al., 2017), and (Nirmalasari et al., 2018) which reveal that job satisfaction can be a mediator between work balance and organizational commitment.

#### **CONCLUSION**

Based on the results of the research analysis that has been carried out by researchers, it can be concluded that: There is a positive and significant influence of Supervisor Support on Job Satisfaction. This shows that Hypothesis 1 is accepted. So this means that the increase in Supervisor Support will affect the increase in Job Satisfaction. There is a positive and significant influence of Supervisor Support on Organizational Commitment. This shows that Hypothesis 2 is accepted. So this means that the increase in Supervisor Support will affect the increase in Organizational Commitment. There is a negative and significant effect of Work Life Balance on Job Satisfaction. This shows that Hypothesis 3 is accepted. that there is influence between Work Life Balance and Job Satisfaction but it is negative. So this means that an increase in Work Life Balance will affect a decrease in Job Satisfaction. There is a negative effect of Work Life Balance on Organizational Commitment. This shows that Hypothesis 4 is rejected. So this means that, there is no effect of Work Life Balance on Organizational Commitment. There is a positive and significant effect of Job Satisfaction on Organizational Commitment. This shows that Hypothesis 5 is accepted. So this means that, an increase in Job Satisfaction will affect an increase in Organizational Commitment. There is a positive and significant influence of Supervisor Support on Organizational Commitment through Job Satisfaction. This shows that Hypothesis 6 is accepted. So this means that, an increase from Supervisor Support to Organizational Commitment through Job Satisfaction. There is a negative and significant effect of Work Life Balance on Organizational Commitment through Job Satisfaction. This shows that Hypothesis 7 is accepted, that there is an influence between Work Life Balance and Organizational Commitment through Job Satisfaction but it is negative. So this means that an increase in Work Life Balance will affect a decrease in Organizational Commitment through Job Satisfaction.



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