
A QUALITATIVE STUDY OF EMPLOYEES' WORK-LIFE BALANCE AND ORGANIZATIONAL COMMITMENT AT PT BANK MANDIRI (PERSERO) TBK MANADO**STUDI KUALITATIF MENGENAI WORK-LIFE BALANCE DAN KOMITMEN ORGANISASI PEGAWAI DI PT BANK MANDIRI (PERSERO) TBK MANADO**

By

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Abstract: Knowing the importance of the existence of their employees, Bank Mandiri is concerned about their employees' work-life balance and organizational commitment. This research is conducted with the purpose of knowing the work-life balance and organizational commitment at Bank Mandiri Manado. This research is a qualitative research that utilize data gathered from semi-structured interviews with 16 informants from Bank Mandiri Manado. The informants are selected by using purposive sampling. From the result of interview analysis, it is found that 12 out of 16 informants are having a healthy work-life balance in terms of involvement balance, and all of the informants are committed to Bank Mandiri in terms of continuance commitment. In order to help the employees balancing their work and life, Bank Mandiri should consider to provide on-site child care in Bank Mandiri Manado, and also should consider to implement culture-change strategy such as training for the managers to help the employees to manage work-life conflicts. To increase the employees' organizational commitment, Bank Mandiri should consider to increase the salary and improve the benefits offered to the employees.

Keywords: *work-life balance, organizational commitment, bank mandiri, qualitative study.*

Abstrak: Mengetahui pentingnya eksistensi dari pegawainya, maka Bank Mandiri peduli dengan work-life balance dan komitmen organisasi dari pegawainya. Penelitian ini dilakukan dengan tujuan untuk mengetahui work-life balance dan komitmen organisasi di Bank Mandiri Manado. Penelitian ini menggunakan metode kualitatif yang menggunakan data yang diperoleh dari wawancara semi terstruktur dengan 16 orang informan dari Bank Mandiri Manado. Informan-informan tersebut dipilih dengan menggunakan purposive sampling. Dari hasil analisa wawancara, ditemukan bahwa 12 dari 16 orang informan memiliki work-life balance yang baik yaitu keseimbangan keterlibatan, dan semua informan berkomitmen kepada Bank Mandiri dalam konteks komitmen berkelanjutan. Untuk membantu pegawainya dalam menciptakan keseimbangan antara kehidupan dan pekerjaan, Bank Mandiri sebaiknya menyediakan on-site child care di Bank Mandiri Manado, dan juga sebaiknya mengimplementasikan strategi perubahan kultur organisasi, seperti training untuk para manager agar dapat membantu work-life balance pegawainya. Untuk meningkatkan komitmen organisasi pegawai, Bank Mandiri sebaiknya meningkatkan gaji dan juga meningkatkan manfaat yang ditawarkan untuk pegawainya.

Kata kunci: *work-life balance, komitmen organisasi, bank mandiri, studi kualitatif.*

INTRODUCTION

Research Background

Human resource or employee is considered one out of several important factors in an organization for it served the role as mechanism or means for the organization to achieve its goal. For an organization to successfully attain its goal, it is necessary for any organization to acquired competent employee as well as loyal, devoted and or committed to the organization.

Organizational commitment is necessary because it reflects the employee's loyalty, motivation, and initiative to do exert effort for the organization. Work-life balance is a situation where the employee is able to equally fulfill the works demand, fulfill their family commitment or responsibility, and other responsibility or need such as social activity.

Bank Mandiri is believed as one of the largest SEOs (Seasoned Equity Offering; new shares issued or being offered to the market other than the shares offered when the organization go public) commercial bank in Indonesia, in terms of total assets, loans, and deposit. As one of state-owned bank at the fourth largest population country in the world, Bank Mandiri has long-term objective of Bank Mandiri (2020) namely "Indonesia's Best, ASEAN's prominent" or to be financial institution with best performance in terms of services, products, and yield returns to shareholders, as well as the benefit received by society at large in ASEAN level. In order to accomplish this objective Bank Mandiri is committed to serve according to the best international standard services to its customers by relaying on its 38.900 employees.

Aware of the importance of its employee Bank Mandiri have established yearly family day, employee gathering, mini Olympics games, 25 social, sports and hobby interest group called Mandiri Clubs as their work and life balance strategy. The aim of Mandiri Clubs is to supplement the work with fun activities so all the employees become well rounded individuals, rich in both work and life/fun experience.

According to *UU No. 13 tahun 2003, Pasal 77 ayat 2* regarding *Ketenagakerjaan* – working hours cover: 7 (seven) hours 1 (one) day and 40 (forty) hours 1 (one) week for 6 (six) working days in 1 (one) week; or 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week – the standard working hours set by the government can be considered as one of the policy to prevent overworking labor.

However, that is not the case in its actual practice. Working in a bank is exhausting, and this cannot be denied. The employees are often being exploit by the bank to reach target and workloads which result in working over-time. Not to mention, when it is the end of the month, where the bank employee is required to work until late at night for 'closing'. Working extra hours in the office isolating the employees from the outside world – their interaction with family decrease, and are not able to socialize outside working environment. This issue may result in poor work-life balance of bank employees.

Therefore, this paper aims to explore The Employee Work-life Balance and Organizational Commitment at PT Bank Mandiri (Persero) Tbk Manado.

Research Objectives

The purpose of this research are to know:

1. The employees' work-life balance at PT Bank Mandiri (Persero) Tbk Manado.
2. The employees' organizational commitment at PT Bank Madiri (Persero) Tbk Manado.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management is the attraction, selection, relation, development and utilization of human in order to achieve both individual and organization objective. This goal cannot possibly be accomplished without the active role of the employee (Wahyudi, 2002:10). Good management of the human resource will have a positive impact for the company concerned (Ganapathi, 2016).

Work-Life Balance

Work-life balance concept was first developed in order to decrease conflict between personal life, family, and work because the conflict may effects an organizational effectiveness (Novelia, 2013). Work-life balance is defined as an individual ability to fulfill the work demand, and to fulfill the family commitment, as well as other responsibility such as social activity (Sturges and Guest, 2004).

There are several policies or practice of work-life balance (Budd and Mumford, 2005): flexi time, job share, telecommuting (working from home), parental paid leave, on-site child care.

Work-Life Balance has four forming dimension McDonald and Bradley (2005): work interference personal life, personal life interference work, personal life enhancement of work, work enhancement of personal life.

Measuring Work-Life Balance according to McDonald and Bradley (2005):

1. Time balance

Time balance is a way in which an individual can portion a balance time to work, leisure, and break effectively.

2. Involvement balance

Refers to the rating of psychology involvement balance whether in work or family, social and personal physically and emotionally (Ramadhani,2013).

3. Satisfaction balance

It is a personal satisfaction that arose when an employee felt like his effort or what his/her done is good enough and can accommodate the work and family demand.

Barriers in achieving work-life balance (McDonald and Bradley, 2005): managerial support, career consequences, organizational time expectation, gender perception, co-worker support.

Job Attitudes

Job attitudes are evaluations of one's job that express one's feeling toward, beliefs about, and attachment to one's job (Schleicher, 2004). Job attitudes include job satisfaction, job involvement, perceived organizational support (POS), employee engagement, organizational commitment.

Organizational Commitment

Commitment is a psychological condition that reflects the relationship between employees and an organization, it has implications for individual's decision to remain or leave the organization (Tobing, 2009). Mowday (1982:21), organizational commitment is a degree in which an employee is loyal to their organization. It is characterized by acceptance of the organization's values, willingness to do exert effort on behalf of the organization, and desire to remain as an employee of the organization.

There are three distinctive components to measure organizational commitment by Mayer, Bobocel and Allen (1991):

1. Affective commitment

Reflects a desire to maintain commitment to the organization, generally accompanied by emotional bond or emotional attachment to the organization.

2. Continuance commitment

Employee stay because fearing the consequences of leaving the employment. Where the member stay because leaving the organization would be costly.

3. Normative Commitment

Occurs when the employee remain in the organization because the employee feel like they are bound to do so. Or, the degree in which the employee feel obligated for the organization

Previous Research

Sakthivel and Jayakrishnan (2006) Work life balance and Organizational commitment for Nurses, found that work life balance and organizational commitment are having positive relationship. Norton (2009) Employee Organizational Commitment and Work-Life Balance in Australia, found that a positive correlation exist between effective commitment and perceived work-life balance. The result also showed that no significant relationship exist between continuance or normative commitment and perceived work-life balance. However, the strongest correlation found to work-life balance perceptions was that of worker identification with the goals of the organization. Sethi (2014) Influence of Work-Life Balance on Organizational Commitment: A comparative Study of Woman Employees Working in Public and Private Sector Banks, using pearson correlation method showed that there is positive relationship between work-life balance and organizational commitment.

Type of Research

This research used a qualitative methodology to explore the employees' work-life balance and organizational commitment at PT Bank Mandiri (Persero) Tbk Manado.

Place and Time of Research

This research is conducted at Bank Mandiri Area Manado, Indonesia. This research is conducted for two months long, starting from May - June 2017

Population and Sample

Population in qualitative research is called social situations. Social situations are consist of three elements such as place, actors, and activity (Spradley, 1980:22). Sample in qualitative study is referred as informant. In this research 16 informant are selected from Bank Mandiri Manado employees ranging from officers to managers from different departments and background to ensure the diversity of perspective.

Data Collection Method

The data used in this research are primary data and secondary data. Primary data are gathered thru semi-structured interviews either face to face or phone call. The secondary data are gained from journals, articles, internet, annual and sustainability report of Bank Mandiri.

Data Analysis Method

The first step of data analysis method in qualitative study is data gathering, systematically organize the data, and then presenting the research discovery to others.

Data Validity and Reliability

Denzin (1970:22), internal validity is the term used to refer to the extent to which research findings are a true reflection or representation of reality rather than being effects of extraneous variables. External validity addresses the degree or extent to which such representation or reflections of reality are legitimately applicable across the group. According to Sekaran and Bougie (2009:491), category reliability refers to the extent to which judges are able to use category definition to classify the qualitative data. Well defined categories will lead to higher category reliability. Inter-judge reliability is a degree of consistency between coders processing the same data.

RESULT AND DISCUSSION**Result**

The following are the round up result after interviewing 16 informants of Bank Mandiri Area Manado. Interview questions has been arranged beforehand as guidance.

Informant 1

Informant 1 is a female worker. She works for Bank Mandiri for 2 years long as Assistant Relationship Manager

Concerning work-life balance, Informant 1 said: "I feel emotionally drained after work. My job inhibiting my leisure time. Generally, I feel like I am still able to balance my work and private life. My boss is quite helpful in balancing his employees' work and life. As for my colleagues, they will not mind if someone take leave for personal or family matter as long as my assigned work will not be transferred to burden them." Concerning Organizational Commitment, Informant 1 said: "The reason why I am committed to this Bank is because of the fear to lose my source of income. To tell you the truth, I feel emotionally attached to Bank Mandiri."

Informant 2

Informant 2 is a male worker. He has been working at Bank Mandiri for 4 years and now he is a credit officer.

Concerning work-life balance, Informant 2 said: "8 hours working does not necessarily make me feel emotionally drained. I feel like I have enough leisure time for myself and my family. My job commitment does not hindering my leisure time. My superior is quite supportive. My co-workers also are fine with the other employee taking leave, we understand each other, respect and appreciate our peers." Concerning organizational commitment, Informant 2 said: "I am 80 percent committed to Bank Mandiri, because of the location placement, salary, bonuses and health facilities. I personally do not feel any emotional attachment to Bank Mandiri. I do consider looking for another job if possible, and if it offer something more than Bank Mandiri."

Informant 3

Informant 3 is a male worker with 1.5 year experience working at Bank Mandiri as Business Development Representative.

Concerning work-life balance, Informant 3 said: "I feel emotionally drained every now and then after work, for having to spend that much time of my life working 5 days in a week. I do not think I have enough time for myself. My job commitment does inhibiting my leisure time. My boss is not helping much with balancing his employee work and life, my colleagues are respecting others' choices and opinions." Concerning organizational commitment, Informant 3 said: "I have a huge commitment towards this Bank. I work here and I want to advance towards the future together with this Bank. Factors that influencing my commitment the most are my salary and bonuses. I even feel emotionally attach to this Bank, sometimes."

Informant 4

Informant 4 is a manager with 10 years working experience at Bank Mandiri. His position title is Business Development Officer.

Concerning work-life balance, Informant 4 said: "I feel emotionally drained after work. I still have enough time for myself after work and on the weekend. I do not think my job commitment restrain my leisure time. My superior positively help me balance my work and life, the same goes with my colleagues." Concerning organizational commitment, Informant 4 said: "I am committed to Bank Mandiri, because this Bank had helped me fulfill my needs for over 10 years. Other reason why I am committed to Bank Mandiri are, promising career path and health facilities that covers even my family member. I do feel emotional attachment to Bank Mandiri considering how long I have been working here."

Informant 5

Informant 5 has work in Bank Mandiri for one and a half year as funding officer

Concerning work-life balance, Informant 5 said: "Sometimes I feel emotionally drained. I have enough time for me and my family on the weekend. I do not think my job commitment as hindrance for my leisure time. My boss is supportive, it is not frowned upon by my boss and my co-workers because taking leave is the employee rights." Concerning organizational commitment, Informant 5 said: "I am 100 percent committed to Bank Mandiri. I feel emotional attachment towards Bank Mandiri, and I do think I have the same goals as Bank

Mandiri. I want to keep working for this Bank is because it is hard to find other job that will offer more salary and benefit than Bank Mandiri."

Informant 6

Informant 6 is a female officer at Bank Mandiri with 28 years of working experience.

Concerning work-life balance, Informant 6 said: *"I feel proud instead of feeling emotionally drained after working. I feel like I can still balance my work and life, because the remaining time after work and on the weekend. My superior has been a great help to balance work and life. Neither my co-workers and superior will see taking leave as something negative."* Concerning organizational commitment, Informant 6 said: *"I am wholly committed to Bank Mandiri. Salary, employee welfare, and work pressure are things in which effecting my commitment to Bank Mandiri. I feel emotional attachment with this Bank."*

Informant 7

Informant 7 is an officer in credit operations department with 3 years of working experience.

Regarding work-life balance, Informant 7 said: *"I do feel emotionally drained after working. I am still able to balance my work and personal life because I have weekend as day off. My boss is quite supportive in terms of work-life balance of the employees."* Concerning organizational commitment, Informant 7 said: *"I am 100 percent committed to Bank Mandiri. I am satisfied with my salary and the employee welfare Bank Mandiri offered. I do feel some kind of emotional attachment to this Bank."*

Informant 8

Informant 8 is an employee with 1.5 years of working experience.

Concerning work-life balance, Informant 8 said: *"I sometimes feel emotionally drained after working. because of the work demands. My job commitment somehow hindering my leisure time. With day off on the weekend, I still manage to balance my work and life. My boss is pretty much helpful in balancing the employees work and life."* Concerning organizational commitment, Informant 8 said: *"I am committed to Bank Mandiri. I am committed because of the salary offered and the overtime wages that is sufficient. I do not have any emotional attachment to this bank, however I wish to keep working here."*

Informant 9

Informant 9 is a manager with 30 years working experience.

Regarding work-life balance, Informant 9 said: *"I feel emotionally drained after working. 2 days off on the weekend does help me balancing my work and life.. I do not think my job commitment ever hinder my leisure time. My superior is supportive in any way possible, and so does my co-workers."* Concerning organizational commitment, Informant 9 said: *"I would call myself as being extremely committed to this Bank Bank Mandiri offered a good salary and benefits package to its employee. Working here for so long does make me have an emotional attachment to this bank. I do wish to keep on working for Bank Mandiri."*

Informant 10

Informant 10 have been working as Relationship Manager at Bank Mandiri for 6 years long.

Regarding work-life balance, Informant 10 said: *"I feel the anxiety and pressure cause by work demands. 2 days off on the weekends seem to be not quite sufficient. My boss is not that considerate when it comes to work-life balance. Achieving target is number 1."* Regarding organizational commitment, Informant 10 said: *"I will not say I am fully committed to Bank Mandiri. What keep me from leaving Bank Mandiri is the high pay check I received every months and also the facility offered to me by this bank."*

Informant 11

Informant 11 have been working at Bank Mandiri for the last 34 years. He is now a manager in Human Capital and General Affairs department.

Regarding work-life balance, Informant 11 said: *"Sometimes I feel emotionally drained after work. I have enough time for myself and for leisure with my family on the weekend. My job commitment did not hinder my personal life. My superior and co-workers are all really supportive to each other."* Regarding organizational commitment, Informant 11 said: *"If my commitment to this Bank can be quantifiable it is 100 percent. I think what keep me working here at first was the fear of losing my source of income, and then it became and emotional attachment. It is also the fact that I have the same goals as this Bank."*

Informant 12

Informant 12 have been working at Bank Mandiri for 3.5 years. He is an officer at the Human Capital and General Affairs department.

Regarding work-life balance, Informant 12 said: *"I do not really feel emotionally drained after working. I have enough time for myself to leisure on the weekend. I do not think that my job commitment ever hinder my personal life, and vice versa. My boss is quite helpful in work-life balance. My co-workers are also really nice."* Regarding organizational commitment, Informant 12 said: *"I am really committed to this Bank. Things that are keeping me to be committed are career opportunity, and also the salary. Lately I started to feel some kind of attachment."*

Informant 13

Informant 13 have been working for Bank Mandiri in the last 31 years. He is now a manager of Micro Banking Cluster department.

Regarding work-life balance, Informant 13 said: *"Sometimes I feel emotionally drained after working. Off on the weekend does help me a lot in balancing my work and life. I do not necessarily feel like my job commitment hinder my personal life and vice versa. My co-workers are all nice people."* Regarding organizational commitment, Informant 13 said: *"I am really committed to this Bank. Working here for 31 years without fail makes me feel some kind of emotional attachment. My motivation for working is money."*

Informant 14

Informant 14 have been working for Bank Mandiri for 7 years. She is an officer at Business Support department.

Regarding work-life balance, Informant 14 said: *"I feel emotionally drained after working. I do not feel like I have enough time for myself, my job commitment hinder my personal life. My co-workers are all nice, but my boss is quite strict. It is frowned upon by my boss if I or the other employees come late or leave work early due to personal or family matters"* Regarding organizational commitment, Informant 14 said: *"I am pretty committed to this Bank. I like working here because it provides me a stable payment and rise every year and the bonuses. I do not feel any emotional attachment towards this Bank."*

Informant 15

Informant 15 have been working at Bank Mandiri for 4 years as an officer in the Priority Banking department.

Regarding work-life balance, Informant 15 said: *"I hardly ever feel stress about work. I have enough time for myself. I am blessed with a bunch of really nice co-workers and superior."* Regarding organizational commitment, Informant 15 said: *"I am committed to this Bank. And, I wish to keep working here." "I am committed to this Bank because I know I have the opportunities to grow here as a person and as a professional. If I work my best I know my career will improve. Not to mention it is not easy to get a stable job these days. The competition is really fierce, every year the numbers of unemployment increase, so why would I throw away my good payment stable job, when others are fighting to get my position?"*

Informant 16

Informant 16 have been working at Bank Mandiri for 15 years. She is an officer of the Area Business Control – Risk Business Control.

Regarding work-life balance, Informant 16 said: *“I often feel emotionally drained after working. I do not think day off on the weekend is sufficient enough to detox all my stress from work. I do feel my job commitment inhibit my personal life. My co-workers are all nice and supportive, but my boss is rather difficult to deal with”* Regarding organizational commitment, Informant 16 said: *“I am not to quit my job. do not think I am able to get another job that will pay me as much. I do not necessarily feel any emotional attachment towards this Bank.”*

Employees’ work-life balance at Bank Mandiri Manado

Employees at Bank Mandiri Area Manado are able to balance their work and personal life, this falls in the work-life balance category of involvement balance. this falls in the work-life balance category of involvement balance, in which the employees are able to balance their work and life due to having enough leisure time on the weekend despite having to spent the long hours working from Monday to Friday.

Employees’ organizational commitment at Bank Mandiri Manado

Regarding organizational commitment, the employees in Bank Mandiri Manado are committed in terms of continuance commitment, in which the employees are being committed due to the fact that they are afraid of having to lose their source of income if resign from Bank Mandiri, and followed by affective commitment, in which the employees are committed due to the emotional attachment or sense of belonging.

CONCLUSIONS AND RECOMMENDATIONS**Conclusions**

After examining the findings and discussing them, the conclusions acquired in the study are as follows:

1. Employees at Bank Mandiri Area Manado are able to balance their work and personal life, this falls in the work-life balance category of involvement balance.
2. Regarding organizational commitment, the employees in Bank Mandiri Manado are committed in terms of continuance commitment.

Recommendations

Based on the conclusion, here are the recommendation for Bank Mandiri Area Manado:

1. In order to help the employees in achieving work-life balance, Bank Mandiri should consider to provide or make on-site child care available at Bank Mandiri Manado. Bank Mandiri Manado should consider to implement culture-change strategy such as training for the managers to help the employees to manage work-life conflicts.
2. To increase employees’ organizational commitment, Bank Mandiri should consider to increase the salary and improve the benefits offered to the employees. Bank Mandiri should also consider to held more trainings to improves the employees’ ability, therefore they will be able to improve their career, have greater responsibility and thus feels the sense of belonging towards the organization.

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