

# THE EFFECT OF REMOTE WORKING ON EMPLOYEES' ORGANIZATIONAL COMMITMENT WITH WORK-LIFE BALANCE AS A MEDIATOR

**Bazi Puti Ayu Widyasana<sup>1</sup>, Suryani Hardjo<sup>2</sup>, Patisina<sup>3</sup>**

<sup>1,2,3</sup>Faculty of Psychology, Master of Psychology, Universitas Medan Area  
Email : [baziatworks@gmail.com](mailto:baziatworks@gmail.com), [suryani@staff.uma.ac.id](mailto:suryani@staff.uma.ac.id), [patisina@gmail.com](mailto:patisina@gmail.com)

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## Abstract

This study explores the relationship between remote working, work-life balance, and organizational commitment among millennial employees. Remote working, which is increasingly popular due to its flexibility, was found to have a positive effect on work-life balance. Better work-life balance increases organizational commitment, reflecting employee loyalty and work motivation. Data were collected from 255 respondents through an explanatory quantitative method using snowball sampling. The results of the SEM-PLS analysis showed that remote working had a significant effect on work-life balance (13.5%) and organizational commitment (67.4%). Work-life balance also acted as a significant mediator between remote working and organizational commitment. This study emphasizes the importance of work flexibility in creating a work environment that supports work-life balance and increases employee loyalty.

**Keywords:** *Remote Working, Employees' Organizational Commitment, Work-Life Balance*

## INTRODUCTION

Implementation Remote work during the pandemic has also changed the perception of many people so far, especially in terms of its effectiveness. Several studies in recent months have shown that the productivity of remote work from home is actually better than working in the office. A study by Stanford conducted on 16 thousand workers for nine months showed that working from home has increased productivity by 13 percent. Meanwhile, a survey from Connect Solutions in 2022 showed that 77 percent of WFH workers several times a month experienced increased productivity, with 30 percent working more in less time and 24 percent doing more work in the same period (Gerguri, 2023). Meanwhile, for workers, working from home can save a number of costs such as food costs and transportation costs. Working from home can also reduce stress caused during the trip to the office, especially if passing through traffic jams. In addition, workers can also improve their Work-Life Balance. The many benefits that can be obtained make the remote work culture increasingly popular.

However because of the lack of intensity of a worker coming to the office also causes a lack of interaction that occurs both between employees and with superiors. This is also one of the reasons why the author is interested in examining the effect of Remote Working on Organizational Commitment with Work-Life Balance as a mediator variable considering the lack of intensity of an employee to communicate with colleagues and superiors in the company where he works because the employee is doing Remote Working.

## LITERATURE REVIEW

### 1. Understanding Organizational Commitment

Commitment can be interpreted as a commitment to do something. Commitment can be proven by the existence of partisanship or a tendency because of feeling a bond to something, be it a relationship, promise, job, mandate, activity, and so on. Commitment describes the meaning of responsibility. Commitment is very important for someone to have. The depth of someone's commitment can measure the extent of their consistency and responsibility, whether in easy or difficult conditions, happy or difficult, or light or heavy. Without commitment, there will be no consistency.

Organizational commitment is defined as the relative strength of an individual in identifying his/her involvement in a part of the organization. This can be characterized by three things, namely; acceptance of the values and goals of the organization and the desire to maintain membership in the organization. (Mowday et al., 2013).

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**2. Remote Working**

*Remote working* is working away from the workplace or office of the company/organization. An employee can work at home, at the office of a company partner, or at a designated location. There are several advantages, challenges, and disadvantages for both employees and the company organization. The benefits for the organization are reduced operating costs, transportation costs.

Challenges for employers include lack of supervision, irregular work schedules, communication, delayed decision making, and need for additional investment in communication technology. From the employee side, isolation of work space, additional investment in communication channels, working too much or too little, lack of visibility from management to measure work results, delayed decisions, lack of trust with the organization's management, career development issues, job insecurity, no work-life balance, social isolation and family disruption, and increased work stress.(Prasad et al., 2020).

**3. Work-Life Balance**

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**METHOD**

The study used a quantitative method with an explanatory quantitative approach. The study was conducted online (via social media), designed for 2 months, June - August 2024. The study used inferential analysis with the Structural Equation Model (SEM) method which was operated through the Partial Least Square (PLS) program using SmartPLS software. PLS is a structural equation model based on components or variants. The sampling technique in this study used the snowball sampling technique (to form samples)

**Research Measurement Tools**

The scale used by the researcher uses a Likert format consisting of four ranges of answer choices starting from 1 to 4, which are: 1 (Strongly Agree), 2 (Agree), 3 (Disagree), 4 (Strongly Disagree).

**1. Organizational Commitment Scale**

No.	Aspect	Indicator	Item Number		Total
			<i>Favorable</i>	<i>Unfavorable</i>	
1.	<i>Affective Commitment</i>	There is an emotional bond	1,2,6	3,4,5	6
2.	<i>Continuance Commitment</i>	Strong desire to survive	7,8,9,10,11,12	-	6
3.	<i>Normative Commitment</i>	A moral condition based on feelings of obligation and responsibility	14,15,16,17,18	13	6
Total			14	4	18

**2. Remote Working Scale**

No.	Aspect	Indicator	Item Number		Total
			<i>Favorable</i>	<i>Unfavorable</i>	
1.	Organizational Climate	There is an emotional bond	8, 9, 14, 17, 18	-	5
2.	Technology	Employee's ability to use technology. Facilities from the Company	1,4, 12	5, 6	5
3.	Workplace Isolation	Employee relations with fellow employees and superiors	10, 13, 16	15	4

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4.	Teamwork	The role of employees in a team in a company	2, 3, 7, 11		4
Total			14	3	18

**3. Work-life Balance Scale**

No.	Dimensions	Item Number	
		Favorable	Unfavorable
1.	Work Interference with Personal Life(WIPL)	-	1, 2, 3, 4, 5
2.	Personal Life Interference with Work(PLIW)	-	6, 7, 8*, 9, 10, 11
3.	Work Enhancement of Personal Work(WEPL)	12, 13*, 14	-
4.	Personal Life Enhancement of Work(PLEASE)	15, 16, 17	-

**Population and Sample**

The population of the study were employees who worked with a remote working system in the city of Medan. The sample used in the study were employees who worked with a remote working system with the following characteristics: employees, working remotely, included in the millennial generation (born between 1981-1996)

The total number of questions in the study is 51 questions, so the minimum sample size in the study is:

$$51 \times 5 = 255$$

So the researcher used a sample size of 225 respondents.

**RESULTS AND DISCUSSION (TNR, 12 BOLD)****1. The Impact of Remote Working on Organizational Commitment**

This study can provide evidence that remote working can have a positive effect on organizational commitment, with a coefficient value (Original Sample column) = 0.424, and significant, with T-Statistics = 5.102 > 1.96 and P-Values = 0.000 < 0.05 meaning that remote working can increase organizational commitment to employees. From the results of this study, the hypothesis that there is an effect of remote working on organizational commitment to millennial generation employees can be accepted. Therefore, remote working will be very capable of influencing organizational commitment to influencing organizational commitment to millennial generation employees. One expert said that remote working can have a positive impact on organizational commitment because the work flexibility provided by the company causes employees to feel a work-life balance, which has an impact on job satisfaction and organizational commitment.(Felstead & Henseke, 2017).

**2. The Impact of Remote Working on Work-life Balance**

The results of this study prove that remote working has a positive effect on work-life balance with a coefficient value (Original Sample column) = 0.368, and significant, with T-Statistics = 4.870 > 1.96 and P-Values = 0.000 < 0.05 meaning that remote working can improve work-life balance in employees. From the results of this study, the hypothesis stating that there is an influence between remote working and work-life balance in millennial generation employees can be accepted. Therefore, remote working will be very capable of influencing work-life balance in millennial generation employees. According to research conducted by Sirgy et al. (2020), telecommuting (remote working) has a positive influence on work life balance, where employees who apply telecommuting use the flexibility they have in using valuable time and energy efficiently. Employees can use the travel time and energy saved to be able to engage in several social roles.

**3. The Influence of Work-Life Balance on Organizational Commitment**

The results of this study prove that work-life balance has a positive effect on organizational commitment with a coefficient value (Original Sample column) = 0.564, and significant, with T-Statistics = 7.395 > 1.96 and P-Values = 0.000 < 0.05 meaning that work-life balance can increase organizational commitment in employees. From the results of this study, the hypothesis stating that there is an influence between work-life balance and organizational commitment in millennial generation employees can be accepted. Therefore, work-life balance will be very capable of influencing organizational commitment in millennial generation employees. According to research from Berk & Gundogmus (2018) stated that WLB has a positive impact on organizational commitment because it can increase an employee's motivation and can make them stay in the organization. With the work-life balance in the company where they work such as flexible working hours, family leave programs, good division of tasks, gifts and other facilities



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that they can make the employee's organizational commitment in the company increase. While Arif & Farooqi (2014) stated that WLB has a good impact on increasing employee commitment, employees will be happy to work in an organization that can make them have a balance between their work life and personal life, lack of work-life balance in the organization can cause them to change jobs.

**4. The Influence of Work-Life Balance in Mediating the Influence of Remote Working on Organizational Commitment**

The results of this mediation test prove that work-life balance significantly mediates remote working giving an influence on organizational commitment with a value with T-Statistics = 4.133 > 1.96 and P-Values = 0.000 < 0.05 meaning that work-life balance can increase organizational commitment in employees. From the results of this study, the hypothesis stating that there is an influence between work-life balance and organizational commitment in millennial generation employees can be accepted. Therefore, work-life balance has an influence on the organizational commitment of millennial generation employees.

The large number of people who choose to work remotely, especially women, as shown by the majority of samples in this study, namely 74.6%, is in accordance with research according to Morgan, which opens up job opportunities for women who have dependent children and parents who must be cared for at home. (Morgan, 2004), so that it can increase commitment to the organization (Felstead & Henseke, 2017; Harker Martin & MacDonnell, 2012). This study shows that the results of Remote Working and Work-Life Balance can provide an explanation and influence Organizational Commitment by 67.4%.

Remote working have a positive effect on organizational commitment because the company has encouraged flexibility in company work and can make employees feel work-life balance so that it has an impact on job satisfaction and organizational commitment. (Felstead & Henseke, 2017). Employees who feel that their work-life balance is fulfilled will have a high commitment to the company where they work.

**CONCLUSION**

Based on the results of the research conducted by the researcher, it can be concluded that the influence of remote working on organizational commitment with work-life balance as a mediating variable, it can be concluded that the high and low organizational commitment is influenced by remote working which is mediated by work-life balance, from the results of the study it was found that remote working can influence work-life balance by 13.5%. The Q-Squares value of work-life balance is 0.087 > 0. Then remote working and work-life balance can influence organizational commitment by 67.4%.

From the results of this study it was also found that work-life balance has a positive effect on organizational commitment, which means that the higher the employee's work-life balance, the higher the organizational commitment, and vice versa. Then remote working has a positive effect on work-life balance, which means that if remote working is higher, the higher the employee's work-life balance, and vice versa. Then remote working has a positive effect on organizational commitment, which means that the higher the remote working, the higher the organizational commitment, and it was found that work-life balance is very capable of playing a role in measuring an employee's remote working to see the employee's commitment to be loyal to their organization. An employee's work-life balance can measure how much organizational commitment he has, by achieving work-life balance in his work that involves remote working, employees have a high organizational commitment so that they stay to work for the organization.

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