

Role of Psychological Wellbeing in Mediating Impact of Worklife Integration to Organization Commitment

Ignatia Aditya Hapsari

Psychology Department, Faculty of Humanities,
Bina Nusantara University,
Jakarta 11480, Indonesia
ignatia.aditya@binus.ac.id

Correspondence: ignatia.aditya@binus.ac.id

ABSTRACT

This research aim to investigate impact Work to Life Integration (WLI) to Organization Commitment (OC) for remote working employee who works in Jabodetabek, Indonesia, and how role of Psychological Wellbeing (PWB) increasing this impact. Due to trend of flexible working arrangement during Covid 19 pandemic and development of technologies that can facilitate it, there are still few references relate to work to life integration's impacts. In this study researcher choose to investigate its impact to organization commitment which matters for employers. This research is a quantitative study using online survey to 400 employees and used SEM PLS to get the result. Result of the study found that WLI has significant impact to OC and WLI has significant impact to OC through PWB as a mediator, but apparently indirect impact of WLI to OC mediated by PWB is lesser than direct of WLI to OC. One of limitation of this study is Work Life Integration only represented by 6 items questionnaires. Creating more comprehensive items of questionnaire to get more valid result is suggested.

Keywords: *work to life integration; organization commitment; psychological wellbeing; remote working; work life*

INTRODUCTION

Recently many companies had swift again from work from home and hybrid to work from office again. Such like Amazon that requires employees to return to work from the office start from January 2025. Amazon is not first company to require employee to work from office again. Twitter or X and many big companies had started this regulation since pandemic ended. Meanwhile employee expect differently, they expect company keep WFH regulation or at least hybrid. Work and life boundary dynamics have been changed over the years. Two domains are no longer separated and are integrated. The fast moving technology and lesson learned from pandemic Covid 19, made people difficult to distinguish between work and nonwork activities. Example, an employee can work from home, following online meeting actively while on the same time, looking after their children. Some previous studies found more benefit of work to life integration, meanwhile some others found its negative effect. A qualitative research to 23 women held by Bulut

et al (2024) found that women employee perceived work life integration has benefit on workplace flexibility, psychological wellbeing, and career advancement, while this situation increased their challenge to work life conflict issue. But from that research, women employee saw work life integration gave more benefits rather than challenges.

On previous researches, more researcher using domain work life balance rather than work life integration, to same sample remote worker. Previous research using domain work-life balance (WLB) found WLB has a positive and significant effect on organizational commitment (Hutagalung & Soelton, 2020). A positive work-life balance can lead to increased morale, increase productivity, increase organizational commitment and reduce absenteeism. In line with this, a study conducted by Allen in Webber et al., (2010) shows the balance of work life is closely related to the level of organizational commitment to employees to determine perceptions in how employees support the organization. Not only showed correlation to Organization Commitment, Work Life Balance also show positive impact to Psychological Wellbeing (Saraswati, & Lie, 2020). WLB is also found to affect PWB. Previous research about correlation between Work Life Balance and Psychological Wellbeing showed that Work Life Balanced has different impact to men and women, female workers tend to have conflicting roles in which they had to balance between their role as an employee at work and as a wife/mother at home. However, recently the conflicting roles seem to be faced by both men and women as both parties have the same responsibility to commit as partners in the family. Balancing roles is not an easy thing to do. Each role has its own demands and balancing them is stressful (both physiologically and psychologically). Thus, the stress caused by the effort to balance the work-life demands will influence their well-being. Those who are successful will experience an acceptable and stable work-life relationship, that leads to PWB (Saraswati, & Lie, 2020).

In real life, balancing working and other roles in life barely impossible to attain. Work-life balance is a condition when someone feels the involvement and satisfaction of the same role in the work domain and family, with minimal conflict, because of his/her ability to manage various responsibilities and determine priorities (Handayani et al., 2015). Moorhead and Griffin (2013) revealed that work-life balance is a person's ability to balance work demands with personal and family needs. Fisher et al. (2009) state that work-life balance is something that someone does involving time both in the workplace and other activities outside of work in which there is individual behavior where this can be a source of personal conflict and a source of energy for oneself. Considering that domain Work Life Balance involved satisfaction and ability of managing work and personal needs, it is no wonder that work life balance has significant correlation with psychological wellbeing and organization.

Different from Work Life Balance, Work Life Integration (WLI) comes from Boundary theory (Ashforth et al., 2000) and border theory (Clark, 2000) both conceptualize the work-nonwork interface in terms of boundaries/borders that surround the different life domains. WLI comes from , a condition when employee doesn't separate work and non work activities (Allen et al, 2018). Individuals create, maintain, and transition across these boundaries/borders in an attempt to balance the demands of the work and nonwork domains (Clark, 2000). The strategies that individuals use to manage their work-nonwork boundaries fall along a segmentation/integration continuum (Allen, Cho, & Meier, 2014; Bulger, Matthews, & Hoffman, 2007). A segmentation strategy is characterized by inflexible and impermeable boundaries that do not allow for activities, objects, persons, thoughts, and feelings of one domain to enter the other domain. Individuals who segment work from non- work would not, for example, respond to work-related calls or to e-mails

after hours. At the other end of the continuum, an integration strategy is characterized by flexible and permeable boundaries that allow for activities, objects, persons, thoughts, and feelings of one domain to enter the other domain. Individuals who integrate nonwork into work might, for example, bring friends and family members to their workplace.

In contrast to the impact of work life balance, Allen et al (2018) found that employees with high work to life integration enactment reported being more exhausted and having less work-life balance. Employees who reported that they integrate work into nonwork life also pursued less recovery activities. Less recovery activities in turn were associated with more exhaustion and less work-life balance. Not only affected to work life balance, this study also found that work life integration is associated with impaired well-being. It is in line with previous research that has linked integration to general well-being indicators such as depression, somatic symptoms, and stress (Edwards & Rothbard, 1999; Kreiner, 2006).

Based on previous research on domain work life integration, it shows different result with work life balance's impact on organization commitment, even it impacts negatively to general well-being (Edwards & Rothbard, 1999; Kreiner, 2006).

Hypothesis & Research Model

Based on this background researches studied whether work life integration have correlation to organization commitment and how role of psychological wellbeing to mediate impact between work life integration to organization commitment. Hypotheses that build by researcher are :

- Ho : Work Life Integration has no impact to Organization Commitment
- H1 : Work Life Integration has positive impact to Organization Commitment

- Ho : Psychological Wellbeing has no impact in mediating Work Life Integration and Organization Commitment
- H2 : Psychological Wellbeing mediate significantly Work Life Integration and Organization Commitment

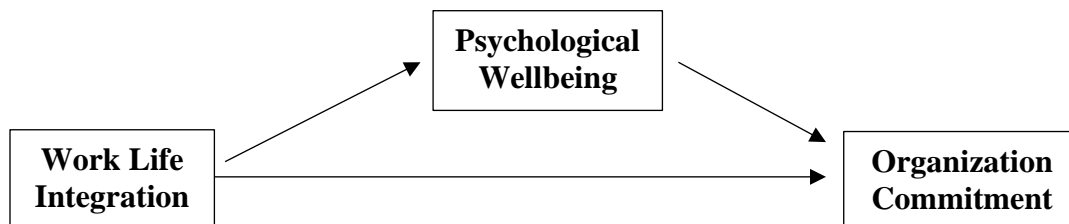


Figure 1. Hypothesis & Research Model

METHODS

Research Design

This research is a quantitative approach. Research Data is the primary data obtained from the results of the distribution of questionnaires to employee who works using remote working in Jakarta, Indonesia. Questionnaire (table 1) is collected within a month during 18 October – 17 November 2023, using online survey. The participants of this study are 400 participants which are gathered by using nonprobability sampling. The participants consist of 201 male (50,25%) and 199 female (49,75%).

Table 1. Questionnaire

Kode	Item
Psychological Well-Being	
PWB1	Saya merasa telah berkembang menjadi manusia yang lebih baik
PWB2	Saya menyelesaikan urusan sehari-hari dengan baik.
PWB3	Secara umum, saya merasa nyaman dengan diri saya sendiri, dan saya percaya diri.
PWB4	Orang lain menganggap saya sebagai seseorang yang bersedia memberikan dan meluangkan waktu saya untuk orang lain.
PWB5	Saya mampu membuat jadwal yang fleksibel untuk pekerjaan saya.
PWB6	Saya senang terlibat dalam pembicaraan yang mendalam dengan keluarga dan teman-teman saya, sehingga kami lebih saling memahami
Work Life Integration	
WLI1	Saya sering memikirkan pekerjaan saat waktu istirahat
WLI2	Saya sering membicarakan mengenai pekerjaan dengan orang lain yang tidak seprofesi
WLI3	Saya sering terlambat ke kantor karena mengurus keperluan pribadi
WLI4	Saya memiliki banyak barang - barang pribadi di kantor saya
WLI5	Saya sering memikirkan urusan pribadi walaupun sedang di kantor
WLI6	Saya sering membicarakan keperluan pribadi saya dengan teman di kantor
Organization Commitment	
OC1	Saya cukup bangga bisa memberi tahu orang-orang untuk siapa saya bekerja
OC2	Sekalipun kinerja keuangan perusahaan tidak terlalu baik, saya akan enggan untuk pindah ke perusahaan lain
OC3	Saya merasa diri saya bagian dari organisasi
OC4	Dalam pekerjaan, saya merasa telah melakukan upaya, bukan hanya untuk diri saya sendiri, namun juga untuk organisasi
OC5	Mengetahui bahwa pekerjaan saya telah memberikan kontribusi bagi kebaikan organisasi, membuat saya senang

Data Collection

Data for this research was gathered by using an online form. The sample that participated in this study has already given their consent to join the research. Every participant has the right to quit the research if they find something that is not in accordance with them. There is no compulsion for the participants to continue the research, which shows that all the samples that participated were voluntary. The procedure of the research developed corresponds to the research ethics of APA (American Psychological Association). A five-point Likert scale has been used; the respondent's strong agreement is indicated by 5 and strong disagreement is indicated by 1. Respondents were suggested to assess opinion on the items given in the questionnaire according to the Likert scale. It also envelops questions relating to the demographic nature of the individuals.

Data Analysis

Research used data analysis in one stage (one step structural equation modeling) to avoid excessive error estimation (Bollen, 1998). The Statistical Model begins with testing the measurement model which is continued with the structural model after being confirmed valid. The reference for model validity is standardized at the Chi Square value which is above $P > 0.05$. But unfortunately Chi Square has a weakness, it is sensitive to volume of data. When research done using more data, the more significant the chi square will be. Therefore, additional fit indexes are needed, involving $RMSEA < 0,06$ (Hu & Bentler, 1999), $CFI \& TLI > 0,90$ (Hu & Bentler, 1999) and $SRMR < 0,08$ (Wang & Wang, 2019).

RESULT AND DISCUSSION

According to the results of the online survey, there are 400 respondent who implement remote working from a variety of industries following this study . The profile of the respondent is displayed in the following table according to multiple attributes:

Table 2. Respondent Profile

Demographic Characteristic	Total	Percentage
Sex		
Male	201	50.25%
Female	199	49.75%
Age		
18-24	97	24.25%
25-30	122	30.50%
31-35	88	22%
36-40	41	10.25%
41-45	37	9.25%
46-50	9	2.25%

51-55	6	1.5%
Marriage Status		
Married	203	50.75%
Not Married	193	48.25%
Divorce	4	1%
Remote Working Status		
1 day Remote Working and 4 days WFO	52	13%
2 days Remote Working and 3 days WFO	99	24.75%
3 days Remote Working and 2 days WFO	80	20%
4 days Remote Working and 1 day WFO	36	9%
Few days of WFO in a month	47	11.75%
Full Remote Working	86	21.5%

Model fit used in this study to measure if model had been fit from both measurement and structural. From below table, it can be concluded that model is fit.

Table 3. Model Fit

Model Fit	Estimate	Cut Off
Chi Square Value/ Degrees of Freedom	247.301/116	
Chi Square P-Value	0.0000	> 0.05
RMSEA	0.053	< 0.06
CFI	0.924	> 0.90
TLI	0.911	> 0.90
SRMR	0.062	< 0.08

Item used in online survey has been validated using item factor loading. Detail estimate score can be seen on below table :

Table 4. Item Factor Loading

	Estimate	S.E.	T-Value	P-Value
Organization Commitment				
OC1	0,574	0,050	11,564	0,000
OC2	0,572	0,049	11,728	0,000
OC3	0,736	0,041	18,059	0,000
OC4	0,669	0,042	16,096	0,000
OC5	0,668	0,043	15,534	0,000
Work to Life Integration				
WLI1	0,568	0,044	12,822	0,000
WLI2	0,586	0,038	15,277	0,000

WLI3	0,736	0,037	20,021	0,000
WLI4	0,610	0,041	14,974	0,000
WLI5	0,744	0,034	22,066	0,000
WLI6	0,706	0,040	17,840	0,000
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Psychological Wellbeing				
PWB1	0,647	0,052	12,410	0,000
PWB2	0,761	0,032	23,671	0,000
PWB3	0,753	0,032	23,891	0,000
PWB4	0,658	0,039	16,850	0,000
PWB5	0,734	0,038	19,340	0,000
PWB6	0,643	0,038	17,046	0,000

Based on item factor loading, all items has P-Value 0.000, which means valid (using standard P-Value < 0,05). It can conclude that items in online survey are valid and error or its residual will be lesser.

The last, to aswer the hypothesis of this study, we measure estimate score of impact from Work to Life to Organization Commitment using direct direct and indirect effect, as shown on below table:

Table 5. Standardized Total, Total Indirect, Specific Indirect, And Direct Effects

	Estimate	S.E.	T-Value	P-Value
<hr/>				
Effects from WLI to OC				
Total	0,395	0,070	5,681	0,000
Total Indirect	0,110	0,048	2,284	0,022
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Specific Indirect 1				
OC to WLI through PWB	0,110	0,048	2,284	0,022
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Direct				
OC to WLI	0,285	0,056	5,093	0,000

Table 6. Result based on Hypotheses

Code	Hypotheses	Estimate	Two-Tailed P-Value	Conclusion
H1	Work Life Integration has positive impact to Organization Commitment	0,285	0,000	Significant
H2	Psychological Wellbeing mediate significantly Work Life Integration and Organization Commitment	0,110	0,022	Significant

Using P Value < 0,05, hypotheses 1 is accepted. But Based on above table, direct effect from WLI to OC is 0,285 meanwhile indirect effect from WLI to OC, mediated by PWB is 0,110. It means although PWB significantly mediate impact between WLI to OC , direct impact from WLI to OC without PWB is higher.

CONCLUSION

Even though the researcher examined a different domain than work life balance, it found similar findings that work life integration had a significant positive impact on organizational commitment. Employees who experience high work life integration have high organizational commitment. But when researcher examined role of psychological wellbeing on impacts of work life integration to organization commitment, result is not similar as result on domain work life balance, where high psychological well-being makes the impact of work life balance on organizational commitment even higher. The impact of work life integration on organizational commitment which is mediated by psychological well-being is smaller than the direct impact of work life integration on organizational commitment.

If we saw more details on the items in the research instrument, employees who have the flexibility to take care of personal matters outside of work and conversely are flexible in working outside of work time, perceive this flexibility as a benefit of working for their company, thereby increasing employee commitment to the company.

Work Life Integration (WLI) to Organization Commitment apparently has similar impact with Work Life Balance (WLB) to Organization Commitment. Researcher assumed that employee has learned from pandemic life, to juggle between many aspects in life and taking more benefits from borderless condition. Technology gives significant role too, such like cloud systems, communication through mobile phone and online meeting platform. Using that technology employee becomes more flexible to do their work. They can fulfil other roles beside worker, while keep maintain their work well. From previous research's results, newer researches done between

2020 – 2024 (Hutagalung & Soelton, 2020; Saraswati, & Lie, 2020) show positive impact from WLI to OC, meanwhile negative impacts showed by reasearches that done older year (Kreiner, 2006; Edwards & Rothbard, 1999; Allen et al 2018).

One of limitation of this study is Work Life Integration only represented by 6 items questionnaires. Researcher suggests to create more comprehensive items of questionnaires to get more valid result.

Since indirect impacts of work life integration to organization commitment through psychological wellbeing lesser than direct impact, then organization doesn't need to ensure employee's psychological wellbeing when implement remote working. Work life integration made no boundaries anymore between working and no working activities, but flexibility given by organization perceived by employee as freedom and trust from organization to manage them by themselves. Then flexibility is a new employee proposition and benefit that organization can offer, without worrying it gives more loss to employee and organization, otherwise it will increase employee's organization commitment.

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