

The role of work-life balance in the organization behavior perspective: A case study of female managers of state-owned banks in Indonesia

Silvy Sondari Gadzali^{a*}

^aFaculty of Administration, Universitas Subang, Indonesia, Indonesia

CHRONICLE

ABSTRACT

Article history:

Received: July 7, 2020

Received in revised format:

August 10 2020

Accepted: August 17, 2020

Available online:

August 31, 2020

Keywords:

Style

Communication skills

Quality of work relationships

Female managers

Organizational behavior

This research aims to determine the work-life balance of female managers at the group and organizational levels of banks using the explanatory relational method. Data were obtained from 267 low/middle level female managers of SOE banks in Indonesia with the quantitative analysis, and structural equation models (SEM) was used to test the research hypotheses. The results showed that work-life balance had a positive and indirect effect on the relationships, communication skills and leadership styles, of female managers at the organizational and group levels.

© 2021 by the authors; licensee Growing Science, Canada

1. Introduction

Currently, many company executives believe employee gender equality is a fundamental business issue that enables workers to possess equal access to services, opportunities and rewards, thereby, encouraging the development of business opportunities. According to Ashfaq et al. (2013), irrespective of the various shortcomings associated with this system, women still have the ability to balance and complement the male counterpart. According to Guest (2017), there is an increase in public attention and trust on the female performance in professional skills, entrepreneurship and even the military. Patterson et al. (2014), stated that there are two spaces for women's career advancement namely: (a) organizational space, which consists of institutional mindset and structural barriers, and (b) internal space, consisting of choice, and individual lifestyles. This is in line with the research conducted by Guest (2017), and McConachie et al. (2014) which stated that married women seeking for a career are prone to a potential obstacle in realizing their goals. Therefore, De Lange et al. (2015) stated that only a few women succeed in occupying top management positions. A recent survey from Forbes Magazine (2017) reported that it is more complicated for women to occupy top managerial and executive positions. There is a decrease in women's ability to occupy top-managerial positions in developed countries due to the allocation of more responsibility compared to their male counterpart (Soltanmoradi et al., 2017). In addition, the married women amongst them find it difficult to balance work and personal life. Women are able to reach the apex of their career, assuming they can efficiently and effectively manage family responsibility with work. Lu et al. (2015) stated that in most developing countries, work demands act as a barrier in fulfilling the needs of personal and family life. Therefore, the imbalance between work and life acts as a significant barrier to female workers (McConachie et al., 2014). Gender equality movements aids to further strengthen the existence of women's roles in organizations. According to meta-analysis research on gender and leadership style conducted by Toffoletti and Starr (2016), men

* Corresponding author. Tel.: +6282218272794

E-mail address: silvysondari.gadzali@gmail.com (S. S. Gadzali)

and women possess masculine and feminine leadership roles, respectively. However, female leadership styles are more democratic than men in the same organizational environment. Based on the various definitions of leadership there are two dominant words namely lead and influence, with varying leadership styles influenced by building insights and alternative activities, through the provision of direct orders, incentives, authority, trust, appreciation, and responsibilities. It also involves the participation, delegation, and opinion, guidelines, and motivation of subordinates (Wakefield, 2017). Democratic leaders prioritize policies, work ethics, trust, delegate authority and are actively involved in the decision making the process of organizations. According to Şahin et al. (2017), leaders tend to have a friendly relationship with their subordinates which affect their sincere recognition based on ownership of authority. A leader's ability to optimally convey well-structured messages creates effective communication amongst subordinates. Terek et al. (2015) found that female managers have the ability to communicate more effectively with the wider community due to listening, empathetic and friendly ability. Based on previous studies and the theories of human resource management, this is the first research on the work-life balance of female managers in organizations. This research was carried out to enhance Toffoletti and Starr's (2016) studies on women's ability to improve their communication, and leadership skills towards the concept of work-life balance.

2. Literature Review

The human resource management acts as a scientific derivative in planning and optimizing organizational activities capable of systematically enhancing employees' capabilities in order to achieve optimum individual and organizational goals. In addition, the interactive relationships between employees are analyzed at the individual, group or organizational level, to optimize performance and anticipate future problems (Salim & Khan, 2020).

2.1 Work-life Balance

According to Toffoletti and Starr (2016), a balanced work-life balance is the ability of an employee to ensure that there is a balance between career and personal life. Wakefields (2017) supported this opinion by stating that companies need to create beneficial programs to improve the lives of their employees and families.

2.2 Leadership Style

Certain circumstances within an organization greatly influence a manager's leadership style. Leadership style is the strategic use of thoughts, experiences and psychological understanding of someone in a bid to influence the behavior of others (Arnold et al., 2015). Its implementation in dealing with situations passes through several stages, such as understanding, executing, and adjusting the psychological style of leadership and its impact on subordinates (Yahaya & Ebrahim, 2016). It is important for a manager to develop a distinctive leadership style.

2.3 Communication Skills

According to Yalcin and Seker (2016), communication skills are personal expertise used to build the right medium used to convey information, ideas, thoughts and feelings effectively. This ability includes knowledge of the position, its communicative and influential role in the environment. Chan and Lai (2017) stated that personal verbal communication occurs between individuals, with the use of language as the most dominant process because it directly translates ideas and information. According to Matin et al. (2010), women are more verbally polite with the use of more in-depth or complex/emotional words when asking questions compared to men.

2.4 Quality of Work Relationships

Seto and Sarros (2016) defined the quality of work relationships as a management policy based on philosophical and ethical empathy to increase mutual trust/interaction between the employee self-esteem and the company. The research carried out by Hackney et al. (2018) shows that the high quality of work relationships is essential in triggering the growth and survival of a company. Quality also shows that employees positively appreciate the company's treatment and tend to their increase job satisfaction, commitment and loyalty. This research showed that there is a positive relationship between work quality, job satisfaction, commitment and employee performance.

2.5 Hypothesis Development

Grant et al. (2013) stated that employee welfare has a positive effect on the psychological conditions of the environment with a high ability to overcome various personal problems that contribute to improving performance. This is in line with the research conducted by Jackson (2015) on the ability of the employee to overcome household problems in organizations. Therefore, the following research hypotheses were proposed:

H₁: Work-life balance has a positive effect on employees' communication skills.

H₂: Work-life balance has a positive effect on the quality of work relationships.

Fritz and Van Knippenberg's research (2018) showed that a balanced work-life balance positively affects women's career

advancement. This is because they have the ability to manage their work environment, including those of their subordinates. Khan et al. (2016) also reported that work- life balance has a high professional awareness, where managers and subordinates respect each other in accordance with organizational roles, to avoid conflicts. Hence, the following research hypothesis was proposed:

H₃: Work-life balance has a positive effect on leadership style.

Mikkelson et al. (2015) stated that the manager's communication skills tend to increase their supervision effectiveness on the subordinates. The research also presents empirical data in the form of a decrease in job dissatisfaction due to the improved working relationship between lower and middle-level managers. A similar result was also found in the research conducted by Boies et al. (2015). According to this study, the ability to communicate verbally and non-verbally encourages the understanding of the role and the functions of subordinates, and managerial effectiveness mediated by leadership style. Therefore, the following research hypotheses were proposed:

H₄: Communication skills have a positive effect on the quality of work relationships.

H₅: Leadership style has a positive effect on the quality of work relationships.

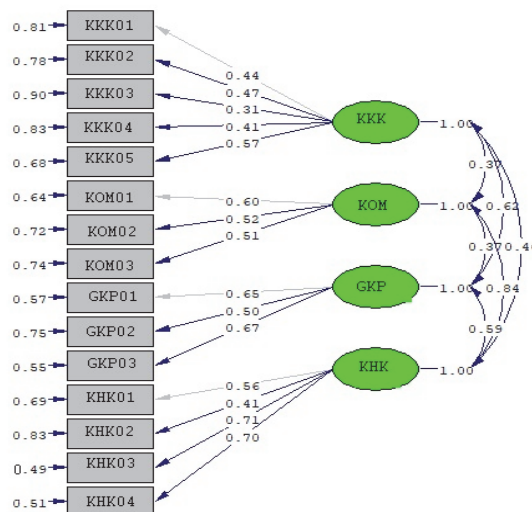
3. Methodology

A quantitative explanatory relational research method was used to test for hypothesis and to determine the inter-variable interactions. Data were collected using the survey to confirm the theoretical and empirical models formed on the work-life balance and communication skills of 675 female managers purposively selected from SOE banks in Indonesia. This research was conducted from December 2018 to July 2019. The purposive sampling method was used since not all samples consist of female managers with at least 2 years' experience in the low and middle level. In addition, the questionnaires used contained 15 questions with 6 Likert scales and were distributed via email and WhatsApp messenger in the form of an online link to be filled out by the target audience. However, only 167 questionnaires were eligible, when tested for validity and reliability. A pre-test was initially carried out by distributing questionnaires to 35 people, which declared the data normal with the Kurtosis, and Chi-square values above 0.05 in accordance with the multivariate basis (Ferdinand, 2014; Nguyen & Do, 2020). This showed that the assumption of normality had been fulfilled and the testing can be continued.

Table 1
Multivariate Testing Results

Skewness			Kurtosis			Skewness & Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-value	Chi-Square	P-Value
23.016	1.999	0.046	2.429	0.779	0.436	4.602	0.100

Furthermore, in order to fulfill the validity and reliability testing of the empirically constructed model, it is necessary to test the standard loading factor of the measured variables using the Confirmatory Factor Analysis (CFA) model. The purpose of the CFA is to confirm or test the formulation of the measured model derived from Ferdinand's theory (2012). The results of the structural model for this research, presented the descriptive model, as shown in Fig. 1.



Chi-Square=95.45, df=83, P-value=0.16522, RMSEA=0.028

Fig. 1. The proposed study

The analysis technique used in this research is Structural Equation Modeling (SEM), which was conducted using the LISREL version 8.80 program on the interrelated indicators for each variable SEM analysis has the ability to indirectly measure constructs through its indicators, with the ability to analyze latent variables and measurement errors. Therefore, this method clarified the relationship and influence between the research variables, which are very useful in examining the various factors that contribute to the quality of work relationships of female managers.

4. Result and Discussions

Managers tend to increase their communication skills to understand and respect each other, thereby, increasing openness and decreasing social inequality within their organization (Ahlf et al., 2019; Perdana & Gunawan, 2017). Proper communication within an organization, increases performance and helps to build an organized culture (Cho et al., 2017). The results on the first hypothesis testing found that the estimated t-count value was $2.91 > 1.96$. Therefore, the first hypothesis on work-life balance proves that communication skills have a positive effect on an organization. An excellent work-life balance improves communication skills as reported by the research conducted by Yalcin and Seker (2016) and Perdana and Mardiana (2018). This implies that the female managers have the ability to complete their daily workload while in the office and when at home, they need to focus on interacting with their family.

Managers need to be able to properly carry out their managerial functions, including the exploration of verbal and non-verbal communication with subordinates while in the office. This tends to increase the quality of their communication skills with the subordinates (Matin et al., 2010). In addition, the friendly communication style, closeness and ethical behavior of female leaders are factors determined by the balance of work-life (Chan & Lai, 2017) The results of the second hypothesis testing found that the estimated t-count value was $-0.52 < 1.96$. Therefore, the second hypothesis on the positive effect on the quality of work relationships was not proven.

According to Seto and Sarros (2016), work-life balance is a personal condition that underlies a person's psychology, hence, a more active behavior is needed to expand its effect. Hackney et al. (2018) reported that work-life balance significantly influences intrinsic motivation, stress levels, job satisfaction and perception. These behaviors at the individual level in an organization are formed without interacting with other parties. Grant (2013) stated that organizational behavior at the individual level is very subjective and are strongly influenced by gender, age, marital status, work period and personality. Therefore, stronger action is needed, at the individual-level behavior for greater influence on the organization.

The results of the third hypothesis testing found that the estimated t-count value was $3.73 > 1.96$, therefore, hypothesis 3 has a positive effect on leadership quality. Wakefield (2017) stated that female managers have the ability to properly balance personal and work life using a feminist leadership style, which is acceptable to subordinates irrespective of their gender. This is because the approach is more humanistic and is easily carried out by subordinates when implemented. Research by Arnold et al. (2015) and Şahin et al. (2017) showed the empirical findings of female managers are democratic and transformational. This finding also directly confirms the ecological theory is a combination of genetic and social leadership. The genetic theory is based on the nature of women that understand the conditions of their subordinates, while social leadership is based on the learning process and interaction with the work environment.

The testing of the fourth and fifth hypotheses found that the estimated t-count value at 4.17, and 2.71, where greater than 1.96, respectively. Based on these calculations, it is proven that hypothesis 4 and 5, have a positive effect on the quality of work relationships and leadership style, respectively. Khan et al. (2016) and Mikkelson et al. (2015) stated that building an effective team is based on the manager's leadership abilities in managing, communicating and working together with their subordinates to build effective teams to improve the quality of work relationships. Besides, Boies et al. (2015) reported that leadership style and communication skills ease coordination more effectively, and creates good quality work relationships among employees to increase productivity.

According to Yahaya and Ebrahim (2016), due to the diverse cultural backgrounds of employees, leadership styles and communication skills are needed for employees to understand each other. The quality of practical work relationships also makes employees understand the character of co-workers more easily. This creates an impact on decreasing organizational conflict and in making effective decisions (Amanchukwu et al., 2015; Jit et al., 2016; Mousa, 2018). One of the strengths of the Lisrel software is its ability to calculate direct and indirect effects between variables.

Fig. 2 shows an indirect effect between the work-life balance on communication skills and leadership style because there is no path diagram. Meanwhile, there is an indirect effect of work-life balance on the quality of work relationships, as seen in the communication skills and leadership style by 2.91 and 3.73 > 1.96 . However, there is an insignificant indirect effect between work-life balance and the quality of work relationships by $-0.52 < 1.96$. This means that the work-life balance variable significantly affects the quality of the work relationship, through the communication skills and leadership style of the manager.

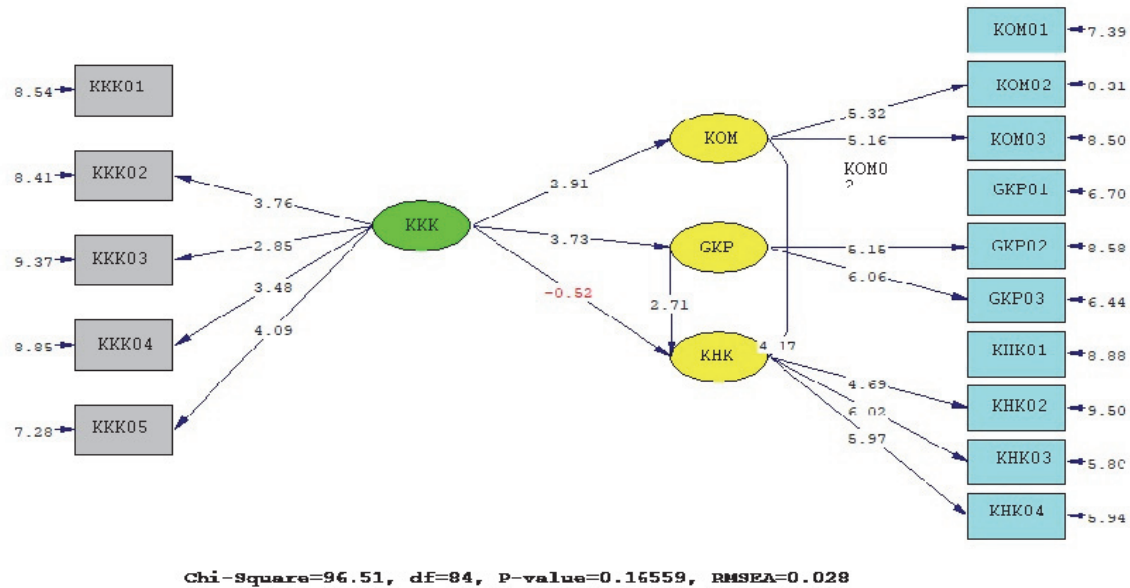


Fig. 2. The results of the statistical analysis

5. Conclusions

Based on the hypothesis, communication skills and leadership styles positively and indirectly influence the quality of work relationships and work-life balance in accordance with the research conducted by Khan et al. (2016), Mikkelsen et al. (2015), Arnold et al. (2015), Allam (2019), Dinh (2020) and Şahin et al. (2017). In conclusion, individual-level behavior does not directly influence an organization. This research is limited to the variables used, which requires more in-depth and comprehensive evidence on the interaction patterns at the individual, group and organizational levels. Therefore, further research is needed to examine the experimental testing and interaction patterns of several variables at the individual and group levels.

References

- Allam, Z. (2019). An inquisitive enquiry of work-life balance of employees: Evidences from Kingdom of Saudi Arabia. *Management Science Letters*, 9(2), 339-346.
- Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1), 6-14.
- Arnold, K. A., Connelly, C. E., Walsh, M. M., & Martin Ginis, K. A. (2015). Leadership styles, emotion regulation, and burnout. *Journal of Occupational Health Psychology*, 20(4), 481.
- Ashfaq, S. Zahid, M. & Mehbob, A. (2013). Impact of work life conflict and work over load on employee performance in banking sector of Pakistan. *Middle East Journal of Scientific Research*, 14(5), 688-695.
- Boies, K., Fiset, J., & Gill, H. (2015). Communication and trust are key: Unlocking the relationship between leadership and team performance and creativity. *The Leadership Quarterly*, 26(6), 1080-1094.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70, 214-223.
- De Lange, A. H., Kooij, D. T. A. M., & Van der Heijden, B. I. J. M. (2015). Human resource management and sustainability at work across the lifespan: An integrative perspective. *Facing the Challenges of a Multi-age Workforce: A use-inspired approach*, 50-79.
- Dinh, L. (2020). Determinants of employee engagement mediated by work-life balance and work stress. *Management Science Letters*, 10(4), 923-928.
- Ferdinand, A. (2014). *Structural Equation Modeling Dalam Penelitian Manajemen, Aplikasi Model Model Rumit Dalam Penelitian untuk Tesis Magister dan Disertasi Doktor*, Edisi 3 BP UNDIP Semarang.
- Fritz, C., & Van Knippenberg, D. (2018). Gender and leadership aspiration: The impact of work– life initiatives. *Human Resource Management*, 57(4), 855-868.
- Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527-546.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38.
- Hackney, K. J., Maher, L. P., Daniels, S. R., Hochwarter, W. A., & Ferris, G. R. (2018). Performance, stress and attitudinal outcomes of perceptions of others' entitlement behavior: Supervisor–subordinate work relationship quality as moderator in two samples. *Group & Organization Management*, 43(1), 101-137.

[https://www.forbes.com/sites/ellevate/2017/09/07/what-employees-financial-unwellness-is-costing-their-compa-](https://www.forbes.com/sites/ellevate/2017/09/07/what-employees-financial-unwellness-is-costing-their-companies/#1e83f1a655f9)

[nies/#1e83f1a655f9](https://www.forbes.com/sites/ellevate/2017/09/07/what-employees-financial-unwellness-is-costing-their-companies/#1e83f1a655f9), Sep 7th, 2017 accessed 10/31/2019 09:35AM

- Jackson, D. (2015). Employability skill development in work-integrated learning: Barriers and best practice. *Studies in Higher Education, 40*(2), 350-367.
- Jit, R., Sharma, C. S., & Kawatra, M. (2016). Servant leadership and conflict resolution: A qualitative study. *International Journal of Conflict Management, 27*(4), 591-612.
- Khan, U. R., Kanwal, K., Haleem, R., & Arshad, U. (2016). Women and leadership skills related to work life balance: A study on women of Karachi. *International Journal of Multidisciplinary and Current Research, 4*, 1171-1175
- Lu, D. M., Sun, N., Hong, S., Fan, Y. Y., Kong, F. Y., & Li, Q. J. (2015). Occupational Stress and Coping Strategies among Emergency Department Nurses of China. *Archives of Psychiatric Nursing, 29*(4), 208-212.
- Matin, H. Z., Jandaghi, G., Karimi, F. H., & Hamidzadeh, A. (2010). Relationship between interpersonal communication skills and organizational commitment (Case Study: Jahad Keshavarzi and University of Qom, Iran). *European Journal of Social Sciences, 13*(3), 387- 398.
- McConachie, D. A. J., McKenzie, K., Morris, P. G., & Walley, R. M. (2014). Acceptance and mindfulness-based stress management for support staff caring for individuals with intellectual disabilities. *Research in Developmental Disabilities, 35*(6), 1216-1227.
- Mikkelsen, A. C., York, J. A., & Arritola, J. (2015). Communication competence, leadership behaviors, and employee outcomes in supervisor-employee relationships. *Business and Professional Communication Quarterly, 78*(3), 336-354.
- Mousa, M. (2018). Inspiring work-life balance: Responsible leadership among female pharmacists in the Egyptian health sector. *Entrepreneurial Business and Economics Review, 6*(1), 71-90.
- Nguyen, D., & Do, D. (2020). The impact of equity in FDI firms on accountants' loyalty: Application of equity theory and creative application in economics sociological knowledge. *Accounting, 6*(2), 215-220.
- Patterson, G. T., Chung, I. W., & Swan, P. W. (2014). Stress management interventions for police officers and recruits: A meta-analysis. *Journal of Experimental Criminology, 10*(4), 487-513.
- Perdana, K., & Gunawan, J., (2017). [Proposed Integrated Measurement Standard to Measure Sustainability Performance: Evidence from Indonesia](#). *Dimensional Corporate Governance*. Springer Champ. Pp 251-267
- Perdana, K., & Mardiana, N., (2018). How managers perceive internal corporate social responsibility: An empirical study of Indoensian women's employment. *Redefining Corporate Social Responsibility, 13*, 177-192.
- Salim, A., & Khan, S. (2020). The effects of factors on making investment decisions among Omani working women. *Accounting, 6*(5), 657-664.
- Şahin, F., Gürbüz, S., & Şeşen, H. (2017). Leaders' managerial assumptions and transformational leadership: The moderating role of gender. *Leadership & Organization Development Journal, 38*(1), 105-125.
- Seto, S., & Sarros, J. C. (2016). Servant leadership influence on trust and quality relationship in organizational settings. *International Leadership Journal, 8*(3).
- Soltanmoradi, Y., Ansari, A., & Heidari, S. (2017). Occupational stress among operating room nurses of hospitals affiliated to Kerman universities of medical sciences, Iran (2016): A cross-sectional study. *Journal of Occupational Health and Epidemiology, 6*(4), 225-233.
- Terek, E., Glušac, D., Nikolic, M., Tasic, I., & Gligorovic, B. (2015). The Impact of Leadership on the Communication Satisfaction of Primary School Teachers in Serbia. *Educational Sciences: Theory and Practice, 15*(1), 73-84.
- Toffoletti, K., & Starr, K. (2016). Women Academics and Work–Life Balance: Gendered Discourses of Work and Care. *Gender, Work & Organization, 23*(5), 489-504.
- Wakefield, S. (2017). Transformative and Feminist Leadership for Women's Rights. *Oxfam America Research Backgrounder Series*.
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development, 35*(2), 190-216.
- Yalcin, I., & Seker, M. (2016). Examination of interaction and statistical differences between information and communication within internal control and managers' perceived communication skills. *European Scientific Journal, 12*(8).



© 2020 by the authors; licensee Growing Science, Canada. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC-BY) license (<http://creativecommons.org/licenses/by/4.0/>).