

Women at Work: How Organization Manage Career Women Performance at Manufacturing in Jababeka – Bekasi

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Abstrak

Penelitian ini menganalisis kinerja wanita kareir di industri manufaktur di wilayah Jababeka - Bekasi. Peneliti menggunakan metode kuantitatif dan kualitatif dalam penelitian ini. Jumlah responden dalam penelitian ini sebanyak 200 orang wanita karir yang bekerja di industry manufaktur di wilayah Bekasi. Data yang diperoleh dianalisis dengan metode regresi linear berganda. Peneliti juga mewawancarai beberapa orang perwakilan responden untuk mendapatkan pandangan lebih mendalam mengenai *worklife balance*, konflik keluarga dan *quality of work life*. Penelitian ini menemukan bahwa factor *work life balance*, konflik keluarga, dan *quality of work life* memiliki pengaruh yang signifikan terhadap kinerja wanita karir di industri manufaktur wilayah Jababeka - Bekasi.

Kata kunci : *Work Life Balance, Konflik Keluarga, Quality of Work Life, Kinerja Wanita Karir*

Abstract

This research analyzed career women performance at manufacturing industries in Jababeka - Bekasi. Researchers used quantitative and qualitative methods. There were 200 career women in manufacturing industries around Bekasi joined as respondents in this research and filled the questionnaire given. Data was analyzed by multiple linear regression. Researchers also interviewed representative respondents in order to get respondent perspective about work life balance, family conflict and quality of work life. This research found that work life balance, family conflict, and quality of work life have significant influence towards career women performance on manufacturing industries around Jababeka - Bekasi.

Keywords: *Work-Life Balance, Quality of Work Life, Family Conflict, Performance of Career Women*

1. BACKGROUND

Nowadays, women's role are not merely about taking care of husband, children, or households. The number of women who looking for job will increase significantly all around the world (Wibowo, 2011). Many women work in companies, hospitals, manufactures and other workplaces. Shifting values in society regarding working women has increased from the previous decades. Women have same opportunities to get higher education and job opportunities as men (Mayangsari, 2018). Most of the career women have multiple roles and greater opportunity to develop themselves. This issue has been one of outstanding issues especially for those who live in big cities. (Tjaja, 2000;Thalita, 2010). Multiple role is a

condition when women not only being a wife and/or being a mother, but also has a job in various fields or other professions (Hermayanti, 2014).

Women's motivation to work relate to their goals, plans, and the urge to act and work (Ermawati, 2016). Researchers found that the number of career women is higher because they must help their husband to meet the family's demands. The other encouragements are women's internal factors such as their self-esteem, confidence and self-actualization (Aqmar, 2017; Mayanti, 2018). In 2000 three-fifths of women in Indonesia worked and 60% of these working women had children under 12 years of age (Utami, 2011). Based on data percentage of women as professional worker from the Badan Pusat Statistik (BPS) in table 1.1 we can see that the number of career women slightly increase every years. Survey conducted by Jobplanet.com, from January 2016 to March 2017, with 55.000 women as the respondents aged 21 years to 45 years found that there were five industries that most absorbed women workers. These industries were manufacturing industry (25.47 %), banking and finance (17.8%), service industry (13.27 %), retail and distribution (12.19%) and technology and information industry (10.68%) (Budiawati, 2017).

Table 1. The Proportion of Women as Professional Workers (percent)

Province/ Distric/ City	Women as Professional Worker (Perent)							
	2010	2011	2012	2013	2014	2015	2016	2017
West Java	38.01	38.19	38.76	38.44	40.22	40	42.27	41.50

Source: BPS West Java province (2017)

Bekasi is one of the national industrial centers where its export value is able to compete with Batam. Bekasi Industrial Estates are potential industries zones with around 2.125 factories from 25 countries. Around 1.650 factories are located in Cikarang and the rest are spread in areas around Bekasi, Cibitung, Tambun. There are 730,000 workers and 10,000 expatriates work in this area. (Kaskus, 2013; Post, 2017). As the largest industrial city in Southeast Asia, of course the cost of living to live in this city is not cheap. The minimum wage of Bekasi in 2017 is Rp3,601,650/month. In 2014, BPS stated that the cost of living in Bekasi reached Rp5,770,710/month for a family of 4 people on average. These living costs include food, shelter, transportation, communication and lifestyle. The wages received by a worker cannot at least meet the living costs of one family member, they must make financial calculations that can covering their needs. (Yusnilaningsih, 2014; Nugroho, 2017).

For a career women, daily life is concentrated on two activities and two different places, as a worker and wife or mother. They must be balancing their concentration, able to actualize themselves and do many tasks so their live will be balance. (Indriyani, 2009; Dini, 2012;

Handayani, 2015; Magdalena, 2016; Bhola, 2016). Not all married women have full support from their husbands to work. The inability of women to balance their roles at work and at home makes them able to trigger an interpersonal conflict, or in psychology called work-family conflict. Work-family conflict will arise when demands for participation in one domain (both work and family domains) cannot be fulfilled, so the result will be impact on the quality of life, both work and family of the individual. Higher conflicts and stress often occur in people who has longer work hours or have high workload. The work shift program has a large potential cause of work stress for women workers. The higher level of role conflict will lead to lower performance in career women. The effect of work life balance towards performance of women employees is 63.2%. Quality of Work-Life (QWL) also influence employee motivation that can improve their performance in the company. Improving the quality of work life can also provide a greater positive feeling, higher self-esteem, increased job satisfaction, and increased commitment to the organization (Nancy, 2010; Achour, 2011; Logahan, 2012; Saputro, 2014; Tewal, 2014; Amaliya, 2015; Laela, 2015; Suhardono, 2015; Famelsi, 2017; Nurtjahjanti, 2017)

2. LITERATURE REVIEW

2.1 Work Life Balance

Work-life balance is a broad concept that involves setting the right priority between work (career and ambition) on one side and life (happiness, leisure, family and spiritual development) on the other. The condition where individuals are able to commit themselves to work and life, and are responsible for both activities. People is able to share roles and feel satisfaction in these roles as indicated by the low level of work family conflict and the high level of work family facilitation or work family enrichment (Langford, 2008; Singh, 2011; Riadi, 2017). There are three aspects of work-life balance, such as:

a. Time balance

Time balance, concerns with the amount of time given to work and family roles. So, women not only focus on the time needed to finish their job in the organization but also they are needs time to their personal life, for example for recreation, hang out with friends, also providing time for family.

b. Involvement balance

Involvement balance is the level of psychological involvement in / or commitment to work and non-work roles. So, women should balance their psychological involvement in order to fulfill the demands of roles in work and family.

c. Satisfaction balance

Satisfaction balance is the level of satisfaction with their life and work.

2.2 Work Family Conflict

Multiple roles are bi-directional, meaning families can influence the fulfillment of work needs (family work conflict), and work can affect the fulfillment of family needs (work family conflict). Family work occur when work activities interfere with individual responsibilities in the family environment. While work family conflict occur when roles and responsibilities in the family disrupt work activities. The effects of mood and stress experienced in the work environment also make individuals not focused on resolving the demands of their role in the family environment. In addition, individual career growth in his work will cause individuals to increase their commitment to meet the demands of work so that family demands are not met to the fullest (Amaliya, 2015; Nisaka, 2017; Hayuningtyas, 2018; Mogi, 2018). There are three factors influence work family conflict:

a. Time Based Conflict

The time spent on activities in one role cannot be devoted to another. Employees feel the time spent at work blocks the time needed to fulfill family obligations. Employees find it difficult to divide the time between work and family.

b. The Strain Based Conflict

Strain arises because of work family conflict that can cause strain symptoms, such as anxiety, fatigue, depression, lethargy, and a tendency to get irritable. The existence of strain in one role causes a person to have difficulty fulfilling demands from other roles. Strain experienced by employees often affect or disrupt family harmony. Strain or disharmony in the family often disrupts employee performance.

c. The Behavior Based Conflict

Differences in the form of behavior inherent in certain roles can cause contradiction to that person. Family or work problems faced by employees cause employees behave emotionally (irritable and easily offended).

2.3 Quality of Work Life

Some researchers defined quality of work life as the overall quality of human experience in the workplace. Organization's process to responds the employee's needs by developing mechanisms to allow employees provide freedom of opinion, involve themselves in making decisions, and manage their work life in the company, includes recognition, appreciation, individual development, interpersonal relationships, and their influence on life outside of work. Workers can clearly see the connection between increasing their efforts and increasing the

rewards they get, they will be motivated to work better, which in turn will increase morale. (Usman, 2009; Kheradman, 2010; Schermerhorn 2010; Arifin, 2012; Yashika, 2014). There are three indicators in measuring the quality of work life, such as:

a. Work Environment

Factors that are conducive to the work environment both the physical environment and the atmosphere created can make employees feel safe and comfortable at work. Especially in including working hours, this is very important for career women who always race against time, how they divide their time so that work at home and in the company can be done well.

b. Work Restructuring

Work restructuring means providing wider opportunities for employees to get challenging jobs and self-development. The purpose is to encourage the employees in order to develop themselves.

c. Innovative Reward System

In order for employees to feel rewarded for their hard work while working, the company provides rewards in the form of compensation in the form of basic salary or benefits that are in accordance with the performance it provides. That way, employees become more motivated to work better.

2.4 Employees Performance

Performance is the result of work process in the quality and quantity that can be achieved by employees in order to fulfill their job duties in accordance with their responsibilities (Nurlaila, 2010). There are five indicators for measuring employee performance, namely:

- a. Quality, measured by employee perceptions about the quality of work produced and the perfection and ability of employees to complete the task.
- b. Quantity, the amount of work completed.
- c. Timeliness, work that is completed at the beginning of a predetermined time and maximizes the time available for other activities.
- d. Effectiveness, how far employees in completing work use a method by maximizing the use of organizational resources (energy, money, technology, and raw materials).
- e. Independence, level where employees have a work commitment with the agency and employee responsibilities towards the office.

Hypotheses

H1 : There is a significant influence of work life balance towards performance of career women in manufacturing company.

H2 : There is a significant influence of family conflict towards performance of career women in manufacturing company.

H3 : There is a significant influence of quality of work life towards performance of career women in manufacturing company.

H4 : There is simultaneous significant influence of work life balance, family conflict, and quality of work life towards performance of career women in manufacturing company.

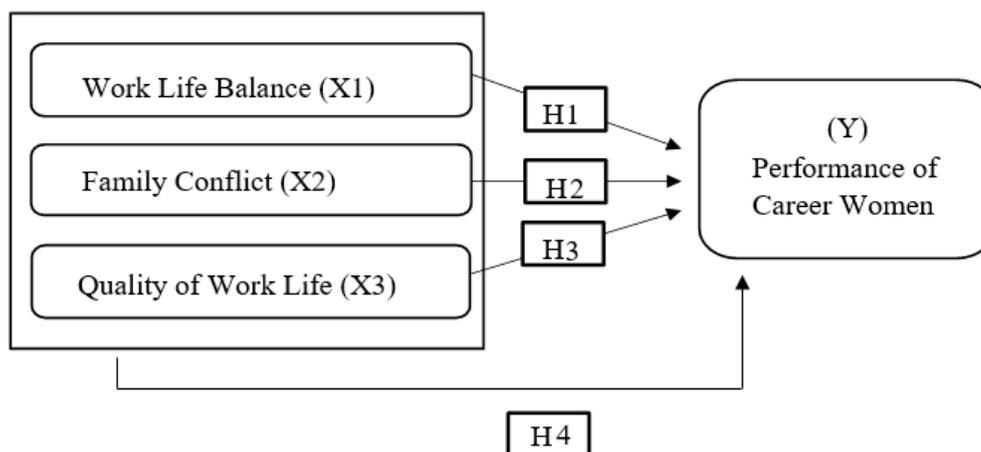


Figure 1. Theoretical Framework

3. RESEARCH METHOD

In completing this study, researchers used quantitative and qualitative methods. Researchers spread questionnaire to 200 respondents and analyze the data using Multiple Linear Regression method. After that, researchers interviewed representative respondents in order to get deeper information about these variables. In this researchers used probability sampling with purposive sampling types. The criteria of the respondents in this research are women who already married or non-married within the age 17-40 years old and has a job in one of manufacturing company in Jababeka-Bekasi area.

4. RESULT

Table 2. Respondents' Profile

Age	Length of Work	Position
17 – 25 y.o = 36%	<1 year = 26%	Operator = 48%
26 – 30 y.o = 31%	1-3 year = 41%	Staff = 41%

Continued

Age	Length of Work	Position
31 – 35 y.o = 13%	4-5 year = 11 %	Supervisor = 6%
36 – 40 y.o = 16%	>5 year = 22%	Manager = 4%
>41 y.o = 4%		Top Management = 1 %
Status	Children	Location
Single = 32%	No children = 45%	Cikarang = 80%
Marriage = 68%	1-2 children = 48%	Bekasi = 12%
	2-5 children = 7%	Cibitung = 2%
		Tambun = 2%
		Lainnya = 4%

Source: Data analysis

Based on the data that researchers got, most of the respondents are marriage (68%) with 1 – 2 children (48%). Most of respondents are 17 – 25 years old (36%) and have been working for 1 – 3 years (41%). They are operator (48%) that work in Cikarang area (80%).

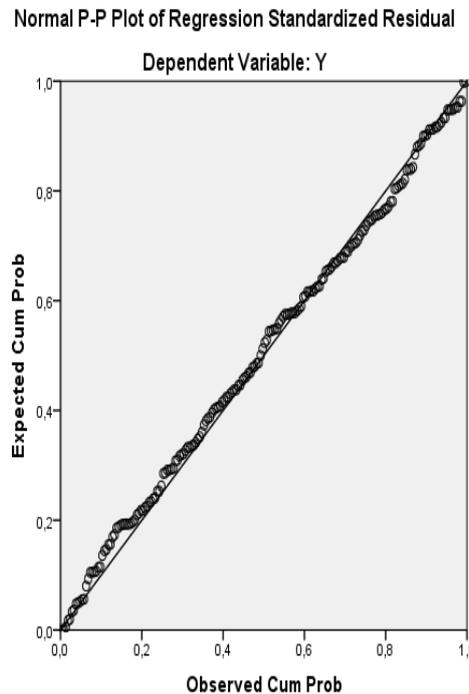


Figure 2. P-Plot Chart

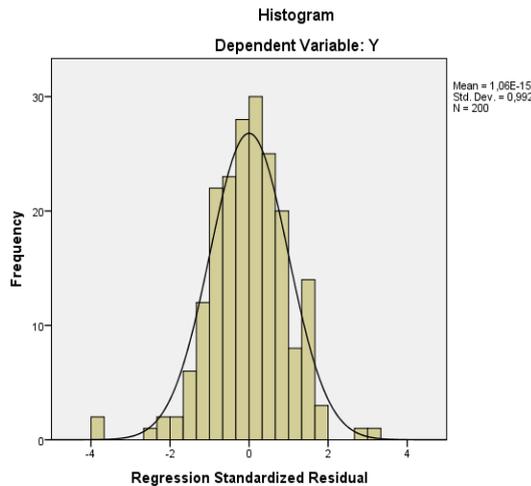


Figure 3. Histogram

As the result of normality test, we can see that the data is normally distributed. Based on p-plot chart (figure 2) the data spread following the diagonal line. The histogram line also creates a bell shaped so we can conclude that the value are normally distributed.

Table 3. Multiple Regression Analysis

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,932	1,333		8,201	,000		
	X1	,075	,033	,150	2,292	,023	,403	2,482
	X2	-,265	,042	-,315	-6,293	,000	,692	1,445
	X3	,286	,040	,473	7,156	,000	,397	2,517

a. Dependent Variable: Y

From 200 respondents, most of the respondents are married women within the age 17 – 25 years old, with 1 – 2 children those work in Cikarang area as operator for 1 – 3 years. In this research, researchers found that:

1. Based on multiple regression analysis result that we can see in table 3, Work Life Balance has a significant influence towards Career Women Performance in Manufacturing Industries. When career women can balancing their time, involvement and satisfaction between work and life, their performance will be increase. Based on interview with representative respondents, researchers got information that long shift and over workload in manufacture often make the women employees could not enjoy their time with family and finally reduce their performance in the workplace. The opportunities to develop their skills also psychologically able to increase career women performance.
2. Work Family Conflict has a significant influence towards Career Women Performance in Manufacturing Industries. If career women get work family conflict in their life, it will

reduce their performance. In the other hand, when family can support women, the conflict will be reduce and their performance will be higher. Some respondents shared that sometimes there were not support from their husband, family, coworkers or organization. In order to increase career women performance, family and organization support, such as physical and psychological, are needed. Cooperative and comfort working and family environment afford reduce their stress or strain and make them work well.

3. Quality of work life has a significant influence towards Career Women Performance in Manufacturing Industries. More than half of respondents agree that working in great teams helps them speed up work. This is certainly driven by the way their supervisors' form a team that can cooperate with each other, the ability to establish good relations with colleagues is needed in this regard. Career women who do not have a good relationship with their fellow co-workers tend to have performance that is difficult to increase, this is because the sense of togetherness that they do not have makes them feel uncomfortable being at work.
4. Work life balance, work family conflict and quality of work life simultaneously have a significant influence towards Career Women Performance in Manufacturing Industries.

5. CONCLUSION AND RECOMMENDATION

According to the result of this research, the researcher get the conclusion such as:

1. There is significant influence of work life balance towards career women performance
2. There is significant influence of work family conflict towards career women performance.
3. There is significant influence of quality of work life towards career women performance.
4. There is a simultaneous significant influence of work life balance, family conflict, and Quality of Work Life towards career women performance in manufacturing industries Jababeka - Bekasi.

Recommendation

Based on the results, researchers suggest some recommendations for both career women and organization such as.

1. For Career Women

Make scale of priorities or working schedules so that career women are able to choose which one more important to do and arrange their time well. Career women also have to find their own way to make their work and family running well and effective.

2. For Organization

Researchers recommend organizations try to understand career women needs, give a proper and safety workplace, considering the fair opportunities, rewards, workload, office hours and make program that support career women increasing their performance such as non-shift program for pregnant women, day care and family days.

3. For Future Researchers

There are many manufacturing industries in Jababeka – Bekasi those have different characteristics. This research did not focus on specific industry, so future researcher can make any research about women work life balance in specific area of manufacturing industries.

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