

Overtime Work, Time Management, and Employees' Work-Life Balance (a Perspective from Employees at a Human Capital Division in a Bank in West Java, Indonesia)

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Abstract

The overtime work is inherent in business development at this time. The increase in overtime work is expected because employees must complete their work. Overtime work is one aspect that causes employees' work-life balance to be imbalanced. The tight time of employee activities needs to have good time management. Time Management helps employees' activities and work become more focused. Employee work-life balance is correlated with employees' ability to cope with work pressure without neglecting personal activities. The development business requires the company to strive to be superior and compete. This phenomenon is a challenge for companies to create competitive human resources. This research aims to determine the influence of overtime work and time management on employees' work-life balance in the Human Capital Division at a Bank in West Java, Indonesia. This research uses a descriptive and quantitative analysis. The data was collected by distributing a questionnaire to the respondent. The data processing technique uses a multiple-linear regression. Sampling was done using a non-probability sampling technique, with a total sample of 59 people—research data processing using SPSS 26.0 software. The research presented that overtime work and time management have a significant positive effect simultaneously and partially on employees' work-life balance.

Keywords

Human Capital Management, Overtime Work, Time Management, Work-Life Balance, Bank in West Java Indonesia

1. Introduction

Banks are intermediary institutions that have an essential role in the country's economy to improve people's living standards. The bank will collect and process all activities related to funding, lending, and providing services. The people's economy in a country is one of the major influences on that country's economic growth. Economic growth is an essential indicator in analyzing the development and measuring the achievement of economic growth (Kustanto, 2020). The spread of Banks in Indonesia increased the country's economic growth through banking financial institutions. Several reports show the tremendous competitive growth of banking in Indonesia. According to Bank Indonesia's Monetary Policy Review Report data in November 2021, Indonesia's banking intermediation experienced positive growth of 3.24% Year over Year (YoY) in October 2021, driven by demand and improving credit supply (Bank Indonesia Department of Economic and Monetary Policy, 2021). Financial Services Authority (OJK) in July 2021 stated the profitability of banking in Indonesia is in good condition, with the Net Interest Margin (NIM) of banking in Indonesia at the level of 4.54%, Operational Costs and Operating Income (BOPO) of 84.23%. Then, the bank's net profit was 9.69% Year over Year (YoY) (Otoritas Jasa Keuangan, 2021).

The achievement of banking industries in Indonesia causes good management of human resources. Human resources management must align with the company's goals. The bank's achievement proves it in the human capital division competition, namely the Indonesian Human Capital Award (IHCA) by the Economic Review. This award is an appreciation to companies in Indonesia to encourage and motivate the developing Human Resources to increase productivity, competitiveness, and the Human Capital Index globally. Human Capital Management (HCM) manages human resources as company assets or capital to improve individual performance so those company goals are optimally achieved. Good performance significantly affects how tight the work of this division is.

The employees will carry out their responsibilities to realize the target. Employees of the Human Capital Division at a Bank in West Java often work overtime to complete the work. Yusuf and Santiana (2014) state that overtime work is an employee's work hours more than the regular working time. Moreover, they said employees often work overtime to complete the job and achieve company targets. Employees carry out overtime work based on orders from superiors, which exceed regular working hours on weekdays or work performed on rest days employee weekly or statutory holidays (Yusuf and Santiana 2014). Employees often find it challenging to manage work time and personal activities because of the tightness of the job. Time Management is the ability to manage time and set priorities to achieve a particular goal (Maulana 2017). Sarfraz (2017) stated that external time management skills focus on organizing routine tasks and activities. Internal time management skills focus on selecting tasks to achieve the larger vision. The imbalance between work-life often occurs in employees who work overtime and poor time management. Work-life balance is the need for employees to balance their activities so that there is no overlap. Work-life balance is when employees can equally meet work demands and fulfil family commitments, responsibilities, and other needs such as social activities (Nafis et al. 2020).

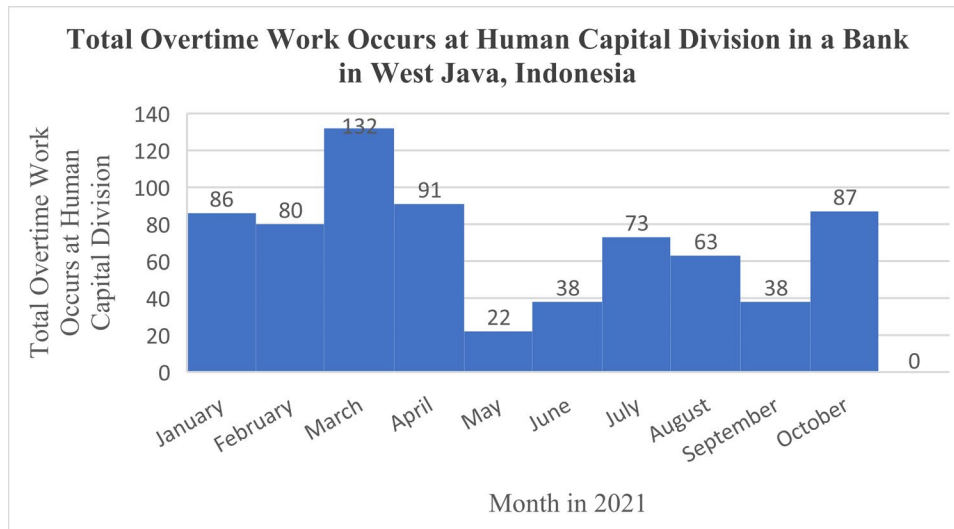


Figure 1. Total Overtime Work Occurs at Human Capital Division in a Bank in West Java, Indonesia 2021

Based on Figure 1. above, overtime work occurred to employees of the Human Capital Division at a Bank in West Java throughout 2021. Total employees are 59 people. The data presented frequency of overtime is unstable every month. In January, it was proven that there were 86 times of overtime occurred by employees in this division. Then in February, overtime occurred as much as 80 times by employees. From January to February, there was a decrease in the frequency of overtime in this division. However, March stated otherwise, where the overtime frequency increased slightly by 132 times a month. Then, April and May experienced a very sharp decline. The employees at Human Capital Division in a Bank in West Java realize the targets is tight. The frequency of overtime is unstable. The varying frequency of overtime can affect employees' Work-Life Balance. Bhutto (2015) states that overtime causes work-life conflict for workers, where their personal lives are disrupted, and they cannot be extended with their families due to overwork.

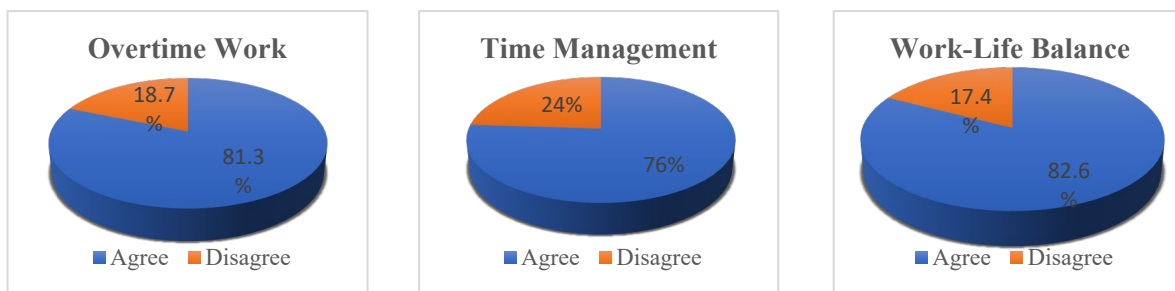


Figure 2. Pre-Research Questionnaires Results

This research conducted Pre-research questionnaires on overtime work, time management, and work-life balance on employees at Human Capital Division in a Bank in West Java, Indonesia. (Figure 2) The sample studied was 15 employees. Based on the pie chart data in Figure 2., Overtime work showed that as many as 81.3% of employees that their working hours exceed their regular hours. Then, some respondents answered contra or "Strongly Disagree" with the question "I work longer than working hour regulations, which is to work more than 9 hours of work (> 17.00 WIB)". It means employees experience working longer hours than usual. In addition, there are gap answers to the time management of overtime schedule in the pre-questionnaire. Some respondents answered "Strongly Disagree" to the question "My overtime schedule is unpredictable or unstable," where as many as 76% of respondents experienced an overall overtime schedule imbalance on the employee. Furthermore, in the statement regarding work-life balance, namely "I feel I spend more time at work than with family or personal life activities," as many as 82.6% of employees answered that employees feel they spend more time at work than at home and personal activities. It means employees experience Work Interference with Personal Life (WIPL). The gap in respondents' answers can affect employees' work-life balance. Then, the average pre-questionnaire result is 73.3%, which means the level of overtime work and time management highly affects the employees. This indicates that overtime work and time management affect employees' work-life balance due to many factors. The tight work produced by employees at Human Capital Division in a Bank in West Java becomes a challenge in managing the work-life balance. Work-life balance can occur if employees manage time well and get regular working hours. Along with this phenomenon, the researchers analyzed overtime work and time management that can influence employees' work-life balance at the Human Capital Division in a Bank in West Java, Indonesia.

1.1 Objectives

- a. To find out how the employees apply for Overtime work at the Human Capital Division in a Bank in West Java, Indonesia.
- b. To find out how the employees apply Time Management at the Human Capital Division in a Bank in West Java, Indonesia.
- c. To find out how the employees apply the Work-Life Balance at the Human Capital Division in a Bank in West Java, Indonesia
- d. To find out the influence of Overtime, Time Management, and employees' Work-Life Balance at the Human Capital Division in a Bank in West Java, Indonesia.

2. Literature Review

Nafis et al. (2020) stated that work-life balance is when employees can equally meet work demands and fulfill family commitments or responsibilities and other needs such as social activities. Work-life balance is related to the ability of employees to deal with work pressures without neglecting various aspects of their personal lives. According to Fisher et al. in Wicaksana et al. (2020) stated, the effects of work-life balance are Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). It can be concluded that work-life balance is the ability or flexibility to balance work and other essential activities. This can cause four effects, namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL).

According to Kusumasari (2018), overtime is the amount of work time spent by employees who exceed the agreed working time in the contract or company rules. Employees are indirectly controlled by deadlines, targets, and new technology. This condition is close to the pressure on employees to do overtime work. Then, Beckers (2008) in Kusumasari (2018) stated that overtime, characteristics consist of quantity and quality. It can be concluded that overtime work is the excessive amount of work time spent by employees. The aspects consist of quantity and quality of overtime.

Time management refers to the maximum use of time for productivity and achievement. Using time effectively to achieve maximum productivity involves managing work schedules and planning, organizing, and implementing to achieve organizational goals and objectives (Sahito et al. 2016). Macan (1994) in Vinahapsari and Rosita (2020) stated the three aspects of time management: setting goals and priorities, time management mechanism, and organizing tasks and work environment. It can be concluded that time management is the ability to use time effectively for productivity

activities. The aspects of time management, namely setting goals and priorities, time management mechanisms, and organizing tasks and the work environment.

The research conducted by Wicaksana et al. (2020) found that the analysis of the Work Interference Personal Life (WIPL) dimension stated that the millennial generation has a long working time with activities at work and does not have enough time to exercise. According to Soomro et al. (2018), the research on work-life balance determines the amount of time available to an employee to fulfill roles in work and family life. Employees who do not have a work-life balance can result in low productivity and poor organizational performance.

According to research conducted by Maulana (2017), time management quality is in the medium category. The aspect which contributes the most to the high and low quality of time management is minimizing distractions of work-family balance in the medium variety. The most dimension contributing to the excellent or bad work-family balance is work-personal life interference. Then, Aeon et al. (2021) found that time management impacts well-being and life satisfaction to a greater extent than performance. Furthermore, research conducted by Vinahapsari and Rosita (2020) analyzed the effectiveness of time management training on the academic stress of workers who registered as a student at a private university in Bandar Lampung with a population of 60 full-time workers. Using the TALK method (Find, Teach, Exercise, Consult) and the Time Management method by Macan (1994), namely Setting goals and Priorities, Mechanics of time management, and organization preferences. The result stated practical method TALK of time management training is negative and significant to student academic stress. The application of one of the Macan methods in 1994, namely setting goals and priorities in college and office activities, helped employees manage time. This research framework can be described as follows:

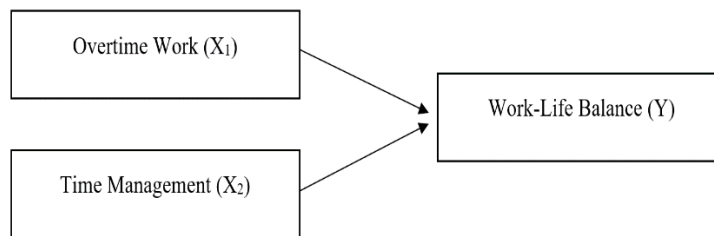


Figure 3. Research Framework

Based on Figure 3. research framework above, the hypothesis proposed and will be verified is as follows:

- a. H1: There is an influence of Overtime (X1) on Work-Life Balance (Y)
- b. H2: There is an influence of Time Management (X2) on Work-Life Balance (Y)
- c. H3: There is an influence of Overtime Work (X1) and Time Management (X2) on Work-Life Balance (Y).

3. Methods

This research uses a quantitative method with descriptive and multiple linear regression analyses. The sampling technique used in this research is a saturation sampling technique included in the non-probability sampling technique. The measurement scale researchers in this study will use an ordinal Likert scale—the research data processing using SPSS 26.0 software. The result of multiple linear regression was processed using SPSS 26 software and presented in Table 1. below.

Table 1. Multiple Linear Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,314	2,397		,131	,896
	Overtime Work	,318	,115	,271	2,765	,008
	Time Management	1,026	,146	,690	7,032	,000

a. Dependent Variable: Work-Life Balance

Based on the calculation results in Table 1. above, the following form of multiple linear regression is obtained:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 0,314 + 0,318X_1 + 1,026X_2$$

- Based on the multiple linear regression equation above, a constant value of 0.314 is obtained. It means that Work-Life Balance is influenced by the independent variable of 0.314.
- The regression value of the Overtime Work (X1) coefficient is obtained at 0.318, which means it is in a positive direction. Therefore, it can be interpreted that the Overtime Work (X1) increases the Work-Life Balance (Y) Human Capital Division by 0.318.
- The regression value of the Time Management (X2) coefficient is obtained at 1.026, which means it is in a positive direction. Therefore, it can be interpreted that Time Management (X2) increases the Work-Life Balance (Y) Human Capital Division by 1.026.

4. Data Collection

The data was conducted through the online questionnaire tool from 59 respondents of the Human Capital Division at a Bank in West Java, Indonesia. Meanwhile, secondary information uses from literature studies.

5. Results and Discussion

5.1 Descriptive Analysis

Table 2. Descriptive Analysis

No	Dimension	Total Score	%	Category
1.	Overtime Work (X1)	3231	78%	High
2.	Time Management (X2)	2251	76%	High
3.	Work-Life Balance (Y)	3258	74%	High

Based on Table 2. above, Overtime Work (X1) has a total 3231 (78%) score, with the highest percentage. Time Management (X2) has a total score of 2251 (76%) in the high category, and Work-Life Balance (Y) has a total score of 3258 (74%) in the high category.

5.2 Simultaneous Test (F-test)

Table 3. Simultaneous Test (F-test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6710,311	2	3355,156	204,465	,000 ^b
	Residual	918,929	56	16,409		
	Total	7629,240	58			

a. Dependent Variable: Work-Life Balance

b. Predictors: (Constant), Time Management, Overtime Work

Based on Table 3. above, the sig. value of 0.000 or < 0.05, and f-count > f-table (3.162). Therefore, it can be concluded that Overtime Work and Time Management simultaneously affect the Work-Life Balance of the Human Capital Division at a Bank in West Java, Indonesia.

5.3 Partial Hypothesis Test (t-Test)

The t-test is used to determine whether or not there is a significant effect between the independent variable partially to the dependent variable. The processing results based on SPSS 26.0 software for the t-test are presented in Table 1., and the hypotheses obtained are as follows:

- The t-count value of Overtime Work (X1) obtained is 2,765 greater than the t-table (2.00324), and sig. value obtained is 0.008 or <0.05 , then H_1 is accepted. It means that Overtime Work partially influences employees' Work-Life Balance at Human Capital Division Bank in West Java, Indonesia.
- The t-count value of Time Management (X2) obtained is 7,032 greater than the t-table (2.00324), and sig. value obtained is 0.000 or <0.05 , then H_1 is accepted. Time Management partially influences Work-Life Balance at the Human Capital Division of Bank in West Java, Indonesia.

5.4 Normality Test

A normality test is carried out to determine whether the data comes from a normally distributed population. A good regression model has a normal distribution or is close to normal. The Kolmogorov-Smirnov method test performs a normality test through SPSS 26 software. Thus, the results are presented as follows

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		59
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,98040206
Most Extreme Differences	Absolute	,101
	Positive	,101
	Negative	-,094
Test Statistic		,101
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.
- This is a lower bound of the true significance.

Based on Table 4. above, the Kolmogorov-Smirnov method requires a normal curve of the Asymp value. Sig. is more significant than the maximum error limit, which is 0.05. The results state the Asymp value. Sig is $0.200 > 0.05$. As for the regression analysis, the data above can be used because the residual variables are normal.

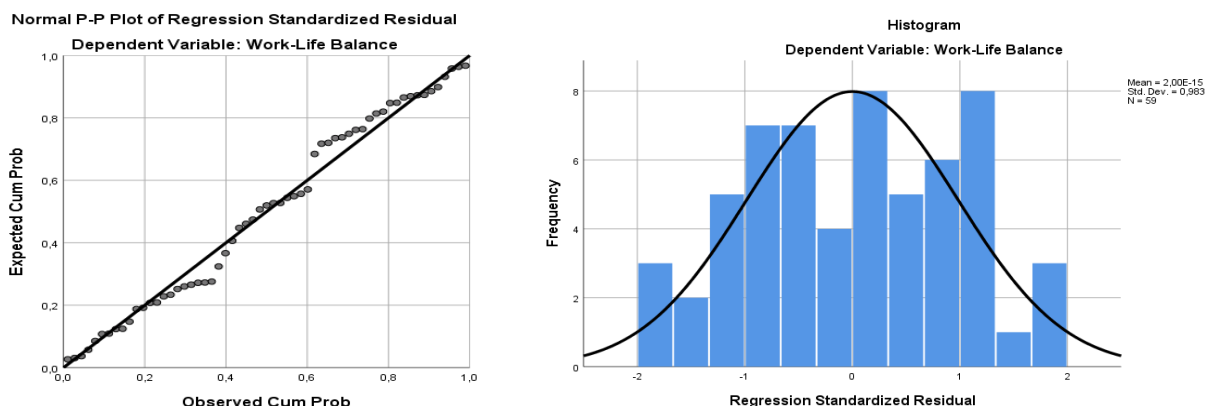


Figure 4. Normality Test

Based on Figure 4. Normal P-P Plot data is spread around the diagonal line and follows the direction of the diagonal line. Then, the Histogram graph shows the normal distribution pattern. It means the regression model meets the normality assumption.

5.5 Proposed Improvements

In this research, overtime work on employees of the Human Capital Division in a Bank in West Java, Indonesia, has a significant influence compared to other variables. This is evidenced by the research showing that overtime work on employees has a high value. The overtime work variable dimensions are Amount of Overtime, Overtime Control, and Reward of Overtime. The three dimensions that have a significant influence are the Amount of Overtime Work. This research shows that the frequency of overtime work in Human Capital Division employees has longer overtime hours than regular ones.

Employees feel that overtime work occurs because of orders from superiors or involuntary. Thus, employees do not have control over overtime work. The employees receive the intangible reward of overtime work in a supportive work environment. Otherwise, the compensation as tangible rewards obtained by employees is not proportional to the frequency of overtime work done. This is in line with the research conducted by Bhutto (2015), which states that the relationship between self-choice to do overtime work and obligation by the company is reported to be significant. Employees are more satisfied with overtime work because of their choice than the company's obligation. Then, Kusumasari (2018) added that overtime work has various adverse effects, such as poor performance, health problems, and low employee motivation. Employees' lack of personal time overtime causes the fulfilment of needs. Then, it will impact Work Interfering Family (WIF).

The higher percentage of overtime work occurs causes a bad impact on employees. Therefore, employees in the Human Capital Division in a Bank in West Java, Indonesia, are advised to reduce the imbalance of overtime work in this division. Improve management training by establishing an employee overtime work program every month. Then, the benefits obtained by employees must be proportional. For example, make an overtime shift or an overtime schedule regularly. Thus, the overtime schedule that is carried out can be measured and does not interfere with employees' work-life balance.

The time management variables have dimensions: Setting goals and priorities, Time Management Mechanism, and Managing tasks and Work Environment. The greatest value in the indicators of managing tasks and work environment. It can be concluded that employees in the Human Capital Division in a Bank in West Java, Indonesia have good management tasks and work environments. This is in line with the overtime work variable, which states that employees in this division have the greatest benefit in doing overtime work, namely the supportive environment work as an intangible reward. However, the results of this research division have small value on setting goals and priorities dimensions. This can lead to increased distraction between work and personal life of employees. Due to the lack of ability of employees to have plans for each activity and less ability to prioritize activities that are considered important. As research conducted by Maulana (2017) states that the aspect that most contributes to the quality of time management is minimizing disruption to work-family balance. The interruption of work-personal life contributes to a good or bad work-family balance.

Time management is an ability that employees must possess to cope with the hectic workload. The employees at Human Capital Division in a Bank in West Java, Indonesia, are suggested to improve their ability to set goals and priorities of employees. As in this research, bank management is still lacking in setting goals and priorities. For example, the management of a bank in West Java, Indonesia, can conduct time management training. Time management training programs such as making Action Plans daily, effective decision-making in managing priority activities, and employee stress management can improve employee soft skills. This can improve employees' ability to reduce overtime work and become more effective. Then, the work-life balance of employees of this division can be increased.

According to the previous research, namely, Maulana (2017) and Wicaksana (2020) stated that the dimension that most affects employees in Work-Life Balance is Work Interference with Personal Life (WIPL). This is in line with the results of this research that employees at the Human Capital Division in a Bank in West Java, Indonesia, have a high Work Interference with Personal Life (WIPL). This can be seen in research showing that work has a bad influence on time for personal life. The allocation of working time is more than the time for other activities. In line with the

research conducted by Wicaksana research (2020), which states that millennial generation employees in the banking sector, the results obtained the dimensions of work-life balance that is reducing or disturbing (interference) formation of work-life balance classified into the low category (57.6% and 54.1%). It can be concluded that employees who are too busy with activities at work, such as meetings, deadlines, and work overtime, can reduce the quality of personal life. Thus, decreasing time with family, friends, and hobbies.

Therefore, employees at Human Capital Division in a Bank in West Java, Indonesia, are advised to improve the work-life balance program in this division to create a flexible work environment. Such as limiting working hours not to exceed normal working hours, reducing overtime work on jobs that are not a priority and can be done on another day, and implementing work remote or work-from-home policies in some conditions. So that employees are more flexible to work and interact with family when important things happen, the company can provide more employee benefits such as increased compensation and guaranteed career paths. Then, the company can provide opportunities for employees to develop themselves outside of their careers, such as interests and talents, sports, and other achievements.

6. Conclusions

According to the data obtained from 59 respondents, the results conclusions can be described as follows:

- a. The Overtime Work variable is in the High category. The highest score is in the amount of overtime work dimension. It means employees perceive the amount of overtime as strict frequency and length of overtime work. Then, it is not proportional to the rewards of overtime work obtained.
- b. The Time Management variable is in the High category. The highest score is in the managing task and works environment dimension. The employees of the Human Capital Division at a Bank in West Java, Indonesia, can manage tasks and work environment well. However, employees still have difficulty setting goals for each activity, affecting priorities.
- c. The Work-Life Balance variable is in the High category. The most influential in this variable is the Work Interference with Personal Life (WIPL) dimension. This indicates that employees of the Human Capital Division at a Bank in West Java, Indonesia spend more time at work, which impacts or reduces personal life activities.
- d. The hypothesis testing indicates that Overtime Work and Time Management simultaneously and partially significantly affect the employees' Work-Life Balance in Human Capital Division at a Bank in West Java, Indonesia.

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