

IMPACT ON MATERNITY LEAVE AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT MAIN BRANCH OF BNI 46 MANADO

DAMPAK CUTI HAMIL DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN DI CABANG UTAMA BNI 46 MANADO

by

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Abstract: Becoming a mother, being pregnant, giving birth and taking care of the child, in case of this situation, woman must take maternity leave. This purpose of this research is to know how the maternity leave and career development influence on employee performance at BNI branch Manado. This research is qualitative analysis interview, the population in this research is woman employee who have took maternity leave at BNI branch Manado, and the sample using purposive sampling. The variables used in this research were taken from the literature to determine the relation between maternity leave, career development on employee performance. The data gathered through interview with the informants. The result showed that 40% of total informants explained that there were difficulties and uncomfotability during their job while taking role as mother at the same period, while the 60% feels no difficulties. The conclusion in this research is maternity leave in BNI branch Manado did not cause employee performance to decline, since the employee who took maternity leave in this company are experienced in terms of skill and motherhood experience. This research recommends BNI branch Manado should maintain and improve the good sign of objectivity and support toward employee who take maternity leave.

Keywords: *maternity leave, employee performance, career development*

Abstrak: *Menjadi ibu, hamil, melahirkan dan merawat anak, dalam kasus ini wanita harus mengambil cuti hamil. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana cuti melahirkan dan pengembangan karir berpengaruh terhadap kinerja karyawan wanita di cabang BNI Manado. Penelitian ini merupakan wawancara kualitatif, populasi dalam penelitian ini adalah karyawan wanita yang telah mengambil cuti hamil di cabang BNI Manado, menggunakan purposive sampling. Variabel yang digunakan dalam penelitian ini diambil dari literatur untuk mengetahui hubungan antara cuti melahirkan, pengembangan karir pada kinerja karyawan. Data dikumpulkan melalui wawancara dengan informan. Hasilnya menunjukkan bahwa 40% dari total informan menjelaskan bahwa ada kesulitan dan ketidaknyamanan selama pekerjaan mereka saat berperan sebagai ibu pada periode yang sama, sementara 60% tidak merasakan kesulitan. Kesimpulan dalam penelitian ini adalah cuti melahirkan di cabang BNI Manado tidak menyebabkan kinerja karyawan menurun, karena karyawan yang mengambil cuti melahirkan di perusahaan ini berpengalaman dalam hal keterampilan dan pengalaman keibuan. Penelitian ini merekomendasikan cabang BNI Manado harus menjaga dan memperbaiki pertanda baik objektivitas dan dukungan terhadap karyawan yang mengambil cuti hamil.*

Kata kunci: *cuti hamil, kinerja karyawan, pengembangan karir*

INTRODUCTION

Research Background

Bank is a financial institution that accepts deposits from the public and creates credit. BNI is the state-owned enterprise bank, commonly known as Bank Negara Indonesia, it is one of the leading providers banking services in Indonesia. One of the branches of BNI is located in Manado city, and the head of regional offices in Manado is Afien Yuni Yahya. BNI Manado have 353 male employees and 441 female employees, and the total number of employees entirely approximately 794 people. Almost all organizations have employees to help them run their business as well as at BNI. In recent decades, women's participation in the labor market has increased considerably and has come close to men. For example, from the employees' data that researcher got from BNI Manado, there is more female employees than male employees. It proves that women are more independent now and have their own rights.

While women build their careers, they also have the most challenging aspect and maybe many women's employee experiences this. Becoming a mother – being pregnant, giving birth and taking care of the child – is a tremendous experience for a human being, affecting a woman's body and soul (Miller, 2005).). In case of this situation, woman must take maternity leave. Maternity leave policies already exist in every organization or company included in BNI.

Performance of employees is affected by different factors at work place and maternity leave process on woman's employee has been found to be a specific situation in working life, which influences the career relationship (Makela, 2009). Most women's employees who return to work after taking maternity leave face a difficult adjustment period because absence for 3 months make their productivity and performances decrease, and before they have pending their career because of 3 months absence so they must be ready to go back to their workplace.

Some women's employee choose to quit from her job, perhaps for a reasons of taking care their baby and feel depressed at work because things become difficult, but also there are some women's employee who choose to keep working because of they think about their career that they have built, economic pressure and if quit from her job it will reduced family income, if they return to work maybe it will affect their performance, and also they feel that there's a new responsibility that they must fulfill. It becomes a difficult choice for women's employees. Things like this are common happened in an organizations, as well as in BNI branch Manado this happen too. This research is a new research in BNI branch Manado, so far no one has studied about this. Therefore, this research will study maternity leave and career woman progression on employee performance at main branch of BNI Manado 46.

Research Objectives

Based on the fundamental problem that exist in this research the objectives of this research are as follows:
To know how maternity leave and career development on employee performance especially at main branch of BNI 46 Manado.

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices (Bratton and Gold, 2007). Human resource management (HRM) refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007).

Equal Employment Opportunity

Equal employment opportunity (EEO) refers to the government's attempt to ensure that all individuals have an equal chance for employment, regardless of race, color, religion, sex, age, disability, or national origin, and to accomplish this, the federal government has used constitutional amendments, legislation, and executive orders, as the court decisions that interpret these laws (Noe, Hollenbeck, Gerhart and Wright, 2012). The concept of equal employment opportunities is based on laws and regulations that exist within a country and which guarantee that no one is discriminated for any reason in the process of searching a job. It is particularly important considering the globalization and diversity of the workforce (Stoilkovska, Ilieva, and Gjakovski, 2015).

Maternity Leave

Maternity leave is defined as time away from wage work to recover from childbirth/adoption (Hyde, Klein, Essex, and Clark, 1995). The maternity leave process is argued to be a signal of working women's unreliability and differentiating them from the ideal worker when promotions are considered (Liu and Buzzanell, 2004). The management of maternity leave, involving managers, colleagues and the women themselves, has also been found to have a direct influence on an employee's decision to return to work (Houston and Marks, 2003; Millward, 2006).

Employee Performance

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John and Lee, 2000). Aguinis (2009) described that "the definition of performance does not include the results of an employee's behavior, but only the behavior themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work". Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation" (McCloy, Campbell, and Cudeck, 1994).

Career Management

Career management is defined as a process by which employees obtain knowledge, job opportunities, achieve career development goals, objectives, implement strategies and is testing processes, obtaining feedback on the effectiveness of strategies and relevance of the objectives (Schreuder and Coetze, 2007). Career management is a key factor for accomplishing both personal goals and organizational goals (Atkinson, 2002). Career management plans and shapes the individuals' progress within an organization according to the assessment of organizational needs, as well as to the individual performances, potential and preferences of its members (Armstrong, 2009).

RESEARCH METHOD**Type of Research**

This research is qualitative analysis interview method and to explore maternity leave, and career development on employee performances at the main branch of BNI Manado. A qualitative research emphasizes the qualities of entities, processes and meanings that are not experimentally examined or measured in terms of quantity, amount, intensity or frequency (Denzin and Lincoln, 2000). Qualitative research thus refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and description of things (Berg, 2007).

Place and Time of Research

This research and interview was conducted in the main branch of BNI 46 Manado from March until June 2017.

Population and Sample

Population is the generalization region consisting of objects or subjects that have certain qualities and characteristics defined by the researchers to be studied and then drawn conclusions (Sugiyono, 2005). The target population for the study included all the woman employees who already taken maternity leave in the main

branch of Bank Negara Indonesia 46 Manado which is 13 employees. Sample of qualitative research, which is called informant or participant, is a theoretical sample since the aim of qualitative research is to bear new theory and selected purposively according to several consideration and particular aim (Sugiyono, 2005). The sample of this research is 11 employees in the main branch of Bank Negara Indonesia 46 Manado (According to Hair, Money, Samouel and Page, 2007 using purposive sampling method).

Data Collection Method

Data collection method that use in this research is primary data, secondary data and in depth interview. According to Sekaran and Bougie (2009) primary data are data gathered for research from the actual site of occurrences of events. In this research, researcher will collect primary data through in-depth interview method. According to Doolan and Froelicher (2009) secondary data analysis is a flexible approach and can be utilized in several ways, it is also an empirical exercise with procedural and evaluative steps, just as there are in collecting and evaluating primary data. The secondary data in this research were gathered from articles, several journals as the literature review, books regarding to the study of this research. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. For example, ask participants, staff, and others associated with a program about their experiences and expectations related to the program, the thoughts they have concerning program operations, processes, and outcomes, and about a changes they perceive in themselves as a result of their involvement in the program (Boyce and Neale, 2006).

Operational Definition

The operational definition is a description of employee performance, maternity leave and career woman progression based on some specific terms for supporting this research related to employee performance, maternity leave and career woman progression.

Employee Performance

Employee performance is the ability of an employee to accomplish his or mission based on the expectations of an organization. Employee performance is whether behavior of a person helps BNI branch Manado purposes or not and a reflection of quality and productivity of BNI employees at work.

Maternity Leave

A period of approved absence for a woman employee of BNI branch Manado for the purpose of giving birth and taking care of infant children. Maternity leave may last anywhere from several weeks to a period of months depending on the organization, and may be paid or unpaid depending on policies.

Woman Career Progression

Woman Career Progression is something which must take women's employee career to a higher level where they can grow with it and offer consistent growth opportunities and enabling quality of work at BNI branch Manado.

Validity and Reliability Test

According to Sekaran and Bougie (2013), validity and reliability in qualitative research have a slightly different meaning in qualitative research in comparison to quantitative research. The reliability in qualitative data analysis includes category and interjudge reliability (Sekaran and Bougie, 2013):

1. Category Reliability

Category reliability relates to the extent to which judges are able to use category definition to classify the qualitative data. Well defined categories will lead to higher category reliability.

2. Interjudge Reliability

Interjudge reliability is a degree of consistency between coders processing the same data.

According to Sekaran and Bougie (2013), the validity in qualitative research was defined as the extent to which an instrument measures what it purports to measure. It refers to the extent to which the research result (1) accurately represent the collected data (internal validity) and (2) can be generalized or transferred to other contexts or setting (external validity).

RESULT AND DISCUSSION

Result

Table 1 Coding Categorizing

Maternity Leave, Career Progression, Employee Performances Coding Categorizing

NO	Preliminary Codes	Interpretation
1	All of the informants have at least 5 years working time in BNI Manado Ranging from 5 years to 22 Years' experience.	The informants have a significant amount of time experiencing work in BNI, pregnancy and maternity leave.
2	Majority in the informants regarded the maternity leave to be enough	BNI Manado gave enough Maternity Leave.
3	1 child (I.1, I5, I6) 2 child (I.2, I.4, I.8, I.9) 3 child (I.3) 4 child (I.7)	Most of the informants have experienced pregnancy more than 1 time.
4	Did not think of quitting (I1, I2, I6, I7, I8, I9) Thinking of quitting because of worrying (I.3) Did not think of quitting because of liking the job (I.4, I.5) Thinking of quitting the job (I.10)	Informants are not thinking of quitting
5	Focusing on career (I.1) Have a babysitter (I.2) Financial motivation and work is routine (I.3) Work does not intervene (I.5) Feeling of work responsible (I.6) BNI provides enough facility and time (I.7)	Financial motivation, work routine and career focus are what motivates the informants

	Still focusing on career (I.8)	
	Prefers working to staying home (I.9)	
	Financial motivation (I.10)	
6	Difficult to adjust time (I.1, I.10)	
	Job does not disturb her taking care time (I.2)	
	Uncomfortable to work, very disturbed in time (I.3)	Difficulty to adjust and divide the time.
	A little disturbing (I.4, I.6)	
	Not difficult in dividing time (I.7, I.8, I.9)	
7	Positive impact, and brings enthusiasm (I.1)	Enthusiasm brings positive impact, where disruption to work brought negative impact.
	Negative impacts, having a baby brought disruption in work (I.4).	Most of the respondents feel there is no negative impacts.
	Positive impact, brings enthusiasm (I.8)	
8	Clear, there's also a ODP and the career path at BNI exists (I.1)	BNI has clear staff development program
	Clear (I.2, I.3, I.4, I.5, I.6, I.7, I.8, I.9, I.10)	
	Answers from the informants are quite clear.	
9	Grade did not affected (I.1, I.8, I.9, I.10)	Grade could be affected or unaffected after maternity leave.
	Grade went up (I.2, I.3, I.4, I.5, I.6, I.7)	
10	No effect after maternity leave (I.1, I.2, I.4, I.5, I.8, I.9, I.10)	No effect for most of the informants.
	Ambitions is reduces (I.3)	
	Have more motivation for work (I.6)	
	Career getting better and got promoted (I.7)	
11	Ambition increased, to achieve something (target, goal) (I.1, I.4, I.8, I.9)	After maternity leave, the ambition could be increased.
	While the rest's ambition is not affected,	
12	Position is not moved (I.1, I.2, I.4, I.5, I.8, I.9, I.10)	Maternity leave did not affects one's position to be moved or not moved.
	Position was moved (I.3, I.6)	

13	Informants feel burdened (I.2, I.3, I.4, I.10) Where the rest does not feel burdened (I.1, I.5, I.6, I.7, I.8, I.9)	Most of the informants are not burdened. Those who are burdened are affected by dividing time.
14	Time for taking care the baby and work target adjustment (I.1) Overtime in work (I.2) Came out of comfort zone in the new position (I.3) dividing time for baby, family and working.(I.4, I.6, I.7, I.8, I.9, I.10)	Difficulty to manage time between family and work is the challenge
15	Not stressed (I.1, I.2, I.4, I.5, I.6, I.7, I.8, I.9, I.10) Feel stressed (I.3) Answers from the informants are quite clear.	Most of the informant does not feel stressed.
16	More motivated to work hard.(I.1, I.5, I.6, I.8, I.9) More focused in taking care the baby. (I.3) Motivated to focus in both, working hard and taking care the baby. (I.2, I.4, I.7, I.10)	After maternity leave, informants are motivated to work hard.

Source: Data Processed, 2017

Discussion

Maternity Leave and Employee Performance

Results show that in terms of creating difficulties, Maternity leave did not provide such impact. This statement proved by most of the informant who explained that their job to take care their children did not disturb their work at the office. Several informant said that there are some adjustment was made, but in the end they could make it. It is said that BNI Manado provide quite a dispensation for the employee who took maternity leave. The form of dispensation is resting dispensation to take care more of the baby. This form of dispensation could create more time to rest and take care of the children more. When resting, the task that should be finished by the employee are being substituted by another employee, and the maternity-leave employee will have some of the task portion to be finished without being disturbed by the baby issue.

The factor of experienced women employee in BNI also took part. In this case, based on interview results, experience of the woman employee is divided into two, working experience and motherhood experience. As the result have shown, the informants, who is working in BNI Manado and encountered maternity leave, have worked at least 5 years in BNI Manado, some of them even have worked there for tens of years. In other words, they have equipped themselves with skill and experience. This skill and experience helped them in handling stuff efficiently and effectively as well as time managing. Employee who has worked for five years have understood the detail of their tasks. The implication is, when they encountered external barrier – such as, new child, that divide their concentration, they should know the ways to finish their job in a more efficient and effective manner to make time for the baby. And from time to time, they could adapt that way of working.

The second experience is the motherhood experience. Most of the informant have multiple kid, which means they have experienced taking care of their previous children, what should be done and what should not be

done. Related to the employee performance, they will not unfocused or disturbed since they already know what to do to save time and save energy remembering they have task to finish at the office. At first probably it could be challenging and tiring, but they have adapted finally. The explanation above are in line with the question related whether the employee feel burdened with their working hours in the office. The answer is not. Most of the employee were not burdened in completing their task. As explained from the answer, the divided time between children and work could be challenging since it was a new experience for the employee, but it did not mean that the divided time is something that disturb their work life.

The explanation related to how the employee handle focus with the help of experience, also in line with the statement related to stress. Most of the employee in BNI Manado did not experience any insecurities or stress when they returned to work. This statement and findings have proved that the occurrence of maternity leave did not cause any psychological problem for the mothers who is employed in BNI Manado. This is a positive sign that the employee who took maternity leave will perform as they were before maternity leave took place. Related to work motivation, the employee who took maternity leave felt that this occasion has brought them new ambition to their job life. Their basic motivation is already there, which is to finance the need of their family. But after they took maternity leave, it has been said that their motivation to work is increasing, to even work harder to obtain better incentive, since their need to finance their family has increased, which is a new child. With the combination of experience and the support of the company, the employee could balance their time.

Maternity Leave and Woman Career Progression

Results firstly shown that BNI Manado concerned with the career progression of the employees. BNI Manado has programs in developing their employee's career. Programs such as Officer Development Program are intended to do so. There is no subjectivity in BNI Manado's career development, especially for women related to maternity leave. Results showed, that the performance grade of the employee who took maternity leave, is just as the same as before maternity leave. It means that maternity leave is not something that BNI could consider as decreasing their discipline to come to work. BNI regards that maternity leave is a part of women career and they gave permission or dispensation to the employee. In this case, findings indicated that the employee who took maternity leave was considered just the same with the male employee or the other woman employee. the maternity leave did not relate to the downfall of employee grade, instead it was not considered and employee who perform good will be graded good, and they who perform bad will get bad grade thus no promotion, regardless whether they took maternity leave or not. The company, BNI Manado show no subjectivity or consider maternity leave as the reason for employee to burden employee's career. This was proved by the findings, which explains that most of the employee who took maternity leave did not transferred to another company position, be it higher or lower position. The company will leave the position of the employee the same as it was. Even if there is move of position, it will be happened only to the similar level position and it is intended to make everything easier to the employee in taking care of their child after the maternity leave occurred.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result and analysis, the conclusion given in this research is as follows:

1. Maternity leave in BNI branch Manado did not cause employee performance to decline, since the employee who took maternity leave in this company are experienced in terms of skill and motherhood experience. The mentioned employee were able to maintain their work performance at the same time with taking care of the children. This condition also happened because of the support of the company who provide dispensation.
2. In BNI branch Manado, the management holds the value of objectivity related to the career progression of the women employee. Maternity leave is not considered of something that lower employee's grade or holding their career back. BNI branch Manado treats the employee who take maternity leave just as the same with common normal employee.

Recommendation

Based on the result and analysis, the recommendation given in this research is as follows:

1. BNI branch Manado should maintain and improve the good sign of objectivity and support toward employee who take maternity leave like every employee got the equal chances and not differentiating or having discrimination in the workplace because of all the things like maternity leave. BNI should keep to maintain that everyone must treat the same and do not differentiate one another. BNI should not decreased the time for maternity leave and the dispensation for breastfeeding. More and more detail should be concerned to push the number of uncomfortable employee lower after maternity leave so it became better for the company and employee itself.
2. BNI branch Manado should keep the clear career path for every employee like grade system and ODP program for employee career so the employee feel everything enough and after return from maternity leave they become more enthusiastic to achieve their career goals and it did not decrease their performances and productivity. BNI should show the same kind of objectivity and support to other cases, to support the life and loyalty that has been given by the employee. BNI branch Manado could implement the same treatment in terms of grading of the employee and keeping the position of the employee if there are any condition with similar urgency as maternity leave.
3. BNI branch Manado should put a solid employee discipline monitoring like always checking on their employee especially for breastfeeding and childcare dispensation for every employee who have taken maternity leave, even if the employee are under certain circumstances such as maternity leave. This could be useful so there are no employees who will take advantage from the given dispensation, so all the functions of any dispensation will be optimal and the company will not be harmed.

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