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**COMPARATIVE ANALYSIS OF WORK LIFE BALANCE AND WORKING ENVIRONMENT BETWEEN MALE AND FEMALE EMPLOYEES IN PT BANK TABUNGAN NEGARA (PERSERO) TBK MANADO**

*ANALISIS PERBANDINGAN DARI KESEIMBANGAN KEHIDUPAN KERJA DAN LINGKUNGAN KERJA ANTARA KARYAWAN WANITA DAN PRIA DI PT BANK TABUNGAN NEGARA (PERSERO) TBK MANADO*

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**Abstract:** Employees are the most important part of a company, especially in PT Bank Tabungan Negara (Persero) Tbk Manado with a good performance of employee it can increase the company's values. With that condition Researcher want to help PT Bank Tabungan Negara Manado to see is there any significant different in Work Life Balance and Working Environment between Male and Female employees. The researcher analyzes data based on primary data and secondary data by using SPSS software while, primary data is collected by distributing 100 questionnaires to 50 male and 50 female employee of PT Bank Tabungan Negara (Persero) Tbk. Secondary data is collected by reading various books, journal and browsing the internet. The researcher uses Independent Sample T-test. By using Independent sample T-test the result shows that there is no significant difference between Male and Female Customer in Work Life Balance and Working Environment. Based on the results, the data is normally distributed and homogenous. The researcher recommends for PT Bank Tabungan Negara (Persero) Tbk Manado no need to make a different between male and female employee in Work Life Balance and Work Environment.

**Keywords:** *work life balance, working environment, independent sample t-test, gender, banking sector.*

**Abstrak :** *Karyawan merupakan bagian terpenting dari sebuah perusahaan, khususnya di PT Bank Tabungan Negara (Persero) Tbk Manado dengan kinerja karyawan yang baik dapat meningkatkan nilai perusahaan. Dengan kondisi tersebut Peneliti ingin membantu PT Bank Tabungan Negara Manado untuk melihat apakah ada perbedaan yang signifikan dalam Keseimbangan Kehidupan Kerja dan Lingkungan Kerja antara karyawan laki-laki dan perempuan. Peneliti menganalisis data berdasarkan data primer dan data sekunder dengan menggunakan perangkat lunak SPSS, sedangkan data primer dikumpulkan dengan membagikan 100 kuesioner kepada 50 pegawai pria dan 50 pegawai wanita di PT Bank Tabungan Negara (Persero) Tbk. Data sekunder dikumpulkan dengan membaca berbagai buku, jurnal dan browsing internet. Peneliti menggunakan Independent Sample T-test. Dengan menggunakan Independent sample T-test hasilnya menunjukkan bahwa tidak ada perbedaan yang signifikan antara karyawan Pria dan Wanita dalam Keseimbangan Kehidupan Kerja dan Lingkungan Kerja. Berdasarkan hasil, datanya terdistribusi normal dan homogen. Peneliti merekomendasikan agar PT Bank Tabungan Negara (Persero) Tbk Manado tidak perlu membuat perbedaan antara karyawan pria dan wanita dalam Keseimbangan Kehidupan Kerja dan Lingkungan Kerja.*

**Kata Kunci:** *keseimbangan kehidupan kerja, lingkungan kerja, independent sample t-test, perbankan, jenis kelamin.*

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## INTRODUCTION

### Research Background

Bank is a business entity that raise funds from the public in the form of savings and channel them to the public in the form of credit and other forms or shapes in order to improve the living standard of the people. Under the law, the structure of banking in Indonesia, consisting of commercial banks and Bank Perkreditan Rakyat (BPR). The main difference is the commercial and Bank Perkreditan Rakyat (BPR) in terms of its operational activities. Bank Perkreditan Rakyat (BPR) can not create demand deposits, and has a range and limited operational activities. Furthermore, in their business activities adopted dual bank system, which commercial banks can carry out banking operations and conventional or sharia. While the principle activities of Bank Perkreditan Rakyat (BPR) is limited to only conduct business on a conventional bank or sharia. The main function of Indonesian banks are as collector and distributor of public funds and aims to support the implementation of national development in order to improve the distribution of development and its results, economic growth and national stability, towards improving the standard of living of the people. From time to time the condition of the banking sector in Indonesia has undergone many changes. Besides due to internal developments in the banking sector, can not be separated from the influence of outside the banking world, such as the real sector of the economy, politics, law, and social. Banks in Indonesia include state-owned bank, Foreign Exchange Private Banks, Private Banks Non-Foreign Exchange, the Regional Development Banks, Bank Mixed, Islamic Bank and Foreign Banks in Indonesia.

Bank Tabungan Negara (Persero) Tbk is one of the banks in Indonesia. In accordance with the Company's business focus in the areas of housing finance, the main driver of loan growth comes from housing loans. Bank Tabungan Negara (Persero) Tbk has many competitors in its field for it with many competitors that exist Bank BTN should further increase their work productivity and also increase their employee performance. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals. The quality and quantity of work generated by employees are influenced by the work environment while poor environmental conditions can cause inefficient worker productivity as well as reduce their job. The advantages of Bank Tabungan Negara (Persero) Tbk is a Bank that has high integrity in a housing development in Indonesia. Even Bank BTN also many identified as Bank Housing loans / mortgages. Bank BTN has many competitors in its field for it with many competitors that exist Bank BTN should further increase their work productivity and also increase their employee performance. When they have improved it all they can get more benefits from that.

Many people struggle to balance work and the responsibilities of caring for children or family member. For other workers it's often difficult to find time outside work. And also Working environment is a place where a particular work is to be performed, The work environment plays a very important role if the organization would like to maintain better productivity as many employees spend most of their time on generating activities in the organization. Based on that description, the researcher chooses to do a study entitled "Comparative Analysis Of Work Life Balance and Working Environment Between Male And Female Employees In Pt Bank Tabungan Negara (Persero) Tbk Manado"

### Research Objective

Based on the background and the problems that exist, this research conducted with the aim of:

1. To analyze if there is significant difference between male and female employee in Work Life Balance of PT Bank Tabungan Negara (Persero) Tbk Manado.
2. To analyze if there is significant difference between male and female employee in Work Environment of PT Bank Tabungan Negara (Persero) Tbk Manado.

## THEORETICAL FRAMEWORK

### Human Resources Management

According to Buchanan and Huczynski (2004), Human Resource Management is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy. Altogether, Human Resource Management is the process of proper and maximise utilisation of available limited skilled workforce. The core purpose of the human resource management is to make efficient use of existing human resource in the organisation. Every organisations' desire is to have skilled and competent

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people to make their organisation more effective than their competitors. humans are very important assets for the organisation rather than land and buildings, without employees (humans) no activity in the organisation can be done. Human resource management is concerned with the people dimensions in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives.

### **Work Life Balance**

Employees with work life balance feel their lives are fulfilled both inside and outside of work Byrne (2005), and they experience minimal conflict between work and non-work roles. Work life balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and nonwork commitments. Work life balance primarily deals with employees' ability to properly prioritize between their work and everyday life, social life, health, family etc. Work life balance is largely associated with matters of workers' productivity, performance and job satisfaction. Where there is appropriate balance between work and life, workers become predisposed to putting in their best shots at work, because their families are contented. Finding a suitable balance between work and life is a challenge for all workers.

Studies indicate that when there are happy homes, work places tend to be conflict free and enjoyable places to be. Rising attrition rates and escalating demand for work life balance have made it compulsory for organizations to look outside human resource interventions. Consequently, schemes such as flexible working hours, alternative work plans, leave plans, benefits rather than family care responsibilities and employee assistance programmes have become an important part of organization benefit programmes and reward packages especially in developed economies. Work life balance has to do with proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development).

### **Work Environment**

Mcguire and McLaren (2007), found that a working environment has a strong impact on employees well being and develops interaction, collaboration and innovation and increase job satisfaction. Amir (2010), stated there are two main elements that related to the physical environment which are the office layout plan and also the office comfort. He also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved.

The physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality.

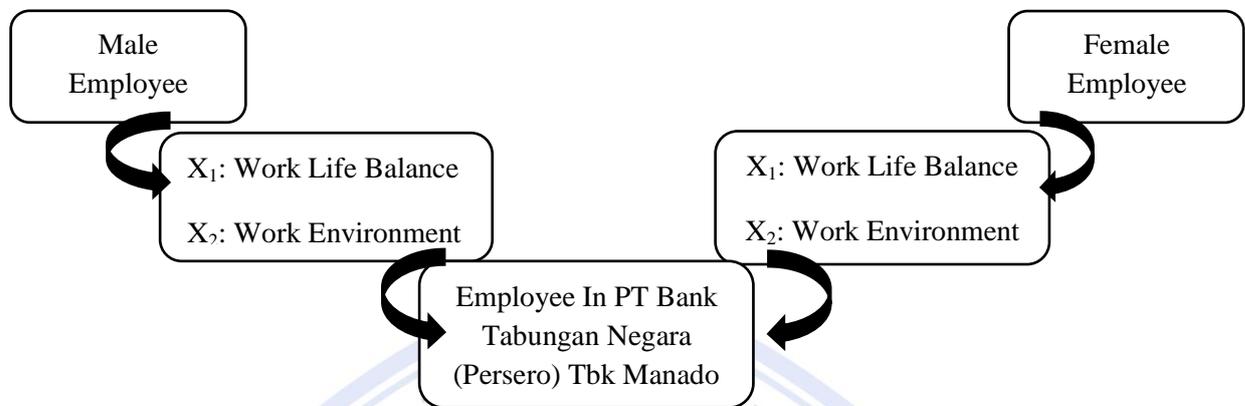
### **Previous Researches**

Fapohunda, Tinuke (2014), An Exploration of the Effects of Work Life Balance on Productivity. This paper studies the result of work life balance on employee productivity and how Nigerian workers handle the inauspicious working situations and coordinate their work and family lives. It explores the connection between work life balance practices and organizational productivity and whether WLB practices possibly decreases employee turnover and absenteeism. It also scrutinizes work-life balance challenges faced by workers and methods of enhancing work life balance practices amongst employees. The paper posits that work-life balance options should be fashioned to facilitate employees balancing their work and personal lives. Work life balance it is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, work-life balance concerns must become a crucial feature of human resource policy and strategy. Sarode and Shirsath (2014), The Factors Affecting Employee Work Environment and It's Relation with Employee Productivity. This paper will describe some elements of the work environment that can impact on employee productivity and will address lighting, noise, color, and air quality. furniture and equipment as the key physical factors in the organization will discuss as well. four factors of the work environment under which it has impact on employee productivity.

Mathews and Khann (2016), Impact of Work Environment on Performance of Employees in Manufacturing Sector in India: Literature Review. The main objective of this work is to find out the work done in respect of relationship between workplace environment and productivity, The purpose of this work is to

identify the elements, which can affect the performance level of employees in the manufacturing sector in India. This work is expected to show that work environment have great impact on the performance level of employees of manufacturing sector in India.

### Conceptual Framework



**Figure1. Conceptual Framework**

Source : *Conceptual Theory*, 2017

## RESEARCH METHOD

### Type of Research

Type of this research is quantitative research, Quantitative research are research methods dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships. This research use comparative analysis to analyze work life balance and work environment between male and female employee in Bank Tabungan Negara (Persero) Tbk Manado. To complete the research need the data that can get from the questionnaire.

### Place and Time of Research

The research will be conducted in PT Bank Tabungan Negara (Persero) Tbk Manado, from September - October 2017.

### Research Procedure

1. Prepare the questionnaire
2. Distribute the questionnaire to employee of PT Bank Tabungan Negara Manado
3. Collect the data
4. Tabulation and process the data
5. Analyze the data
6. Write the data

### Population and Sample

Sekaran and Bougie (2009), the population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. Population is a complete set of elements (persons or objects) that possess some common characteristic defined by the sampling criteria established by the researcher. Population in this research is all employees of PT Bank Tabungan Negara (Persero) Tbk Manado, who consist of 50 male employees and 50 female employees. Sample is a smaller collection of units from a population used to determine thruths about that population Field, (2005).

### **Data Collection Method**

The source of data for this research are from primary and secondary data. Primary data of this research is from the questionnaire result. Secondary data used for this research are from books, journals and relevant library records, company website and internet.

### **Data Analysis**

#### **Validity and Reliability Test**

According to Gottschalk (1995), The validity of a content analysis refers to the correspondance of the categories (the classification that raters assigned to text content) to the conclusions, and the generalizability of result to a theory. Validity test is useful to know the validity or suitability of questionnaires that researchers use to obtain data from the respondents.

Reliability test is established by testing for both consistency and stability of the answers of questionnaires. Gottschalk (1995), identifies three factors that can effect the reliability of analyzed data:

1. Stability, or the tendency for coders to consistently re code the same data in the same way over a period of time
2. Reproducibility, or the tendency for a group of coders to classify categories membership in the same way
3. Accuracy, or the extent to which the classification of a text corresponds to a standard or norm statistically
- 4.

#### **Normality Test**

Normality test is one of the test data analysis requirements or the classical assumption test, meaning that before we do a real analysis, the research data must be tasted normal distribution.

#### **Independent Sample T-test**

The independent-samples t test evaluates the difference between the means of two independent or unrelated groups. That is, evaluate whether the means for two independent groups are significantly different from each other. The independent-samples t test is commonly referred to as a between-groups design, and can also be used to analyze a control and experimental group. With an independent-samples t test, each case must have scores on two variables, the grouping (independent) variable and the test (dependent) variable.

Independent sample t-test is part of the parametric inferential statistics (t- test) there are requirements that must fulfilled before performing the test conditions are that:

1. The test data is quantitative data
2. Data should be tested for normality and the results should be normal distribution
3. Data should be similar or homogeneous
4. The test was conducted with the amount of data (less than 30).

## **RESULT AND DISCUSSION**

### **Company Profile**

PT Bank Tabungan Negara (Persero) Tbk is an Indonesia based company primarily engaged in banking sector. It operates its bank under the name Bank BTN. Its products include saving accounts, current accounts and fixed deposits. It also offers various loans, such as home loan, investment loan and working capital loan. Besides conventional banking, it also offers Shariah-compliant banking services. Its office network is comprised of branches and sub-branches that are located across Indonesia.

**Validity and Realibility Test****Table 1. Reliability Test of Male Respondent**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.698	24

Source: SPSS Output, 2017

By using SPSS, the researcher found out that Reliability of Male Respondents more than 0.6 which is above the acceptance limit.

**Table 2. Reliability Test of Female Respondent**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.787	24

Source: SPSS Output, 2017

By using SPSS, the researcher found out that Reliability of Female Respondents more than 0.6 which is above the acceptance limit.

**Normality Test****Table 3. Normality Test of Male Respondents**

<b>One-Sample Kolmogorov-Smirnov Test</b>	
Male	
Kolmogorov-Smirnov Z	.830

Source: SPSS Output, 2017

In Table above shown that significant value in Normality test of Male Employees is more than 0.05 it means that the data is normally distributed.

**Table 4. Normality Test of Female Respondents****One-Sample Kolmogorov-Smirnov Test**

Female

Kolmogorov-Smirnov Z	.881
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*Source: SPSS Output, 2017*

In Table above shown that significant value in Normality test of Female Employees is more than 0.05 it means that the data is normally distributed.

**Independent Sample T-test****Work Life Balance between Male and Female Employee of PT Bank Tabungan Negara (Manado) Tbk.****Table 5. Independent Samples T-Test of Work Life Balance**

## Levene's Test for Equality of Variances

	F	Sig.
	Lower	Upper
<b>Work Life Balance</b>		
Equal variances assumed	.001	.976

Equal variances not assumed

*Source : SPSS Output, 2017*

Based on Lavene's test for equality of variance the number is more than 0.05 it means that the null hypothesis is accepted. And in the table 1 show that it's above 0.05, it means that there is no different Work Life Balance between Male and Female Respondents (equal data/ homogeneous).

**Working Environment between Male and Female Employee of PT Bank Tabungan Negara (Manado) Tbk****Table 6. Independent Samples T-Test of Working Environment**

## Levene's Test for Equality of Variances

	F	Sig.
	Lower	Upper
<b>Working Environment</b>		
Equal variances assumed	.071	.791

Equal variances not assumed

*Source : SPSS Output, 2017*

Based on Lavene's test for equality of variance the number is more than 0.05 it means that the null hypothesis is accepted. And in the table 2 show that it's above 0.05, it means that there is no different Working Environment between Male and Female Respondents (equal data/ homogeneous).

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**Discussion****Work Life Balance between Male and Female Employees**

Work Life Balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and nonwork commitments. Massoudi and Hamdi (2017), There has to be some sort of balance between work and personal life, therefore work life balance can promote creativity and out-of-the-box thinking. For female employees of PT Bank Tabungan Negara (Persero) Tbk Manado, based on the research that the researcher has made, showed there is no different with male employees in Work Life Balance. Based on table 4.3 the characteristic of respondent based on age is shown 75% have fairly young age. By having a fairly young age, they can balance work with their other activities, they are more focused on their tasks in the office without being disturbed by activities outside the work. For male employees, Most of them can balance between their work and outside the work. Most of them also fulfill their obligations to their families without neglecting their responsibilities to the job. Most of them can divide their time between work and outside work. They are also professional to the job and out of work if any additional work they have to finish first because it is their responsibility. At a fairly young age they spend more time in the office, they are charged approximately 9 hours of work. From the results of existing research, researchers conclude that most of the employees in Bank Tabungan Negara (Persero) Tbk Manado have a good enough work balance to make them have the commitment and motivation to work better Parminder Walia (2014).

The Article supported this findings are Parminder Walia (2014), The results thus indicate that work life does not different by gender and both males and females show similar levels of work life balance. Milkie and Peltola, (1999) found that women and men report similar levels of success in balancing work and family and kinds of work family tradeoffs. According to Nurendra and Saraswati the higher of the work life balance, the lower of the work stress. Conversely, the lower of the work life balance the higher of the work stress. Employees in the Bank Tabungan Negara Manado feel enjoy with their work without thinking of anything else that is outside the office. Despite having a lot of work at the end of the month they feel unencumbered by it and just focus on doing what their duties and responsibilities.

**Working Environment between Male and Female Employees**

Working environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work. According to Hidayat (2015), A good physical work environment, such as a workplace and public facility in a clean, neat, quiet and comfortable office will support employees to excel in their work and will encourage employees to further improve their performance. For Male and Female employee of PT Bank Tabungan Negara (Persero) Tbk Manado based on the research that the researcher has made there is no different in Working Environment. There are 4 Important factors in the work environment which is Noise, Lighting, Color, and Air Quality. All the employee in PT Bank Tabungan Negara (Persero) Tbk Manado both Male and Female employee argue that their Work Environment already provide a comfortable place to work in order to increase their productivity in work. Based on the results of existing research employees do not feel disturbed by the noise in their work environment, calm conditions in the work environment to make them concentrate in work and improve work productivity. The lighting provided in their working environment is also sufficient, enough sunlight to affect their physical work, for the colors that are in the room around them also very good, start from the wall color, the color of objects, support their circumstances and minds in work and do not interfere with their work. According to Hidayat (2015) Quality of working comfort obtained through the work environment determines the level of employee performance. One important factor also is Air Quality, in Bank BTN Air conditioning gauges work well to make employees work productively, and free from air pollution keeps the body fresh and not tired at work. The results of this study show all the employees in Bank Tabungan Negara (Persero) Tbk Manado, felt that their work environment includes 4 important factors are good enough to make them comfortable in work and greatly affect their desire to complete the work without feeling disturbed by the existing work environment.

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**CONCLUSION AND RECOMMENDATION**
**Conclusion**

Based on the analysis in previous chapters, the conclusion are:

1. There is no significant different in Work Life Balaance between male and female employees of Bank Tabungan Negara (Persero) Tbk Manado
2. There is no significant different in Working Environment between male and female employees of Bank Tabungan Negara (Persero) Tbk Manado

**Recommendation**

Based on conclusions, the recommendations for this research are:

1. Working environment plays an important role. Most of the problems faced by employees are related to working environment. With a good lighting, color, air quality and a quite situation in office can impact their productivity of work. Therefore, Bank Tabungan Negara should pay attention on it.
2. There is no significant different between male and female employee in Work Life Balance and Work Environment. Then,Bank Tabungan Negara no need to make a different between male and female employee in Work Life Balance because most of their employee can balance between work and life out of work (Family, Friends, etc) and in Work Environment, all the employees not feel distrub with the environment (Lighting, color, air quality and noise) and their really enjoy with their work.

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