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**ANALYSIS THE ROLE OF WORK-LIFE BALANCE TOWARDS EMPLOYEE  
ENGAGEMENT IN PT. TIRTA INVESTAMA AIRMADIDI****ANALISA PERAN KESEIMBANGAN KEHIDUPAN-KERJA TERHADAP KETERIKATAN  
KARYAWAN DI PT. TIRTA INVESTAMA AIRMADIDI**

by:

**Gloria Maya Runtutukahu<sup>1</sup>  
Farlane S. Rumokoy<sup>2</sup>**

<sup>12</sup>Faculty of Economics and Business, International Business Administration, Management Program  
Sam Ratulangi, University Manado

E-mail:

[<sup>1</sup>gloriamayaruntutukahu@gmail.com](mailto:gloriamayaruntutukahu@gmail.com)[<sup>2</sup>princefarlent@gmail.com](mailto:princefarlent@gmail.com)

**Abstract:** In the global era of competition, the potential employee holds the important role in achieving the company's goals. Therefore, companies need to build employee engagement, it will drive employee to high performance and work optimally for the company and it will often waste their social and family time. In this case, work-life balance strategies are needed to be implemented. PT. Tirta Investama Airmadidi is one of advanced company that has many employees. This research is aimed to analyze the work-life balance condition of employees and how its role towards employee engagement in PT. Tirta Investama Airmadidi. This research is a qualitative research using case study analysis method that gathering primary data from in-depth interview of 15 informants. The results of this research show that PT. Tirta Investama Airmadidi has employees who have been engaged themselves to the company. The engagement that built of employees have a high level in strength, dedication and absorption aspects due to time balance, involvement balance and satisfaction balance that makes their work life and personal life balance. The researcher recommend that the company build more employee who can engaged themselves with the company by paying attention to employees' work-life balance.

**Keywords:** *work-life balance, employee engagement*

**Abstrak:** Dalam persaingan di era globalisasi, karyawan yang memiliki potensi memegang peran penting dalam mencapai tujuan perusahaan. Oleh karena itu, perusahaan perlu membangun keterikatan karyawan yang akan membawa karyawan pada kinerja yang baik dan bekerja secara optimal untuk perusahaan dan itu akan sering menghabiskan waktu mereka bersama keluarga dan sosial. Dalam kasus ini, strategi untuk keseimbangan kehidupan-kerja diperlukan untuk diimplementasikan. PT. Tirta Investama Airmadidi adalah salah satu perusahaan maju yang memiliki banyak karyawan. Penelitian ini bertujuan untuk menganalisa kondisi keseimbangan kehidupan-kerja karyawan dan bagaimana perannya terhadap keterikatan karyawan di PT. Tirta Investama Airmadidi. Penelitian ini adalah penelitian kualitatif dengan metode analisa studi kasus yang mengumpulkan data primer dari wawancara secara mendalam sebanyak 15 informan. Hasil penelitian menunjukkan bahwa PT. Tirta Investama Airmadidi memiliki karyawan yang telah mengikatkan diri dengan perusahaan. Keterikatan yang dibangun oleh karyawan memiliki level yang tinggi dalam aspek energi, dedikasi dan absorpsi dikarenakan keseimbangan waktu, keseimbangan keterlibatan dan keseimbangan kepuasan yang membuat kehidupan kerja dan pribadi mereka menjadi seimbang. Perusahaan sebaiknya memperbanyak karyawan yang mengikatkan diri dengan perusahaan dengan memperhatikan keseimbangan kehidupan-kerja karyawan.

**Kata Kunci:** *keseimbangan kehidupan-kerja, keterikatan karyawan.*

## INTRODUCTION

### Research Background

Increasingly tight competition causes the company is required to be able to improve competitiveness in order to maintain the survival of the company. The company is one of the organizations that bring together people who are usually called employees to run the company's production activities. It is necessary to have employee engagement with the company. In establishing employee engagement with the company, a mineral water company needs to implement work-life balance policies and practices.

In a company operating system, the potential employee is essentially one of the capitals and holds a role that is most important in achieving company goals. This will turn to enhance the competitive performance. In line with these conditions, an organization needs to perceive employees as a top priority. Therefore, companies need to build employee engagement. It will drive employee potential to high performance, resulting in everyone contributing the best they can.

Robertson and Cooper (2010) defined engagement as "a positive attitude that employees show toward organizations and company values. An employee engaged has an awareness of the business, and works with colleagues to improve performance in work for the benefit of the organization". When the employee engaged has an awareness of the company, they will work optimally for the company. However, in performing the optimization of work for the company, it will often waste employees' time. Employees will be too concerned with the work so that it is not good for their social and family life. Employees will find it difficult to balance work life with personal lives such as family, friends and spouses. It takes a work-life balance to be implemented in the working lives of everyday employees so that they can feel comfortable with their work without disrupting their social life.

Work-life balance is a balance between work life and social life. It lies in the aspect of employee success in balancing work and personal life and confronting their conflict in an effort to balance them. It considered as an important factor by companies in making policy to keep work productivity. The balance between life in good work will result high morale, a sense of satisfaction with the work it has, and a sense of full responsibility both in work and in personal life. The high morale of employees can make employees always ready to do the job optimally. When the company is able to implement work-life balance for employees, employees will feel comfort with their work in the company. Then they will work optimally and it will maintain the employee engagement to the company. When employees bind themselves to the company, the company will become one of the priorities so that they work optimally and improve the productivity of the company.

National food and beverage industry recorded a growth of 7.19 percent in the second quarter of year 2017 (Agustinus, 2017). As it is known that mineral water is one of the basic human needs in daily life, so the mineral water industry will continue to increase. One of the mineral water industries that always have the increase in Indonesia is the industry of AMDK (Air Mineral Dalam Kemasan) Danone AQUA. As it is known, AQUA Danone is one of the companies in the world that has produced a large quantity of mineral water for every year with quality that has been tested.

**Table 1. Most Influential Food and Beverage Companies in the World 2017**

Rank	Company	Market Value
1	Nestle	\$ 229.5 billion
2	Anheuser-Busch InBev	\$ 213.1 billion
3	Coca Cola	\$ 182.9 billion
4	PepsiCo	\$ 159.4 billion
5	Kraft Heinz Company	\$ 110.4 billion
6	Diageo	\$ 71.2 billion
7	Mondelez International	\$ 67.4 billion
8	Danone	\$ 42 billion
9	Archer Daniels Midland	\$ 25.6 billion
10	Heineken	\$ 23 billion

Source: Bizvibe (2017)

Based on Table 1, it is show that Danone is one of the most influential food and beverage companies in the world. PT Tirta Investama has made a strategic alliance with Danone Group. With 500 companies, it has more than 160 production plants and about 100,000 employees (Danone, 2015).

Danone AQUA is an AMDK brand with the largest sales in Indonesia and is one of the most renowned brands of AMDK in Indonesia, so it has become like a generic brand for AMDK. Currently, there are 20

factories producing Aqua with different ownership. With the large number of AQUA factories in Indonesia, there are also a number of employees who directly affect production. There are 11,489 employees in 2011 and 12,171 employees in 2012 (Aqua Sustainability Report 2012), while in 2015 there are 12,545 employees and in 2016 are 12,506 employees who works in AQUA factories in Indonesia (Aqua Sustainability Report 2016).

According to Aqua Sustainability Report 2011-2012, AQUA is respects and supports each employee to foster the harmony of each family, the company gives the right to maternity leave for 4 months for female employees and male employees get paternal leave for 2 days to accompany the wife who just gave birth. This means that this company is still paying attention about the work-life balance of employees in its company. One of factories in Indonesia is located in Airmadidi (PT Tirta Investama Airmadidi). Which considered as the best springs factory of AQUA in Indonesia that is located near the Klabat Mountain Airmadidi, North Minahasa. According to the observation toward employee work-life's condition in PT Tirta Investama Airmadidi, found that there are so many people who have an interest to work in that company because there is company's strategy to improve employee welfare. In addition, some retired people working from the company have long working periods which means they have a sense of comfort to work in that place. A sense of comfort by employees, lead a company in building employee engagement through the implementation of work-life balance policies and practices. That's why the researcher wants to do the research with titled "*Analysis the Role of Work-Life Balance towards Employee Engagement in PT Tirta Investama Airmadidi*"

### **Research Objectives**

The objective of this research is to analyze the implementation of work-life balance policies and practices for developing employee engagement in PT Tirta Investama Airmadidi.

## **THEORETICAL FRAMEWORK**

### **Human Resource Management**

Human resource management is a part of management focused in learning the relationship and the role of people in company. It involves all management decisions and practices that directly affect or influence the people, or human resources who work for the organization. Human resources can also define as strategic and operational management of activities to enhance the performance of the human resources in organization (Dimitriades in Taghulihi, 2015).

### **Work-Life Balance**

Work-life balance is an important factor for every employee, so that employees have a balanced quality of life dealing with their families and balanced in work. Work-life balance concept was first developed in order to decrease conflict between personal life, family, and work because the conflict may affect an organizational effectiveness (Novelia in Sabijono, 2017). There are several policies or practice of work-life balance (Budd and Mumford, 2005): flexi time, job share, telecommuting (working from home), parental paid leave, on-site child care.

### **Employee Engagement**

Employee engagement is an individual's involvement with, satisfaction with, and enthusiasm for the work he or she does (Robbins and Judge, 2013). The idea of this term is to make employees become more attach with company so that they can work more. Macey and Schneider (2008) note that there are numerous definitions of the construct, but that they all agree that employee engagement is desirable, has an organizational purpose, and has both psychological and behavioral facets in that it involves energy, enthusiasm, and focused effort.

### **Previous Research**

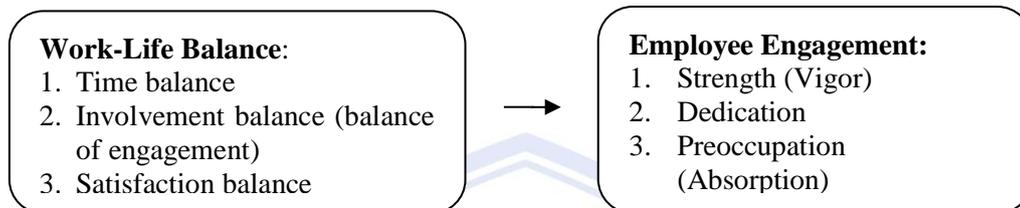
Susi and Jawaharrani (2011) are studied about Work-life Balance: The Key Driver of Employee Engagement. This research stated that employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention.

Aveline and Kumar (2017) is studied about Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai by). This research explained that Employee engagement and work life balance are very essential factors involved in software industries in Chennai. Though there are lot of initiatives taken work life balance is the most important aspect in employee engagement in software industries in Chennai

Shekhar (2016) is studied about Work-life balance and Employee engagement-concept. This journal is doing to understand the relationship between work life balance and Employee Engagement. Further this paper highlights contextual factors affecting Employee Engagement and Work Life Balance. This journal has result that show inverse relationship between pleasure and work. Further, it examines the effect of change in work interference on personal life on Employee Engagement.

### Conceptual Framework

In supporting this research, researchers use a conceptual framework to help explain the research on the role of work-life balance towards employee engagement. This conceptual framework was formed based on several supporting theories of work-life balance and employee engagement.



**Figure 1. Conceptual Framework**

*Source: Theoretical Review (2018)*

## RESEARCH METHOD

### Research Approach

This research is a qualitative research that is to analyze the role of work-life balance towards employee engagement in PT. Tirta Investama Airmadidi (AQUA). Bogdan and Taylor in Zaibaski (2012) stated that qualitative research is a research procedure that produces descriptive data in the form of written or oral words of people and behavior that can be observed. The type of this qualitative research is using case study approach. According to Cresswell (2007) case study is one of the qualitative approaches that examine a particular "case" in contemporary real-life situation or contexts. This study focuses intensively on particular object that is employees' work-life balance and employee engagement. This research is conducted by doing interview more deeply to analyze the work-life balance condition of employees and how employees engaged themselves to the company.

### Population, Sample and Sampling Technique

According to Sugiyono (2017) in qualitative research there is no population term but only social situation, which consists of three elements: place, actors and activity. The actors as social situation of this research are employees who work in PT. Tirta Investama Airmadidi. The amount of employees who work within the company is about 456 employees.

The type of sample to be used in this study is determined by using disproportionate stratified random sampling. It is one of the sampling techniques included in the probability sampling. In order to get the best result, researcher takes 15 respondents in the company. Respondents are selected randomly in each job levels within the company.

### Data Collection Method

The data used in this research consist of two types of data, which is primary and secondary data. Primary data are gained from in-depth interview and secondary data are taken from several books, journals, previous research and company profile.

### Operational Definition of Research Variables

There are two main variables that consist of three indicators, which is Work-Life Balance (Time Balance, Involvement Balance and Saisfaction Balance) and Employee Engagement (Strength/Vigor, Dedication and Absorption).

### Instrument Testing

The instrument testing are the tools that the researchers prepare for measurement while conducting the research. In an interview the instrument can be interview schedules, performance checklist, observation forms, attitude scales, and so on. In this research, the key instrument or research tool is the researcher itself.

**Data Analysis Method, Validity and Reliability**

The data analysis method in this research is a guide in the process of analyzing data to find the final result of the research. Miles and Huberman in Sugiyono (2017) stated that qualitative data analysis is done interactively and continuously until complete, so the data is saturated. While, according to Miles and Huberman in Sondakh (2017) there are generally steps in qualitative data analysis: Data Collection, data reduction, data display, drawing and verifying conclusion. Test the validity of data in research is often only emphasized on the validity and reliability test. According to Sugiyono (2017), In testing the validity of data, qualitative research methods include credibility test, transferability test, dependability and confirmability test.

**RESULT AND DISCUSSION****Result**

The interview is conducted from the informants who are employees in PT. Tirta Investama Airmadidi. The second part of this chapter explains about the discussion after the interview.

**Informant 1**

Informant 1 is a security officer and has been working for 23 years in PT. Tirta Investama. As a security officer, he has quite a lot of experience for having worked decades in this place. For an informant 1, 8 hours of being in the company does not make his time with family to be disturbed. In doing his job he is always excited, he thinks the spirit is important so he can keep his work going well. Informant 1 is able to balance his job and his personal demands because of the opportunity given by the company to take leave or permit. He said that his work has become a routine and became his hobby so to achieve the company's goals had become one of his priorities.

**Informant 2**

Informant 2 has been working in PT. Tirta Investama for 16 years. He is new in his current position as supervisor of material warehouse. For informant 2, having to spent minimum of 8 hours inside a company does not necessarily make him feel emotionally drained. Informant 2 said that he still can balance his work time and family time. Informant 2 said that he still enjoyed in working for this company and he can keep his emotional balance between work and family. He feels his duties are very important to support the company reaching its goals. For informant 2, his duties as a material warehouse supervisor is one of the priorities in his life.

**Informant 3**

Informant 3 has been working for 12 years in PT. Tirta Investama. Working for 7 hours and 1 hour for break in this company does not make his personal life being hampered. During work, there is often a problem in the company but it does not affect the personal life and family life. Informant 3 says that working at this company always gives him the opportunity to do his best in his job because the company always gives his employees the freedom to argue even though the opinion is not all received but always counted for acceptance. For him, providing the best for the company is his duty because to achieve the company's goals it has become one of his priorities.

**Informant 4**

Informant 4 has been working in PT. Tirta Investama Airmadidi for 10 years. As a worker with 7 hours of work and 1 hour of rest within the company, she is still able to balance between her work and her personal activities. With working hours like this, she still has enough time to do activities with her husband and children. She also often encountered some problems but it never affected her personal life with the family. She can always control her emotions. According to her, her co-workers are also committed to doing the best for her company so that it also became one of the motivations to work well. For her, her job has made one of her priorities because if her job becomes a priority, her job will feel lighter and will not become a burden.

**Informant 5**

Informant 5 has been working for 5 years in PT. Tirta Investama Airmadidi. While working in this company, like other employees he worked for 7 hours and 1 hour for rest. Although he is still not married, but for him time to be with family and friends is very important. He says that he can still balance between his work and his personal life. He said that he still has enough time for his family and friends. He also said that problems often occur in the company does not affect his personal life. The company's progress is very important for his life because if the company advanced, certainly the welfare of the employees will also increase. He also added that his work is now a priority and part of his personal life.

**Informant 6**

Informant 6 has been working for 9 years. As a shift-time worker he feels he can always balance his personal life with his work. With the shift-time and with 7 hours of work and 1 hour for break, for him he always has more than enough time to be with family. So far he has always been excited about his work. For informant 6, the opportunity is always open to give the best in his work. For him the company's progress brings an excellent impact to all employees. If the company goes bankrupt, then there will be layoffs. So for him, to work in this company is a priority because if not work in this company, then he should work where.

**Informant 7**

Informant 7 has been working for 18 years in PT. Tirta Investama Airmadidi. For him with the shift-time he always has enough time to be with his family. In doing his work there are often problems that occur in the company but it never affects his personal life and vice versa when there is a problem in the family, it will not affect his work in the company. He always works with enjoy and excited in working in this company. He explained that the company always held a program of recreational activities and refreshing with employees and family. So he can always balance between his job and his personal demands to be with his family. For him, the progress of the company is very important because if the company is advanced then employees can also feel the positive impact.

**Informant 8**

Informant 8 has been working for 15 years in PT. Tirta Investama Airmadidi. She explained that being 8 hours in office still gives her enough time for her husband and her children. In work, when there are problems within the company, it affects her personal life. Even the problems within the family also often affect it emotionally. She is always eager in doing her job. She said that the recognition of the family and the company over the results of her work greatly influenced her enthusiasm in working. According to her, the salary she received in this company is very suitable with personal needs and her family. For the informant 8, her work is already integrated with her personal life. The progress of the company becomes an important thing for her because it has a great influence in her life.

**Informant 9**

Informant 9 has been working in PT Tirta Investama Airmadidi for 5 years. According to him, he has enough time to be with his parents and his extended family. Informant 9 says that sometimes there are some problems within the company but that never affects his personal life with friends and family. On the contrary, problems in the family often affect it in work. Informant 9 also said that there is always an opportunity for him to give the best in his work. His boss becomes a driving factor for him because it always provides motivation. He says that the company always provides an opportunity for him to grow and learn. For him, his job is very important to support the progress of the company, because the progress of the company is an important thing for his life. When the company is advanced it means all managed to do the job well.

**Informant 10**

Informant 10 has been working in PT. Tirta Investama Airmadidi for 9 years. In our conversation, he says that as a non-shift worker, having 8 hours to spent in a company does not make his work life and family time become imbalance. He says that he just worked for 7 hours and 1 hour for lunch break in a company, so it makes him have enough time to be with family. He says that there is often a small problem that occurs within the company but it has never had an impact on the life of his family. According to him, his salary can be categorized enough to meet the needs. Informant 10 says that he loves his job. For him, his job has become a priority because it has become his routine. He added that if his work is not a priority it will be abandoned.

**Informant 11**

Informant 11 has been working for 15 years in PT. Tirta Investama Airmadidi. Informant 11 is an employee who works non-shift. She works for 7 hours and has 1 hour to rest while in company. Informant 11 says that she can always balance between her work and her personal life. She still has enough time to be with her family. Informant 11 says that if there are problems that occur within the company, it will not affect her personal life. She keeps doing her work with passion and enjoy. For her, her job has become a priority because her work environment is affecting her performance. The company facilitated to develop her hobby in the field of sports so that her achievements increase. According to her, she must work well because the company's goals have also become a priority.

**Informant 12**

Informant 12 has been working for 12 years in PT. Tirta Investama Airmadidi. In our conversation, informant 12 explained about his working hours in this company. He says that he has responsibility for 7 hours of work and there is 1 hour to rest. He has enough time to be with his family. For him, when there are problems that occur in the company, it will not affect his personal life, so vice versa the problem at home or personal problems will not affect his work. He says that there is always a chance for him to give his best. Informant 12 said that the company also provides care in the form of facilities for employee health insurance. Informant 12 said that they are given the freedom to argue. For him, his job is now one of the priorities, so he should help the company to become more advanced because, the progress of the company is important for all employees.

**Informant 13**

Informant 13 has been working for 10 years in this PT. Tirta Investama Airmadidi. Informant 13 said that she worked from 8 am to 4 pm. The division took 7 hours to work and 1 hour for lunch break. For her, she can always divide her time for work and personal life. As a woman who has a husband and child, she also says that as long as she can manage her time she feels she has enough time to be with her family. According to the informant 13, there was never an exaggerated problem in the company that affected her personal life, only more to the tired state after work. According to her, the salary she received now is able to meet every need. She also says her bosses often give praise when doing the job well. Informant 13 said that the company's progress is important because as the company progresses, employees will also progress.

**Informant 14**

Informant 14 has been working for 15 years in PT. Tirta Investama Airmadidi. She is a worker with shift time. Working for 7 hours with 1 hour to break, still she can balance with her personal life. She is married, has a husband and children. For her, she still had enough time to be with her family. According to informant 14, the problems that she often encountered in the company did not affect her personal life. But on the contrary, the problems that exist in the family sometimes affect the work. The salary she earns in this company is in line with her needs. And the company also always rewarded her for her work that was never absent, permit and sick. She also said that her boss also cared about her personal life and her career. According to her, the company always provides an opportunity for her to learn and grow. For her, her current job has become her priority. Because, according to her, the progress of the company is important.

**Informant 15**

Informant 15 has been working for 8 years in PT. Tirta Investama Airmadidi. As a manager, informant 15 still have the same working hours as other employees that is 7 hours for work and 1 hour for lunch break. She works non-shift. For her, she can maintain a balance between her work and her personal life. Indeed, she says that to be with her children, remembering her children are small so they always feel that their time with the informant 15 is not enough. She said that she did not have too much time playing with her children. For informants 15, the problems that often occur in the company never affect her personal life. She is always eager in doing her job. She also added that working in this company, there is always an opportunity for her to be able to grow and learn. Her current job has become a priority for her. She really enjoys her work in this company because it is in accordance with her passion. She says that the company's goals have become her priority.

**Employees' Work-Life Balance in PT. Tirta Investama Airmadidi**

To measuring the work-life balance according to Hudson (2005), time balance is the balance of time refers to equality between the time a person gives for career and the time given to the family or aspect of life other than career. The results of the interview regarding work-life balance in PT. Tirta Investama Airmadidi is all of the informants except informant 15 are able to balance their time between work and family due to feel has enough leisure time with family after working although they had to spent 7 hours working and 1 hour of rest inside the company. Also, they have enough time with family because there are family-friendly programs. According to Ramadhani (2013), involvement balance refers to physical and emotional balance between work and personal life. While according to Rantanen et al. (2011), involvement balance refers to equal psychological effort and presence invested. Based on these theories, it is found that in the interview, informant 9, 10 and 14 are not have involvement balance because they feel the emotions uncontrolled. Satisfaction balance is the satisfaction felt by the individual has the comfort in involvement in his/her work as well as in the individual's life (Hudson, 2005). According to Melani and Suhaji (2012), factors that affect satisfaction, among others financial satisfaction factors, physical satisfaction factors, social satisfaction factors and psychological satisfaction factors. There are factors influence the satisfaction, it is found that all the informant 1 – 15 have

satisfaction balance because of financial satisfaction factors and social satisfaction factors. As the financial satisfaction factors, informant 1 – 15 are got good salaries that can meet their personal and family needs.

Based on the interview regarding to work-life balance, informant 1 – 14 have time balance while, informant 1, 2, 3, 4, 5, 6, 7, 8, 11, 12, 13 and 15 have involvement balance. And all the 15 informants have satisfaction balance. According to these findings, it can be said that all 15 informants have a good work-life balance as an employee in PT. Tirta Investama Airmadidi.

### **Employee Engagement in PT. Tirta Investama Airmadidi**

To measuring the employee engagement in the company, Schaufeli et al. (2002) defined that strength (vigor) is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work and persistence even in the face of difficulties. The results of the interview regarding employee engagement in PT. Tirta Investama Airmadidi is all informants, except informant 9 have a feeling eager, excited and has a good spirit in working at the company. They have a good stamina in doing their work. But, in the interview, there is found that just informant 9 who does not feel excited in work. Dedication is the quality of being dedicated or committed to a task or purpose. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge (Schaufeli et al. 2002). Same with the interview results, it is found that all informants from informant 1 – 15 have a high level of dedication. They have meaningful feelings, enthusiasm and proud of their work. Absorption is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli et al. 2002). Based on the interview results from informant 1 – 15, all informants have high level of absorption because they are committed to the company.

Based on the interview results regarding to employee engagement in PT. Tirta Investama Airmadidi, found that informant 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14 and 15 have a high level of strength (vigor) aspect. Just informant 9 who does not have a high level of strength (vigor). While, in dedication and absorption aspects, it is found that all informants from informant 1 – 15 have a high level of these two aspects. From the results, it can be concluded that all informants are engaged to their work in a company because informant 1 – 15 have made work and the company's goals as one of the priorities in their lives.

### **The Role of Work-Life Balance towards Employee Engagement in PT. Tirta Investama Airmadidi**

The results of interviews with informant 1 – 15, it can be concluded that all informants are able to manage work-life balance well because of factors that affect, such as organizational support through recognition and reward, so informant 1 – 15 able to dedicate they are and able to commit to provide the best for the company. As the opinion of Susi and Jawaharrani (2011), employees who have commitment and high dedication are employees who are engaged with their work and able to manage work-life balance well.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the result and discussion in the previous chapter, we can conclude some points here which are:

1. The employees' work-life balance in PT. Tirta Investama Airmadidi is in the good condition. The employees have time balance, involvement balance and satisfaction balance because the company employs employees in accordance with the rules of the national working hours that regulated in UU No. 13 year 2003 about Employment, that is 7 hours for working and 1 hour for rest; the ability to control the emotions of each employee; an enough salary that paid by the company; a good teamwork inside the company; a completely facilities inside the company; also there are several programs that the company conducted to keep the employees' work-life balance are still good. The several programs such as family-friendly program called "Aqua Pasiar" as a recreational activity of family and the company's employees.
2. The employees who work in PT. Tirta Investama Airmadidi are engaged to the company. There is employee engagement inside the company because the employees show a high levels of strength (vigor), dedication and absorption aspects. The employees have an excited feeling in work; have a meaningfully feelings, enthusiasm and pride of their work; the existence of recognition that company give to them; always focus in having done the tasks; never bring unfinished tasks to home; also are committed to the work and have made the company's goals as a priority in their lives.
3. The existence of work-life balance conditions on employees has a role which makes employees become engaged with their work in PT. Tirta Investama Airmadidi.

## Recommendation

This research has some recommendations proposed and found for the company, university and further researchers:

1. For the company, human resource management is really important for every company. It holds control over all employees within the company. So, I recommend to this company which has a good human resource management to keep the performance of all employees while still holding programs to improve employees' welfare, especially programs that can keep the work-life balance conditions of employees well. And I recommend to this company in order to keep the existing of employee engagement in this company and improve all effort to increase the amount of employees who can engage themselves with the company.
2. For universities, to give some knowledge for the students especially economic and business students to know about how the role of work-life balance and employee engagement, because when becoming economic and business students, it is important to know about how to manage the human resource in good strategies, especially who wants to becoming a leader in a company, by knowing and understanding about the human resource management strategies, they can find strategies to achieve the company's goals by giving the work-life balance strategies to engaged the company's employees.
3. For next researcher, it is recommended to conduct research in wide areas of population, bigger sample and deep research about the role of work-life balance towards employee engagement not just in one company but more advanced company.

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