

## THE INFLUENCE OF OVERTIME TO WORK-FAMILY CONFLICT AND JOB PERFORMANCE IN WITEL BOGOR OF PT TELKOM INDONESIA

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### ABSTRACT

*Overtime phenomenon occurs all over the world. Increased workload, work pressure and decreasing the boundary between work and home cause overtime to be reasonable for most employees. Overtime is often an effort to improve work performance. Various research proves the health implications of overtime implementation. In addition, overtime due to work demands leads to an inadequate personal time requirement that causes work-family interference (WFI).*

*Telkom as a telecommunication company in Indonesia face so many business challenges from time to time. This challenge resulted the needs to innovate and work quickly which causes the practical of overtime becomes natural. However, further analysis of the effects of overtime is needed, in this case on the work-family conflict and work performance.*

*The purpose of this study is examine the condition of overtime, work family conflict and work performansi in Telkom Bogor, and analyse the influence of overtime to work family conflict dan job performance. Descriptive analysis is used to examine variables condition while causal analysis with Causal Step followed by Sobel Test (Product Coefficient) is used to test the relationship between variables. The results showed that overtime has a positive effect on job performance where has no effect on work family conflict. However, work-family conflicts have a negative effect on work performance.*

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**Key Words:** overtime; work-family conflicts; job performance

**JEL Classification:** J24, D74, L25, O15, K38

## **1. INTRODUCTION**

Increasing workloads, job insecurity, pressures to perform, and the diminishing boundary between work and home have made overtime work common among many contemporary workers. (Beckers, 20018). Events of overtime deaths have been encountered in many countries. This phenomenon has its own terms in each country such as *karoshi* in Japan, *gwarosa* in South Korea and *guolaosi* in China. The medical causes of the death are heart attack, stroke, stress and hunger. In addition to providing direct health effects, overtime implementation will certainly reduce employee personal time. As many as 4 out of 10 employees have difficulty meeting work and personal needs, where jobs are more often interfere family than vice versa (Fallon-Hogan, 2013) resulting work-family interference (WFI). This interference will trigger work-family conflict (WFC).

Work-family conflicts arise when lines dividing work and personal or family activities become blurred. This conflict can caused by the home or work environment. Most work-family conflicts are caused by work. WFC has consequences for job stress and life stress which indirectly affects job performance and life satisfaction (Esson, 2004). This conflict not only affecting the personal lives of employees but also can affect the performance of employees in the workplace.

While additional working hours may reflect a worker's work ethic or commitment to the job, workplace, employer or labour force and the hope of attaining higher current or future earnings, at some point, longer working hours inevitably begin to create risks and time conflicts that interfere not only with the quality of non-work life, but also on-the-job performance (Golden, 2011). There are so works to do on a very short time so that the work schedule becomes less flexible than the personal schedule. This can lead to work-life conflict (Malik and Khan, 2008). Research that has been done in 18 manufacturing companies in the US shows that overtime implementation actually decreases the average employee productivity based on work output per working hour in almost all sectors of the industry (Shepard and Clinton, 2000).

## **2. LITERATURE REVIEW**

### **2.1 Job Performance**

Job performance can be defined as employee behavior in meeting job descriptions and needs in the workplace, which will help the company achieve success. Job performance affect how many contribution employee has to the organization. Job performance is often operationalized as the quality of work, the quantity of work and the amount of effort given.

There are three general criteria in evaluating job performance which are the result of individual task, work behavior and individual attitude. Quoted from the research conducted by Anshari and Sembiring (Anshari and Sembiring, 2017), there are several aspects of employee performance according to Ivancevich (2002) namely: Quantity of Work, Quality of Work, Knowledge of Job), Quality of Personal (Personal Qualities), Cooperation (Cooperation), Trustworthiness (Dependability), Initiative (Initiative).

### **2.2 Overtime**

Based on the dictionary of the European Foundation for the Improvement of Living and Working Conditions (2007), our definition of overtime work is: all work hours that an employee works on top of his/her contractual work hours (Beckers, 2008). Based on Undang Undang No. 13 Tahun 2003 about

Manpower, the working hours as stipulated in Pasal 77 Ayat 2 Point B are 8 (eight) hours 1 (one) day and 40 (forty) hours 1 (one) week for 5 (five) working days in 1 (one) week with overtime in Pasal 78 Ayat 1 Point B can only be made at most 3 (three) hours in 1 (one) day and 14 (fourteen) hours in 1 (one) week.

Overtime has various forms. Based on employee remuneration, overtime is divided into paid overtime and unpaid overtime. Paid overtime occurs when the addition of working hours is measurable and directly recasted with additional money. Unpaid overtime occurs when no extra money is earned by overtime employees another form of overtime based on control over overtime implementing is involuntary overtime and voluntary overtime. Involuntary overtime occurs when the employee loses control over overtime while voluntary overtime occurs where the employee voluntarily over his own desire overtime (Watanabe, M. and Yamauchi, K., 2016).

The main reason of working for a long time is to increase revenue for paid overtime to achieve job goals for unpaid overtime (Kodz, et al., 2003). Fallon-hoggan (2013) identifies factors that affect working hours, ie organizational factors include work intensity, work culture, organizational support, personal factors including job involvement and workaholism, as well as individual factors including the number of children or families with dependence on employees.

Based on the research findings that are related to some psychological theories of work, (Beckers, 2008) Beckers formulated heuristic models of overtime relationships with employee well-being. The model shows overtime characteristics in terms of quantity and quality. Based on several work psychological theories, Beckers selected central psychosocial (overtime) work characteristics that define the quality of overtime work: job demands, autonomy, variety, worktime control, the voluntary/involuntary nature of overtime work and rewards for overtime. Quantity of overtime work is measured by the number and frequency of overtime. Quantity and quality overtime is what will significantly affect employee well-being.

Based on 16 of 22 studies indicating that overtime is closely related to health, increasing the rate of occupational injury, increasing the number of sick employees to increasing mortality (Caruso, et al., 2004). Working in long hours does not produce as much output as expected. The lack of personal time of overtime employees, accompanied by tired and declining health conditions, leads to the fulfillment of personal needs often not achieved. This has led to the emergence of work interfering family (WIF) where work affects the lives of employee's family who have the potential to cause role conflict. Various problems arising from overtime will be accompanied by costs that must be borne by the company either due to increased risk of individual employees such as physical and psychological health but also the risk of the company.

### **2.3 Work Family Conflict**

Based on the definition of role conflict, the following definition of work-family conflict is offered: a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. This conflict occurs as a consequence of fulfilling the various roles of a person, as a couple, a parent, a career, where in certain circumstances there will be dominance of one of the roles that causes no fulfillment of the fulfillment of other roles.

Work-family conflict is built in two directions (work → family and family → work) asymmetrically and interrelated. WFC is divided into three forms: time-based conflicts, stress-based conflicts and behavior-based conflicts. Time-based and / or tense interference from this work has serious adverse consequences for the organization as well as for individual workers and their families, including physical

health (eg hypertension), mental health (eg stress, fatigue, substance abuse) and domain related output (eg dissatisfaction of work and family, and desire to quit the job) (Eby, et al., 2005). This interference will cause work-family conflict (WFC).

Based on a study conducted by Graham Lowe (2005) that work-family conflict has various consequences that can affect not only individuals and organizations but also society. As individuals, WFC will affect the health of employees both physically and mentally such as emotional fatigue, stress, dissatisfaction in life to chronic illness. In the organization, WFC will affect employee productivity, emotional fatigue, job stress, absence, desire for turnover, low organizational commitment and low job satisfaction (Esson, 2004). There are a range of other costs that employers can incur as a result of high levels of work-family conflict. These include recruitment and retention, individual productivity, employee attitudes and behaviour related to performance, and efficiency. (Lowe, 2005).

### **3. METHODOLOGY**

#### **3.1 Research Type**

The methodology used for this research is a descriptive analysis to examine the condition of variables and also causal analysis to test relationship among variables. Based on the analytical approach, this research uses quantitative approach to examine specific sample population, using research instruments with quantitative data analysis to examine the hypothesis that has been set. Through the hypothesis of overtime, work-family conflict, and job performance in accordance with the predefined framework, this research can be categorized as causal and verifikative research.

#### **3.2 Population and Sample**

Population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions. The population in this research is employees of PT Telkom Indonesia, Tbk. in Bogor city area, Bogor regency and Depok city consisting of 250 employees. The sampling technique used is probability sampling based on the employee's position band with a total of 181 employees.

#### **3.3 Variable Operationalisation**

Variables used in this study consisted of three groups of variables namely independent variables, dependent variables and mediation variables. The independent variable used in this research is overtime. The subvariables used in this study refers to the Beckers heuristic model [3] which consists of overtime quantity dimensions and overtime quality. The variable is influenced by the dependent variable either positive or negative. While the dependent variable is the dependent variable that is influenced by independent variables. Dependent variable used in this research is job performance variable. Mediation variable used in this research is work-family conflict influenced by independent variable and influence dependent variable.

The measurement scale used is the linkert scale, ie the scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. This scale is used to measure a person's response to a social object. The linkert scale is designed to examine how strongly the subject agrees or disagrees with the statement on a 4-point scale with a score of 1 for Strongly Disagree (SD), score 2 for Disagree (D), score 3 for Agree (S) and score 4 for answers Strongly Agree (SS).

#### **3.3 Data Analysis Technique**

This type of research is a causal and verifikative research that will test the hypothesis of overtime connectivity, work-family conflict, and job performance in accordance with the predefined framework. Based on the measurement scale used, it is necessary to do a descriptive analysis to analyze the data by describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalization.

This study uses a mediation variable that can theoretically influence the causal relationship between independent variables to the dependent variable. This variable lies between the independent variable and the dependent variable, so the independent variable does not directly affect the dependent variable. Therefore, this research uses regression analysis technique with mediation variable using Causal Step method and Product of Coefficient (Sobel test).

The steps in testing the hypothesis referring to the intervening role test procedures proposed by Baron and Kenny (1986) are as follows:

1. Creating an overtime regression equation (X) on job performance (Y). This regression analysis will produce coefficient c. The path is expected to be significant ( $t_c > t_{tabel}$ ,  $c \neq 0$ ,  $p_c < 0,05$ ).
2. Creating an overtime regression equation (X) against work-family conflict (Z). This regression analysis will produce a coefficient a. The path is expected to be significant ( $t_a > t_{tabel}$ ,  $a \neq 0$ ,  $p_a < 0,05$ ).
3. Creating an overtime regression equation (X) through work-family conflict (Z) on job performance (Y). This regression analysis will yield two predictive prediction values of Z and X. The prediction Z on Y we produce the coefficient b, whereas the prediction X against Y yields the coefficient c'. The b path is expected to be significant ( $t_b > t_{tabel}$ ,  $b \neq 0$ ,  $p_b < 0,05$ ), while path c' is expected to be insignificant ( $t_{c'} < t_{tabel}$ ,  $c' = 0$ ,  $p_{c'} > 0,05$ ). Line c' denotes the direct influence of X on Y while the ab path indicates the indirect effect of X on Y through Z. The variable Z is said to mediate X to Y if the indirect effect ( $a \times b$ ) is greater than the direct effect (c'). The strength of the influence of the mediating variable needs to be proven by the test of the sobel where the expected calculation of  $z > 1.96$ .

Based on the framework that has been prepared, the hypothesis in this study are as follows

H1: There is a significant influence overtime (X) on job performance (Y)

H2: A significant influence overtime (X) on work-family conflict (Z)

H3: Work-family conflict (Z) mediates the effect of significant overtime (X) on job performance (Y)

#### 4. RESULTS AND DISCUSSION

Bogor witel employee perceptions of overtime, work-family conflict and job performance are known through descriptive analysis. This analysis is done by arranging frequency distribution table to know the number and percentage of research variable value. The analysis shows that the implementation of overtime and work-family conflict in Witel Bogor is in good condition while job performance is considered very good. Although the respondent's perception of overtime quantity is not good because respondents work longer than working hours and come home late during overtime but overtime quality is rated very well by respondents.

In the measurement of WFC perceptions, adjustment of descriptive analysis on work family conflict variables has been done, and the lower work-family conflict is interpreted well. Descriptive analysis

shows that Work to Family Conflict is considered good while Family to Work Conflict is considered very good by respondents. While for job performance assessment, overall it is in very good condition. Awareness to work together and have high initiative of respondents has the highest value compared to other job-performance subvariables.

The result of the research on the influence of overtime on work-family conflict and job performance is obtained through regression analysis with intervening variable where work-family conflict acts as intervening variable. Hypothesis test is done by using Causal Step method to test the influence among variables including intervening variables. Calculation of Product of Coefficient (Sobel test) conducted to test the strength of the influence of intervening variables. Regression analysis results can be seen in the Regression Diagram X against Y in Figure 1 and the Regression Diagram of Y through Z in Figure 2.

Based on the regression diagram in Figures 1 and 2 associated with the Causal Step Method, it can be seen that a variable can be said to be a mediator if the result is as follows,

- Line c is significant. This requirement is fulfilled on the regression calculation showing that X has significant effect to Y where  $t_c > t_{table}$ .
- Path a significant. This condition is not proven where the regression calculation that X has no significant effect on Z where  $t_a < t_{table}$ .
- Line b is significant. This requirement is fulfilled on regression calculation which shows that Z has significant negative effect to Y where  $t_b > t_{table}$ .
- Line c' is not significant. This requirement is not fulfilled on the regression calculation showing the positive significant effect of X to Y where  $t_{c'} > t_{table}$ .

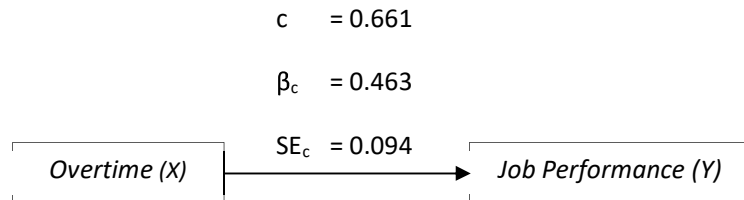


Figure 1 Diagram of Regression X to Y

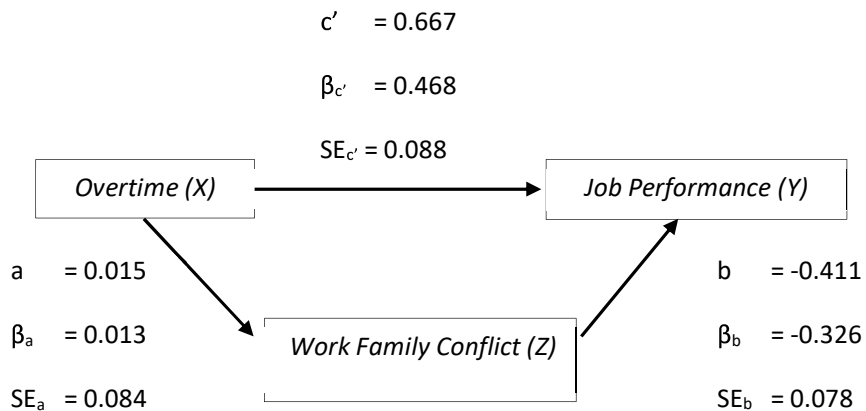


Figure 2 Diagram of Regression X to Y through Z

There is a difference of opinion about the role of mediation according to Shrout and Bolger (2002) in which a variable is said to mediate a relationship if it satisfies the terms of points b and c while paths a and b are significant. Points a and d are used to ascertain whether the intervening variable is in perfect role. Based on the results of the first analysis it can be seen that path b is not significant so it is proved that there is no significant influence overtime (X) on job performance (Y) through intervening work-family conflict (Z) variable.

From Figure 1 and Figure 2 it can be seen that the total overtime effect on job performance on line c is 0.661, the direct overtime effect on job performance on line c' is 0.667 and the indirect effect of knowledge to behavior (line ab) is  $0.015 \times -0.411 = 0.006165$ . Total effect is the sum of direct effects plus indirect effects ( $c = c' + ab$ ). Intervening variables are said to have an influence on the relationship of independent variables to the dependent variable if the indirect effect has greater than the direct effect. Since the total value of direct influence is greater than the value of indirect influence, the work-family conflict variable is not an intervening variable.

Intervention variable test is done by testing the strength of indirect effect of overtime (X) on job performance (Y) through work family conflict (Z). In calculating the significance of indirect effect, Product of Coefficient strategy is used by looking at the value of  $z > 1.96$  with significance level of 0.05. The test results obtained z-calculated value can be concluded that work-family conflict does not mediate the causal relationship between overtime and job performance.

#### **4.1 Overtime Influence on Job Performance (H1)**

Based on the regression analysis, there is a significant influence between overtime (X) on job performance (Y) so it can be concluded that H1 is accepted. Overall, overtime conditions that occur in the environment Telkom Witel Bogor quite good.

In terms of quantity, overtime condition is considered not good, where employees still frequent overtime until late at night, but the quality of overtime is quite good. Some parameters of overtime quality are so good that employees feel the need to be creative, learn new things, have high skills and work quickly to support their work.

Employees who have motivation in work tend not to feel fatigue during overtime. Telkom employees Witel Bogor overtime not to get compensation but to achieve the purpose of work as Kodz, et al. (2013) has proven in his previous research. This condition is in harmony with the positive overtime correlation to job performance in which the condition is considered very good.

#### **4.2 Overtime Effect on Work-Family Conflict (H2)**

The result of regression analysis shows that there is no influence overtime (X) on work-family conflict (Z) so that H2 is rejected. This analysis is in accordance with conditions in Witel Bogor which shows that the work-family conflict condition is good when high overtime.

Overtime conditions in Witel Bogor show good value because of good overtime quality. Overtime quality shows employees of Witel Bogor have good motivation in working and implementing overtime, thus affecting conflict management for individual employees. Another condition that supports a good overtime condition is the overtime implementation that does not happen every day. Although employees carry out overtime, it does not affect the conflicts that occur in employees.

However, it needs to be seen on the result of WFC analysis that shows the condition of family to work conflict is better than work to family conflict which means that the conflicts that happened to the employees come from office rather than home. This is in accordance with the results of research conducted by Colombo & Ghislieri (2007). Although classified as good, but the assessment is close to the lower limit of good score interpretation. Thus, further research is needed to identify what factors are causing this conflict to occur.

#### **4.3 OVERTIME INFLUENCE THROUGH WORK-FAMILY CONFLICT ON JOB PERFORMANCE (H3)**

Need for direct and indirect correlation analysis to identify the relationship of overtime (X) to job performance (Y) through work-family conflict (Z.) Indirect relationship is measured by analyzing the effect of overtime on work-family conflict previously analyzed and analysis of work-family conflict's influence on job performance. The regression analysis results show the negative effect of work-family conflict on job performance. While on the direct relationship also found a significant influence between overtime and job performance.

The mediation variable is said to have a perfect role when the indirect relationship is significant and the direct relationship is insignificant. Indirect effects have been analyzed indicating that overtime has no significant effect on work-family conflict although work-family conflict has a significant negative effect on job performance. Based on scores that have been calculated, the direct effect is greater than indirect which indicates the absence of a mediation role on the indirect relationship. Both analysis are proven on the result of the Sobel Test which shows the absence of WFC role as the mediation variable between overtime to job performance. Thus H3 is rejected.

Seeing the age characteristics of employees dominated by employees over the age of 50 indicates that the employee has experienced various conditions in the work so that both personal and family have adjusted to the condition. Another characteristic that supports this condition is male employees who become the majority of employees in Telkom Witel Bogor. In accordance with the results of research conducted by Fallon-Hogan (2013) that male employees tend to work longer than women. On the other hand, male employees tend to have no responsibility that is bound to the activity at home so that despite overtime, it does not trigger a work-family conflict that will affect job performance.

It should be noted, however, that the results of indirect effect testing indicate that work-family conflict has a negative effect on job performance. Thus, further analysis of the conditions that trigger this conflict to occur are need to be done in order to minimize the risk of job performance decrease.

#### **5. CONCLUSIONS AND RECOMMENDATIONS**

In general, the overtime condition of Telkom Bogor is quite good in line with the quality of overtime that is considered good. In fact, some overtime quality conditions are considered excellent such as awareness to be creative, learn new things, have high skills and work quickly. However, the overtime quantity is not good where employees often carry out overtime until late.

Witel Bogor employees experienced good work-family conflict condition where the value on working to family conflict condition was lower than the condition of family to work conflict. This shows the work is more influential on the conflicts that occur at home. They also have excellent job performance in all categories.

Overtime has a positive effect on job performance. This shows that the higher the overtime the higher the job performance. Overtime in this case is not only an overtime quantity but good overtime quality.



Overtime has no significance influence on work-family conflict while work-Family Conflict does not mediate overtime relationships to job performance.

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